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WITHDRAWAL SHEET

Ronald Reagan Library

Collection Name GREEN, MAX: FILES

Withdrawer

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File Folder PERSONNEL (1 OF 4)

FOIA

F03-0020/06

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THOMAS

78

DOC NO	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
1	FORM	SF-171 (W/ATTACHMENTS)	14	5/30/1986	B6

Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified Information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

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B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]

B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

*This can be Thursday**ALISA LYN KAUFMAN**Per...se*

Box 4937, Wesleyan Station
Middletown, CT 06457
(203) 346-9092

*return the
mailing*

81 Ashbury Terrace
San Francisco, CA 94117
(415) 664-2233

EDUCATION:

WESLEYAN UNIVERSITY, Middletown, CT 1984-1988
Bachelor of Arts degree, June 1988

Major: Latin American Studies; Concentration in Government
Coursework included: French, Spanish, and Russian languages and
literature; international economics, European history.

THE EXPERIMENT IN INTERNATIONAL LIVING, Quito, Ecuador 1987
Spring Semester coursework included: Ecuadorian social studies,
anthropological techniques for field study, Independent Study
Project on the development of center-left politics.

THE UNIVERSITY OF CALIFORNIA, Santa Cruz, CA Summer, 1986
Ten-week intensive study of Spanish language and literature.

EXPERIENCE:

Co-chairwoman, Central American Network, Wesleyan University
Chaired weekly meetings, coordinated lectures, letter-writing
campaigns, a clothing and supplies drive, and films. Directed
publicity, expanded membership, managed \$1,300 budget. 1986-1988
Intern, International Credit, Crocker Bank, San Francisco
Mastered basic accounting to use in research of financial background
and competitiveness of international clients. Presented verbal and
written assessments of client credit worthiness. Summer, 1984
Asst. to V.P. Sales, Smith Barney, Harris Upham & Co., San Francisco
Investigated market strength of potential investments. Organized
stock transaction records, correspondence, and portfolios. Issued
daily quotes. Coordinated mailings. Summer, 1984
French Teacher, The Claire-Lilienthal School San Francisco
Taught French language, culture, and customs to ten-year old pupils.
Designed course curriculum. 1983-1984

SKILLS:

Fluency in French and Spanish. Knowledge of Russian and Italian.
Coursework in cross-cultural integration, communication skills, and
the interview process.
Wordprocessing: Wordperfect and Wordstar

ACTIVITIES AND INTERESTS:

Travelled extensively in England, France, Italy, Israel, South
America, USA
T. Woodrow Wilson Debating Society
Photography, Musical and Visual Arts
Varsity Crew Team, aerobics, bicycling, intramural soccer
Viticulture
Cardinal Key tour guide and hostess

GEORGE KLEIN is a real estate developer who is heavily involved in civic, philanthropic and political activities. He is the founder and President of Park Tower Realty Corp., one of the country's leading development companies.

Mr. Klein is on the Advisory Board of New York University Real Estate Institute; a member of the Board of Overseers of New York University Graduate School of Business Administration; a member of the Board of Governors of the Real Estate Board of New York. He is on the Advisory Board of New York University Real Estate Institute and a Trustee on the Board of the Citizens Budget Commission.

He serves as a Director of the United Nations Development Corp.; a Co-Chairman of the New York Holocaust Memorial Commission; a Director of the Realty Foundation of New York; a Co-Chairman of the National Republican Jewish Coalition and a Board Member of the United Jewish Appeal and the Federation of Jewish Philanthropies of New York.

Mr. Klein holds a Bachelor of Science degree from the New York University School of Commerce and Finance and a Master of Business Administration degree from the New York University Graduate School of Business Administration. He was born on April 23, 1938.

Mr. Klein has been a generous and prominent leader in all Republican Presidential campaigns since 1970. He has played similar roles in Republican campaigns for governor, Senate and House.

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He serves as a Director of the United Nations Development Corp.; a Co-Chairman of the New York Holocaust Memorial Commission; a Director of the Realty Foundation of New York; a Co-Chairman of the National Republican Jewish Coalition and a Board Member of the United Jewish Appeal and the Federation of Jewish Philanthropies of New York.

Mr. Klein holds a Bachelor of Science degree from the New York University School of Commerce and Finance and a Master of Business Administration degree from the New York University Graduate School of Business Administration. He was born on April 23, 1938.

Mr. Klein has been a generous and prominent leader in all Republican Presidential campaigns since 1970. He has played similar roles in Republican campaigns for governor, Senate and House.

JULIANNA M. GULDEN
3828 Garfield Street, N.W.
Washington, D.C. 20007
(202) 965-4275

EXPERIENCE

September, 1986
to present

THE WHITE HOUSE, Washington, D.C.
Intern, Office of Public Liaison--Defense and Foreign Policy Division. Assisted the Special Assistant to the President in implementing programs for the President, including small group meetings, large informational briefings and specific events, to promote the Administration's legislative, domestic and international agenda. Involved in building constituent support by providing information and honoring diversified requests. Coordinated White House participation at 30th anniversary of Hungarian Revolution commemorative events, including attendance at public events, and obtaining Presidential message and proclamation.

June, 1985 to
August, 1985

U.S. EMBASSY, Budapest, Hungary
Created own position. Translated economic and political articles from Hungarian to English for members of Embassy staff. Interpreted for visiting White House officials. Assistant Director, American Club of Budapest Day Camp. Coordinated activities for groups of children from the international community. Sole Hungarian speaking person on any of such activities, which included trips to other cities, museum tours and camping trips. Assisted Manager of American Club of Budapest with coordinating entertainment for international community, which included recreational and social events.

March, 1985 to
September, 1986

WUJC, JOHN CARROLL UNIVERSITY RADIO STATION, University Heights - Cleveland, Ohio
Host of the Hungarian Hour. Program was aired solely in Hungarian. Interviewed leaders of Hungarian American community. Program dealt with Hungarian history, geography, literature and culture.

EDUCATION

JOHN CARROLL UNIVERSITY, Cleveland, Ohio
-- B.A. in German, 1986
-- Foreign Affairs minor
-- International Studies concentration

PERSONAL

Born September 23, 1963, in Cleveland, Ohio

REFERENCES AVAILABLE UPON REQUEST

Personal

RESUME

Name: Lee Feig Breuer
Address: 2008 Kirklin Drive, Oxon Hill, Md.
Telephone: (301) 894-3343
Age: 56
Citizenship: U.S. (naturalized on 1954)

Present Position: President, National Organization of Jewish Holocaust Survivors, U.S.A. since 1981. Activities: Spoke in 1984 to an international group of Holocaust survivors at Yad Vashem in Jerusalem, Israel. Organized dinners and other events at the American Gathering, 1983. Organized dinner honoring Senator Rudy Boschwitz and Ambassador William Middendorf at Capital Hilton Hotel in April 1984. Has a nationwide membership.

Former Positions: Former employee of Merrill Lynch Wall Street Office. Formerly in jewelry business on national and international level.

Political Activities: Republican candidate for the House of Delegates, State of Maryland in the November 1986 elections.

Member, Prince Georges County Republican State Central Committee, 1986--(elected)

Campaign Chairman for Presidential Candidate Hubert H. Humphrey, 1968, and served in other capacities in the Prince Georges Democratic party, prior to changing party affiliation.

Civic and Community Activities: Received awards for her activities from the National Council of Jewish Women, and the State Senate and the House of Delegates of the State of Maryland for her outstanding contributions to the American Gathering.

Life member, Hadassah and B'nai B'rith Women.

Served as an advisor to the National Institute Against Prejudice and Violence.

Served on the Executive Committee of the World Gathering in Jerusalem, Israel in 1981 and on the Executive Committee of the American Gathering in April 1982.

Served as the Chairman of the Mother's March for the March of Dimes in Prince Georges County and raised more money than in any previous years.

Speaks several foreign languages, and was educated in Europe, Brooklyn College and the University of Maryland.

Democrat, I believe that my appointment would be of assistance to the Holocaust Memorial Council (through my advice, work and fund-raising effort) and to the President.

Looking forward to hearing from you, I am

Very sincerely yours,


Lee F. Breuer

Founder and President
Ms. Lee F. Breuer

Treasurer
Elliot M. Minberg

Secretary
Irene Weiss

Advisors
Leo M. Bernstein
Diane Biltz
Sen. Sidney Kramer
Ed McAlteer
Murry Mendelson
Dr. Charles E. Monroe
Abe Pollin

Honorary Chairman
Sen. Rudy Boschwitz
Cong. Sam Gedgeon
Mr. Lane Kirkland
President, AFL-CIO
Cong. Thomas Lantos
Mr. Isidore Lipschutz
Nandor Markovic
Hon. Thomas P. O'Neill Jr.
Mr. Nathan Shapell
Mr. Abraham Spiegel

Honorary Supporters
Mayor Marlan S. Barry, Jr.
Washington, D.C.
Gov. Charles S. Robb
Virginia
Gov. Harry R. Hughes
Maryland
Hyman Bernstein
Mr. & Mrs. Howard M. Bender
Prof. Chalm B. Gunner
David L. Kreeger
Terry Risenhoover

Congressional Supporters
Sen. Bill Bradley
Cong. Phillip Crane
Sen. Alfonse M. D'Amato
Sen. Robert Dole
Cong. Thomas J. Downey
Cong. Roy Dyson
Cong. George W. Gekas
Cong. Benjamin A. Gilman
Sen. Daniel K. Inouye
Sen. Scoop Jackson
Cong. Jack F. Kemp
Sen. Frank R. Lautenberg
Cong. Manuel Lujan, Jr.
Cong. Barbara A. Mikulski
Sen. Daniel P. Moynihan
Cong. Peter W. Rodino, Jr.
Sen. Larry Pressler
Cong. Mark D. Siljander
Cong. Stephen J. Solarz
Cong. Frank R. Wolf

Chairpersons
Sustaining Committee
Mr. & Mrs. Rudy Mann

Mr. Robert H. Tuttle
Director, Presidential Personnel
The White House
Washington, D.C. 20500

Dear Mr. Tuttle,

May I ask for your kind consideration for my appointment to the Holocaust Memorial Council?

For your information I am pleased to enclose my resume, letters from President Reagan and Maureen Reagan and related brochures.

As you will note from my biography, I am a death camp survivor of Auschwitz and the President of the National Organization of Jewish Holocaust Survivors, U.S.A. since 1981. In 1984 we honored Senator Rudy Boschwitz and Ambassador William Middendorf at a banquet at the Capital Hilton Hotel in Washington, D.C. We also organized dinners and participated in the American Gathering. Through our nationwide membership, and through my personal and business contacts in the American Jewish community, I could be helpful in raising funds for the Holocaust Museum.

After changing party affiliations, I was elected to the Republican Central Committee for Prince Georges County in September 1986 and was also a candidate for the Maryland House of Delegates. In the past, I was active in the Democratic party and served, among others, in 1968 as Campaign Chairman for Prince Georges County for the Presidential Campaign of Hubert Humphrey.

Having been active in publicizing the Holocaust and its moral and educational lessons and representing a most important constituency, i.e., that of the death camp survivors, and having been a supporter of President Reagan and his policies even when I was a registered



PLAN WORLD GATHERING: Members of Executive Committee of World Gathering of Jewish Holocaust Survivors shown meeting to plan historic event in Israel June 15th-18th. Seated l. to r.: Samuel Mozes, executive director of the gathering; Eli Zboroski; Sam Block; Benjamin Meed, vice-chairman of the gathering; Ernest W. Michel, chairman; Kalman Suitanek and Moses Zynstein. Center row l. to r.: Jack Rozmarin; Chaia Reinhardt; Norbert Wollheim, treasurer of the gathering; Hirsch Altusky; Lee F. Breuer of Washington, D.C.; Joseph Tekulsky; Icek Smulewitch; Abe Bayer; Jack Eisner.

CLEVELAND FINANCIAL GROUP

Sara Jane Bloomfield, CPC
Vice President
Employee Benefits Consultant

personal

May 20, 1986

Mr. Max Green
Special Assistant to
The President
The White House
Washington D.C. 20500

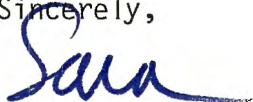
Dear Max,

Thanks for allowing me to interrupt what should have been a social (and, for you, probably a working) evening at the American Jewish Committee annual dinner last week. I had tried to set an appointment with you through Zev, but apparently your schedule last week was quite hectic. Therefore, I was grateful to grab a few minutes of your precious time at the dinner.

I've made several previous job-searching trips to Washington. At this point, it seems that the two best areas to pursue are a presidential appointment and a job with a private political consulting/lobbying firm. However, I am open to any new suggestions you might have. It is very hard to be knowledgeable from long distance about many of the opportunities available, so any assistance you can provide would be greatly appreciated.

I'll contact you soon (just as I promised!) about some of the specific opportunities which we discussed last week. In the meantime thanks again for your sincere interest and willingness to help.

Sincerely,



Sara Bloomfield

Critical Issues

U.S. Aid to the Developing World

A Free Market Agenda

edited by
Doug Bandow


The Heritage Foundation

Restoring Purpose to American Foreign Aid*

Nicholas N. Eberstadt

American foreign aid policies must be made more effective. Their effectiveness cannot be increased, however, without an appreciation of the larger purposes to which they are to be applied.

Development Aid

Redirecting American "development" policies to the task of encouraging self-sustaining economic growth will require major changes in the operation and direction of government agencies currently charged with promoting economic advance in less developed countries.

Determining which projects and policies encourage self-sustaining economic growth and increasing government competence is an empirical, not an ideological, question and should be answered through a careful evaluation and review of existing programs. It is likely that new programs will also have to be developed to meet needs in the less developed countries. In some fields, the requisite know-how for such programs may not yet exist, and may have to be created through research and development.

A comprehensive program for "development assistance" reform cannot be outlined briefly. But components of a reform strategy include:

- Our PSTC Program (its 2 sub-programs)*
- 8) *Expand competitive funding in support of technical innovations for developing countries.* AID's innovative Scientific Research Project and its Strengthening Scientific and Technological Capacity Projects demonstrate how U.S. government funds can encourage research and strengthen technical capacities in developing countries. A similar program may be able to encourage development of devices and technologies of social benefit to developing societies.

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1 FORM

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GILBERT BORMAN J.D.
2201 WISCONSIN AVE. N.W. #525
WASHINGTON, D.C. 20007
(202) 342-1409

EDUCATION

LEGAL	Detroit College of Law, J.D., 1984 Concentrating in business and litigation
ACTIVITIES	Moot Court Competition Res Ipsa Student Newspaper
UNDERGRADUATE	University of Michigan, Ann Arbor, B.A. English Literature
ACTIVITIES	Gargoyle, University humor magazine. Refounded and acted as Editor in Chief 1979-1981. Duties included graphic layout, production, writing and street vending and business manager.
HIGH SCHOOL	Detroit Country Day School, Cum Laude Captain varsity swim team 1977, four varsity letters in three sports.

PUBLICATIONS

COMMERCIAL	"Cliff's Notes on George Orwell's 1984" Cliff's Notes are a literature study aid marketed to high school and college students.
ACADEMIC	"A New Look at Eugene Zamiatin's We," Extrapolation, Spring 1983; this article develops my discovery of the anti-Soviet sentiments concealed in the author's use of alphanumeric coding of biblical passages.

WORK EXPERIENCE

STAFF ATTORNEY	Administrative Conference of the U.S. My duties involved personally assisting the Chairman, Marshall Breger. I handled the Chairman's scheduling and correspondence. In addition I helped draft 2 law review articles and a book review. For three months prior to doing this I aided the Chairman as a researcher.
LAW CLERK	Richard S. Victor & Associates 9/84-12/84 (part time) Cahalan & Ackerman 1/84-8/84 (full and part time). For both of these positions, my duties were the preparing and filing of memoranda and documents as well as doing the supporting research.
INTERN	Senator Howard Baker, Summer 1983

PERSONAL DATA

ORGANIZATIONS	Licensed to practice law in the District of Columbia and Michigan. Member of American Bar Association.
OTHER INTERESTS	I read and speak Spanish proficiently, I enjoy chess, water sports, Impressionist, Mannerist and Expressionist painting, Czechoslovakian literature; I write poetry, satire and science fiction.

Dan Marc Jacob
552 West 113th St.
New York, NY 10025
(212) 316-5727

processed

EDUCATION: Columbia University, New York, NY--Research in European political, social and intellectual movements in the 19th century. B.A. expected October 1986.

Jewish Theological Seminary, New York, NY--B.A. expected 1986 in literature. Awarded 1982 Scholarship for "Leadership of Highest Distinction."

Portland State University, Portland, OR--Attended courses concurrent with regular high school program (1978-1982) in foreign language and literature.

**EMPLOYMENT
EXPERIENCE:**

Founder and Manager the Columbia Messenger Service. Interviewed, hired and organized staff of twelve. Oversee daily operation of Manhattan based information dissemination company. Supervise team-meetings, advertising, bookkeeping, employees and public relations. Earned first year profits exceeding \$15,000. (9/85-present)

Researcher, Author, Coordinator of a 300 page manual on Jewish cultural programming for day camps. Published February 1985 by New York Federation of Jewish Philanthropies. (Summer 1984)

Membership Administrator, United Synagogue Youth. Handle dues records and correspondence for 20,000 member organization; transferred records to new computerized system. (8/84-present)

Division Head, USY Israel Pilgrimage. Lead 70 American teenagers through intensive six-week exposure to Israel; served as counselor and instructor. (Summer 1985)

OTHER

EXPERIENCE: **Manager**, Columbia student cooperative house.

Chairman, Conservative Jews at Columbia. Organized weekly community service and educational programs, coordinated religious services; doubled number of active participants.

Staff Reporter, news board, Columbia Daily Spectator. Wrote articles on co-education, financial aid, human rights and need-blind admissions.

Student Lobbyist, for Student Struggle for Soviet Jewry's annual Washington Congressional Lobby.

Rape Advocate for two Manhattan hospitals. On-call several nights each month counseling rape victims.

College Delegate to Council of Jewish Federations General Assembly Convention. Represented student constituency.

SKILLS: Fluent in Hebrew; understand German. Familiar with Decmate, Lotus, Multimate and Wordstar programs.

JOHN H. CARLEY
610 West End Avenue, Apt. 10D
New York, New York 10024
O: 202/395-5044
H: 212/595-2764

Resumes

Age: 44

Date and Place of Birth: July 24, 1941
New York, New York

Business Address: Executive Office of the
President
[Office of Management and
Budget ("OMB")
Washington, D.C. 20503

Marital Status: Married, Linda L. Sudderth in 1969;
Two Children, Melinda S., 13 and
Caroline H., 9

Education: Rutgers University, B.A. (1962)
[Yale Law School, LL.B. (1968)

Military Service: United States Army (1963-1968). Active
duty service with Third Infantry Division
in Wurzburg, Germany from July, 1963
to August, 1965. Honorably discharged
from active duty with rank of 1st Lt.
and Top Secret Final Security Clearance.
Resigned commission on June 6, 1968.

Employment History: Associate Attorney, Mudge Rose Guthrie
Alexander (formerly Nixon Mudge Rose
Guthrie Alexander & Mitchell)
20 Broad Street (November 13, 1968 -
February, 1972)

Associate Attorney, Rogers & Wells
200 Park Avenue (February 1972 -
September 30, 1975)

[Litigation Partner, Rogers & Wells
(October 1, 1975 - October 23, 1981)

[General Counsel, Federal Trade Commission
(October 26, 1981 - October 7, 1985)

[General Counsel, OMB
(October 8, 1985 -)

A B DICKMAN

Aubrey Brian Dickman was born on 12th September, 1930 in Cape Town, and is senior economic consultant to the Anglo American Corporation.

He was educated at Parktown Boys' High School and at the University of the Witwatersrand, Johannesburg, graduating with a B.Com in 1951. After three years in commerce, he lectured in applied economics at the University during 1955/6, receiving a research grant enabling him to take a B.Com (Honours) degree in 1956, and then was awarded the James McBride Scholarship to the London School of Economics where he completed the Post-Graduate Course in Business Administration.

He was with Anglo-Transvaal Industries as an economist for two years and then joined Union Acceptances Limited as economist in 1959 where he remained until he was invited to transfer to the Anglo American Corporation Head Office in 1970, when he took up his present appointment.

He was chairman of the Economic Affairs Committee of the Association of Chambers of Commerce from 1964 to 1969, chairman of the Johannesburg branch of the Institute of Bankers in 1968 and chairman of the Johannesburg branch of the Economic Society of South Africa in 1974 and 1975 (and at the same time Convenor of the 50th Anniversary Conference of the Society). He was elected a Fellow of the Institute of Bankers in 1971 and was appointed to the Economic Advisory Council in that year, serving on that body until its reconstitution in July 1985. He has been a member of the Statistics Advisory Council since 1974, and was on the Panel on Economic Co-operation and Strategy in 1979/80. He was President of the Economic Society in 1982/3 and was a member of the Commission of Inquiry into Electricity Supply in South Africa and the Committee on Industrial Protection Policy.

He was appointed to the newly-created Electricity Council in May 1985.

Mr Dickman is the author of numerous articles on the South African economy, and has given many public addresses on economic issues and participated in discussions in the media. He has visited the financial centres in Europe and the USA regularly over the past twenty years and attends the IMF-World Bank Annual Meetings as a Special Guest.

He is a director of:

Anglo American Gold Investment Company Limited
Central Reserves (Pty.) Ltd
The Discount House of South Africa Limited
Orange Free State Investments Limited

and an alternate director of:

Nedbank Limited
Anglo American Industrial Corporation Limited
UAL Merchant Bank Limited

Johannesburg
March 10 1986

Personal

SARA JANE BLOOMFIELD

3270 Warrensville Center Road
Shaker Heights, Ohio 44122

(216) 283-4078 (Home)
(216) 241-5766 (Office)

OBJECTIVE

To utilize skills developed through business, political organizing and fundraising and community experiences to pursue a career involving political activity or public policy development.

EMPLOYMENT

Cleveland Financial Group Cleveland, Ohio

Vice president and Employee Benefits Consultant (1979 - present)

- Responsible for marketing corporate pension and employee benefit plans
- Responsible for plan design, implementation, legal compliance, administration and investment management (approximate assets under management \$6 million)

Northwestern Mutual Life Insurance Company Cleveland, Ohio

Special Agent (1978 - 1979)

- Self employed saleswoman specializing in insurance and general financial planning

Shaker Heights City School District Shaker Heights, Ohio

Learning Disability Program Supervisor (1976 - 1978)

Learning Disability Resource Center Coordinator and Teacher (1974 - 1976)

- Established and staffed Learning Disability Program in 13 schools
- Trained and supervised 22 teachers
- Organized, managed and evaluated program for local district needs and for state and federal compliance
- Designed and conducted parent education programs
- Wrote and implemented proposal for state funding to establish district's first resource center

John Carroll University University Heights, Ohio

Visiting Lecturer, Graduate School Department of Education (1977 - 1978)

Auburn Girls' High School New South Wales, AUSTRALIA

English Literature Teacher (1972 - 1974)

COMMUNITY ACTIVITIES

The City Club of Cleveland, Board of Trustees (Committees: Marketing Committee Chairman; Membership; New Leaders) 1983 - present

- initiated formation of marketing committee
- designed and implemented strategies to market club programs and facilities

Project: LEARN (adult literacy program), Board of Trustees (Fundraising and Development Committee Co-Chairman) 1984 - present

- initiated formation of fundraising/development committee
- developed and implemented direct mail fundraising campaign

Colleen M. Shaughnessy Leadership Fund, Board of Trustees (Selection Committee) 1983 - present

- designed application for fellowship applicants

American Jewish Committee, Board of Trustees, Executive Committee, (Committees: Fundraising; Leadership Development; Membership; Think Tank) 1983 - present; Secretary 1986 - present

United Jewish Appeal (J.C.F. of Cleveland), volunteer, campaign cabinet 1975 - present

EDUCATION

M.B.A. Program (Finance/Economics) Cleveland State University; expected 1987

M. ED. (Learning Disabilities) John Carroll University; 1977

Educational Supervisor's Certificate Cleveland State University; 1977

B.A. (English Literature/Education) Northwestern University; 1972

AWARDS

Max Freedman Young Leadership Award, American Jewish Committee; 1986

German-American Jewish Leadership Exchange Program, Konrad Adenauer Foundation and American Jewish Committee; 1986

RELATED EXPERIENCE

Extensive travel throughout Australia, the South Pacific, Southeast Asia, Asia, Mexico and Europe.

SARA JANE BLOOMFIELD

POLITICAL ACTIVITIES

Cuyahoga County Republican Party Executive Committee 1985 - present; Scanning Committee 1986

National Jewish Coalition (President and Co-founder, Cleveland Chapter) 1985 - present

Ohio State Director, National Jewish Coalition for Reagan-Bush 1984

1984 Republican National Convention, National Jewish Coalition Staff

Cuyahoga Women's Political Caucus, Board of Trustees (Vice President; Nominating Committee Chairman; Membership Committee Chairman) 1982 - 1985

—designed and conducted first direct mail membership drive

—computerized membership records

REFERENCES

Mr. Chris Gersten, Executive Director
National Jewish Coalition
415 Second St. NE, Suite 100
Washington, D.C. 20002
(202) 547-7701

Mr. Robert Hughes, Chairman
Cuyahoga County Republican Party
1101 Euclid Ave.
Cleveland, Ohio 44115
(216) 621-5416

Honorable Max M. Kampelman, Head of Delegation
Negotiations on Nuclear and Space Arms
United States Department of State
Washington, D.C. 20520
(202) 647-4000

Dr. Ruth R. Miller, President
Tower City Center
50 Public Square, Suite 2900
Cleveland, Ohio 44113
(216) 771-6611

Dr. Martin Plax, Ohio - Kentucky Area Director
American Jewish Committee
625 Hanna Building
Cleveland, Ohio 44115
(216) 781-6035

Honorable Joseph G. Tegreene, President
Cleveland Board of Education
1380 East 6th St.
Cleveland, Ohio 44114
(216) 363-4643

Mr. Benjamin Waldman, Associate Director
Presidential Personnel
The White House
Washington, D.C. 20500
(202) 456-7165

Mr. George F. Will
4 W. Melrose St.
Chevy Chase, Maryland 20815
(301) 654-0054

11 April 1986

Mr. Max Green
Associate Director
Office of Public Liaison
The White House
Washington, D.C. 20500

Dear Max,

Nice running into you today. Actually, I had wanted to call you for some advice.

As you know, I currently work for AID, where I have started two major international science initiatives and manage an active 300 project, \$35 million research portfolio. One of these is our highly successful U.S.-Israel Cooperative Development Research (CDR) Program.

I am presently at a cross-roads in planning my career within the Government service. Frankly, Max, I have accomplished just about everything I set out to do when I first came to the Agency 5 years ago--in fact, if you count the new Israel program, I have done considerably more. I am now looking for new challenges and a position of increased responsibility. I would appreciate your advice on where to look and how to best approach this. Would OSTP or OTA be reasonable options? Do you personally know people involved in science at the policy level?

The enclosed resume and Executive Qualifications Statement should give you some idea of my background and experience. Perhaps we could get together to talk things over sometime.

Thanks a lot for your help. In any case, see you Tuesday!

Sincerely,



Irvin M. Asher, Ph.D.
Director, Science Program
AID Office of the Science Advisor

2cc - J. we have contacts at these places?

11 April 1986

Mr. Max Green
Associate Director
Office of Public Liaison
The White House
Washington, D.C. 20500

Dear Max,

Nice running into you today. Actually, I had wanted to call you for some advice.

As you know, I currently work for AID, where I have started two major international science initiatives and manage an active 300 project, \$35 million research portfolio. One of these is our highly successful U.S.-Israel Cooperative Development Research (CDR) Program.

I am presently at a cross-roads in planning my career within the Government service. Frankly, Max, I have accomplished just about everything I set out to do when I first came to the Agency 5 years ago--in fact, if you count the new Israel program, I have done considerably more. I am now looking for new challenges and a position of increased responsibility. I would appreciate your advice on where to look and how to best approach this. Would OSTP or OTA be reasonable options? Do you personally know people involved in science at the policy level?

The enclosed resume and Executive Qualifications Statement should give you some idea of my background and experience. Perhaps we could get together to talk things over sometime.

Thanks a lot for your help. In any case, see you Tuesday!

Sincerely,



Irvin M. Asher, Ph.D.
Director, Science Program
AID Office of the Science Advisor

2cc - do we have contacts at these places?

EXECUTIVE QUALIFICATIONS

Irvin M. Asher, Ph.D.

1. INTEGRATION OF INTERNAL AND EXTERNAL PROGRAM/POLICY ISSUES
2. ORGANIZATIONAL REPRESENTATION AND LIAISON
3. DIRECTION AND GUIDANCE OF PROGRAMS, PROJECTS OR POLICY DEVELOPMENT
4. RESOURCE ACQUISITION AND ADMINISTRATION
5. UTILIZATION OF HUMAN RESOURCES
6. REVIEW AND IMPLEMENTATION OF RESULTS
7. ADDITIONAL TECHNICAL BACKGROUND

AREA 1. INTEGRATION OF INTERNAL AND EXTERNAL PROGRAM/POLICY ISSUES

EXPERIENCE: Identify key domestic and international political issues related to two major Agency science initiatives. Initiate policy dialogue with Agency, Congressional liaison and Department of State leadership to assure that plans and policies are consistent with Administration position and national priorities. All funding decisions made with full consideration of economic and political--as well as technical--implications. Wide correspondence with scientific community, general public and special interest groups in conduct and support of programs. Consultation and close coordination with U.S. and foreign scientific leadership and other parts of Agency (see Areas 2, 4).

SAMPLE ACCOMPLISHMENTS:

I initiated, implemented, manage and provide technical direction to two major Agency initiatives which promote sustainable less-developed country (LDC) growth through technology:

- . U.S. Program in Science and Technology Cooperation (PSTC).
- . U.S.-Israel Cooperative Development Research (CDR) Program.

These highly successful competitive grants programs provide "venture capital"--\$35 million in 5 years--to help LDC scientists and their U.S. partners develop innovative technical solutions to persistent development problems. I currently oversee the management of an active portfolio of 300 projects, selected from 3500 proposals from 50 countries. Both programs involve considerable domestic and international political sensitivities. I maintain close liaison with top Agency leadership, the Department of State and Congressional liaison staff to assure that issues of national and international policy are adequately addressed and successfully resolved, in consonance with Administration priorities.

PSTC is a Congressionally mandated response to commitments made at the U.N. Conference on Science and Technology for Development (UNCSTAD; Vienna, 1979). When designing this program in early 1981, I had to simultaneously assure responsiveness to the original Congressional intent as well as the new priorities and policies of the incoming Administration. Close coordination with other parts of the Agency was essential to our success. My initial "All-Posts" cable, announcing our program to all 60 USAID missions abroad, carried the endorsements of the Bureau Directors for Africa, Asia, Latin America and the Near East, the Bureau for Management, the Bureau for Program and Policy Planning and Coordination (PPC), the Deputy Administrator and the Administrator. Personal contact and persistent tracking enabled getting all clearances within a week. The goodwill and firm support this initial effort generated have subsequently repaid themselves many times over (see Areas 2, 4).

CDR is a more recent Congressionally-mandated initiative (1984). Close interaction with Department of State and Agency desk officers and leadership, with U.S. and foreign embassies, with binational foundations and with Congressional liaison staff were all essential to my successful design and implementation of this new program. There were a host of highly sensitive political problems to be addressed, such as the degree to which U.S., Egyptian, Indian and Afro-Asian Moslem participation should be solicited. The Senate recently noted--while more than doubling the budget--that this "program has been well-received by all parties involved".

Frequent briefing memos, actions and meetings with the Administrator and other ranking Agency officials have ensured close coordination at the highest policy level. After the Administrator decided that the CDR should be internally, rather than binationally administered, we personally set up the necessary mechanisms to receive, review, fund, monitor and manage all projects directly, on a scientist-to-scientist basis. Of the over \$1.2 billion our Agency transfers to Israel annually, our CDR program is the only one which remains under exclusive U.S. programmatic control and management.

Directing a scientific research program in the politically sensitive, non-technical environment of a development agency presents special challenges. The economic, social and political dimensions of all proposals (over 3500 to date) must be carefully considered, and are a major part of all final funding decisions. We fully involve the Agency Sector Councils in this process--both to assure policy coordination and to foster Agency participation in our programs (see Area 4). Scientific merit is assured by external peer review, involving over 100 external experts, divided into panels in such specialized areas as plant tissue culture, immunology, earth sciences and engineering. I also occasionally receive Congressional (or in one case White House) enquiries in support of specific proposals. These have to be handled with a thoughtful mixture of logic, firmness and--most important--great tact to successfully preserve the objectivity of our peer review process.

External events and sudden shifts in domestic and international policy must be monitored constantly. Changes in the governments of Jamaica, and now the Philippines, can lead to sudden increases in priority. Negative economic actions by Tanzania, and now Peru, can lead to a sharp curtailment of activity (due to the automatic bans on U.S. bilateral support triggered by existing legislation). Anticipating sudden changes in the operating environment and taking them in stride help to buffer many of the worst potential dislocations, and to maintain program stability.

Interaction with Congress, the general public and special interest groups continued in Area 2.

AREA 2. ORGANIZATIONAL REPRESENTATION AND LIAISON

EXPERIENCE: Represent Agency in inter-Agency and international working groups at both the technical and policy level. Broad liaison with U.S. and international scientific community and government leadership. Active promotion of program through widely-distributed books and articles and through personal appearances, including official travel to 30 countries. Regularly prepare briefing materials for Administrator and for Senate and House Foreign Affairs and Appropriations Committee testimony. Successful defense of programs and budget. Review all Congressional Notifications and annual Congressional Presentations. Cooperation with other offices has led to their support for our program and annually increasing budget (see Areas 4, 6).

SAMPLE ACCOMPLISHMENTS:

No organization can survive and thrive by merely doing good work. It also has to make certain that its successes are well known and their significance appreciated. I have perforce devoted considerable time to this effort, and succeeded in giving our programs considerably more visibility than others many times their size.

At first, Congress was somewhat critical of our PSTC Program, largely due to misunderstandings regarding our actual goals and accomplishments. I drafted direct responses to Congressional enquiries, provided briefing materials to our Administrator for Congressional testimony and maintained liaison with our Office of Legislative Affairs. Most important, I personally conceived, wrote, edited, and oversaw the layout and production of a 50 page, illustrated book, Development Through Innovative Research: The First Three Years of the AID Program in Science and Technology Cooperation, which has been widely distributed and quoted.

I wrote Introductions for our Administrator and Science Advisor which clearly and publically enunciated our Agency's position on the importance of cooperative scientific research--and hence PSTC--to international development. Key members of Congress received copies; and copies were distributed abroad through all 60 USAID missions. This publication resulted in considerable favorable response and increased public awareness of PSTC. In particular, Congressional staff seemed favorably impressed by our efforts. Last year Congress itself earmarked additional money for our office to start another, highly similar, new program--and they doubled its budget this year (see Area 4).

We also publish a monthly column in Frontlines (AID's internal newspaper), stimulate frequent articles in Horizons (AID's external magazine), hold informal AID seminars at which our grantees report their results, and generally maintain a high Agency profile. Similarly, while at FDA I initiated and chaired a bi-weekly Science Seminar Series and an annual series of 3-day FDA

Science Symposia (each involving 200 key members of the U.S. scientific community). I chaired the Diplomatic Corps Briefing, and gave a wide variety of short courses and talks to increase the scientific stature of the Agency and support for our office.

Extensive personal appearances abroad to promote Agency goals and our program include official visits to leadership in:

Belgium	Costa Rica	Egypt	Bangladesh	Cameroon
France	Ecuador	India	Hong Kong	Ivory Coast
Germany	Guatemala	Israel	Indonesia	Liberia
Italy	Mexico	Jordan	Philippines	Malawi
Japan	Panama	Pakistan	Nepal	Niger
U.K.	Peru	Turkey	Senegal	Zaire

I have represented our Agency on a wide variety of intra-Agency, inter-Agency and international and working groups, including the:

OSTP Interagency Working Group on Biotechnology (Office of Science and Technology Policy)

OAS Primera Reunion Interamericana de Representantes del Sector Cultural (Organization of American States), Head of U.S. Delegation

Technical Working Group for the U.S. Strategy Conference on Biological Diversity (U.S. Department of State and AID)

OECD Experts Group on Physical Chemical Methods (Organization of Economic Cooperation and Development--Paris, Berlin, Tokyo)

Inter-Agency Regulatory Liaison Group on Research Planning

Management Review Group, Tissue Culture for Plants Program (AID Science and Technology Bureau).

In a personal advisory capacity, I identify and evaluate commercially attractive technological opportunities for Agency private sector programs. I screened over a hundred for the Special Asst. for Commerce and Technology, forwarded others to the Private Enterprise Bureau, and helped the Trade Development Program pursue an agribusiness initiative in Africa. I brought 15 especially promising technology transfer opportunities to the attention of the Administrator, who called a special meeting of all Bureau heads to discuss them. I also help other offices apply our approach to their own programs. Initiatives similar to PSTC are now under consideration by AID/S&T, USDA and PAHO. In fact, the Heritage Foundation cites PSTC as a model of "how U.S. government funds can encourage research and strengthen technical capacities".

Please see Areas 4, 6 for continuation--examples of how close liaison with other offices has led to their support for our budget and programs.

AREA 3. DIRECTION AND GUIDANCE OF PROGRAMS, PROJECTS OR
POLICY DEVELOPMENT

EXPERIENCE: Design, implement and manage two complex international scientific research programs. Responsible for planning, establishing and disseminating policy, guidelines, operating procedures and schedules, and assuring congruence with Agency policy goals. Develop functional structure and work assignments for personnel both within and outside office in support of program (see Area 6). Provide overall program guidance and technical direction. Responsible for monitoring program progress and analyzing evolving needs and priorities.

Designed and introduced computerized system and procedures that increased office productivity and facilitated program operations, evaluation and planning. Forecasts led to designing and implementing major program revisions and administrative changes necessary to cope with rapid growth. Series of short term goals led to achieving long term program objectives.

While at FDA, I was highly active in formal short and long term research planning at the Agency and inter-Agency level, including coordinating the first Agency-wide analysis of ongoing intramural research and options for future development. Collection and analysis of a wide variety of specialized technical information led to significant Agency regulatory and policy decisions.

SAMPLE ACCOMPLISHMENTS:

Our Program for Science and Technology Cooperation (PSTC) has grown rapidly: from 120 applicants in FY 1981, to 240 in FY 1982, to 380 in FY 1983 to over 500 in FY 1984. I developed and introduced an innovative computerized system to both keep track of proposals, projects and actions and to provide real-time analyses of program status, problems and accomplishments. Throughout the annual proposal review periods, funding decisions are entered daily and complete printouts and accompanying analyses are used to guide subsequent office funding decisions, and to assure an appropriate geographic, subject and institutional balance. Other analyses help uncover opportunities for synergy among our grantees. The seminar I gave on our system for the AID Office of Information Resources Management (IRM) was well-received, and it was profiled in a recent General Services Administration (GSA) report.

The system also facilitates timely program revisions and research planning. Rapidly growing areas are flagged for subsequent fission and increased funding, while areas of decreasing activity are flagged for future combination, deletion or transfer. I have performed and utilized other forecasts for even more dramatic program revisions. Forecasts that the growing number of grant

submissions would outstrip staff capabilities in FY 1985 led to my focussing the program on only five areas of top scientific and Agency priority (Research Modules). I then formulated and disseminated revised guidelines which reduced annual submissions to a more manageable level (about 400), while simultaneously improving their specificity, program relevance and review.

In FY 1985, my analysis of our workload, the time course of prior actions and the productivity of key staff indicated that meeting funding targets would not be feasible without timely intervention. I proposed various options and modeled their likely impact on timelines and targets. This led to contracting for additional procurement expertise and support staff several months in advance of the predicted "crunch"--and our successfully meeting all funding commitments. Subsequently, similar analyses were used to justify--and get--more office space and staff positions.

Please see Area 4 for a description of my design, implementation and management of the Agency's CDR program. Please see Area 5 for information on how I supervised and established policy, functional structure, operational procedures and productivity standards for the FDA International Affairs Staff, in the Office of the Commissioner.

Earlier, as Science Advisor (Physics and Biophysics) to the FDA Commissioner, I was heavily involved in formal research policy and planning at the Agency-wide level. I coordinated information collection and analysis for, and personally authored, the first Agency-wide Review of Intramural Research (RIR). The resulting 175 page reference document was widely used and commended. I also coordinated and edited the first 5 Year Outlook for Science and Technology, which combined longer-term projections of likely scientific progress with the short-term RIR data to move toward an Agency 5 year research strategy. This led to my active participation in the Interagency Research Planning Subcommittee, part of an Interagency Regulatory Liaison Group (IRLG) effort to coordinate FDA, EPA, CPSC and OSHA activities and policy.

I also coordinated the collection and analysis of technical information and formulated policy options related to Agency concerns, including: nuclear power reactor safety, asbestos microfiber detection, the adequacy of current statistical methods to evaluate food safety, fetal alcohol syndrome, cyclamate safety (led to Commissioner's remand order) and the quality of the Agency's scientific monitoring of research. I was Agency contact for recombinant DNA issues and participated in related inter-Agency working groups. I also initiated and chaired the FDA Science Symposium series which engaged a wide cross-section of the U.S. scientific community in fruitful technical dialogues on such topics as: asbestos microfiber detection (1976), computer carcinogenicity prediction (1977) and inadvertant immunosuppression (1978). Their proceedings, which I personally edited, are still regarded as valuable references in their respective fields.

AREA 4. RESOURCE ACQUISITION AND ADMINISTRATION:

EXPERIENCE: Participate in preparation of annual office budget and its successful defense at intra-Agency budget review meetings. Review all Congressional Notifications (CN), annual Congressional Presentations (CP), Annual Budget Submissions (ABS) and related documents. Draft successful requests for more office space, staff positions and funds. Cooperative stance and working relationship with other offices has led to their support for our annually increasing program and budget.

Review and finalize all funding decisions. Conduct technical negotiations with investigators and approve projects for final funding. Oversee contracting of all program projects--over 80 new U.S. and international grants each year. Review and sign all Project Implementation Orders (PIO/T) and related documents. Certificate in Contracting for Non-Procurement Personnel.

SAMPLE ACCOMPLISHMENTS:

We have been highly successful in obtaining Agency and Congressional support for annual increases in our program and budget, despite increasing austerity and cuts in other Agency programs. Our annual budget has increased from \$10 million (FY 1984) to \$12 million (FY 1985) to \$15.3 million (FY 1986--actually \$16 before Gramm-Rudman). Further increases are anticipated.

One source of internal support is the considerable goodwill we generate by close cooperation and coordination with other AID offices. Agency uses a series of Annual Budget Submission (ABS) meetings, refereed by Policy and Planning Coordination (PPC) to allow competing Bureaus to "slug it out" regarding allocation of funds. At our first ABS, the comments of the representatives of the other Bureaus were so uniformly positive that the PPC representative had to remind them that we were competing for funds. To this the Africa Bureau representative replied that they regarded taking a dollar away from us as serious as taking a dollar away from themselves!

Program and budget justifications are best handled before the question arises, and we make every effort to adopt a cooperative, non-combatative management style, to keep other offices fully informed, to explain to others how our projects benefit their own programs, to involve them in our reviews, in research project management of our projects (see Area 6) and in our decision-making process. Several offices have incorporated our grantees into their own programs, and even funded them directly once our support ran out.

Another source of our support is our reputation for getting the job done. Thus, when the House and Senate Foreign Affairs

Committees wanted rapid implementation of a new Israel research and technology transfer program (Fall 1984), they explicitly earmarked the funds for our office. The severe time constraints involved presented considerable logistical difficulties. . . We set up the program, formulated guidelines and procedures, obtained all necessary AID and Department of State clearances and disseminated the relevant materials to over 200 Israeli scientists and research institutions and the 60 USAID missions abroad--all within one month (15 October-15 November)!

Within 8 weeks we stimulated, received and reviewed over 340 initial grant applications. Full proposals were solicited from 100 semi-finalists by telex in January and were externally peer reviewed (by over 100 reviewers) in April. Our funding decisions were made by June. In July, we oversaw the preparation of Action Memos, Congressional Notifications, PIO/T's, Funding Citation cables, etc. These efforts were highly successful and all funds were obligated before the 1 September 1985 deadline. This was accomplished in addition to our normal heavy workload, without additional staff. A recent Senate report notes that the "program has been well-received by all parties involved."

I am also actively involved in the personal diplomacy of resource acquisition. I defended our office's need for both PSTC and CDR publications before the Agency's Communications Review Board, drafted memos to the Asst. Administrator for Management (AA/M) documenting the need for more staff, and negotiated with the Director of the Office of Management to obtain more office space. I was successful on all three accounts, by avoiding stridency and carefully documenting and sticking to the facts. For example, a comparative analysis of our staffing pattern, square footage per person and the efficiency and intensity of usage, proved effective in obtaining more office space and retaining it upon our subsequent move to another building.

When, at first, sufficient full-time staff could not be obtained, we made efficient use of innovative alternatives: summer interns, International Development Interns (the head of the program good-naturedly dubbed my twice yearly presentation "Asher's recruiting talk"), foreign service officers and others on complement (between assignment duty), and external contractors. We further turned a logistical necessity into a plus, by using technical personnel throughout the Agency to review, manage and monitor individual research projects related to their own programs (see Area 6). In short, we got the job done. Actually demonstrating the magnitude and potential of our job was more convincing than any amount of hypothetical argument. AA/M gave us three additional positions this year, at a time when most other offices are being reduced.

AREA 5. UTILIZATION OF HUMAN RESOURCES

EXPERIENCE: While at FDA, set up and managed a new twelve person staff in the Office of the Commissioner. Designed staffing pattern, wrote position descriptions, selected all professional and support staff (including four GS-14 level professionals). Assigned tasks and delegated appropriate authority to my Deputy and Regional Officers.

Evaluated staff performance, anticipated and resolved conflicts, provided incentives. Coached staff, actively promoted career advancement and equal employment opportunity (EEO). Office of Personnel Management Certificates in Supervisory Training (104 Hours).

SAMPLE ACCOMPLISHMENTS:

Although the FDA regulates a multi-billion dollar trade in food, drugs and devices, it had no focal point for raising, coordinating and resolving international policy and international technical policy issues. I was chosen to set up and head a new 12 person International Affairs Staff within the Office of the Commissioner.

I personally designed the office staffing pattern, wrote all position descriptions (in consultation with our Personnel Office), interviewed all candidates, and filled all positions. I assigned tasks, set overall office goals, and delegated sufficient authority to my Deputy and Regional Desk Officers to promote individual initiative, while setting criteria for items which required my personal involvement. I set performance standards and achievement levels for all personnel and met regularly with staff to coach them on their performance. I wrote, signed and discussed with staff all Merit Pay Appraisals and Performance Evaluation Reports.

I believe that executives lead best by example and that enthusiasm, energy and industry are contagious. Still, one must not underestimate the ability of direct motivation and incentives to promote employee self-esteem and performance. I was known for making certain that superior achievement--in both support and professional staff--was personally recognized and properly rewarded. On the other hand, when, in one case, performance was unacceptable after repeated coaching and opportunities for improvement, I consulted with the Personnel Office and initiated the appropriate procedures for adverse action.

I provided considerable individual counseling to staff members on an ongoing basis, both to plan and implement career development

and to anticipate and resolve potential interpersonal conflicts equitably and fairly. Staff were encouraged to discuss long-range career goals. I strongly encouraged staff to develop coherent long range training plans that simultaneously advanced office capabilities and their personal career development. Equally important, I provided opportunities for staff to demonstrate their new capabilities and improved skills. This led to promotions based on their demonstrated ability to handle more advanced responsibilities.

Although all staffing decisions were made on the basis of merit, active recruiting resulted in an open, multi-racial office which, despite its size and special expertise requirements, included highly qualified women, Hispanics and Blacks (including a woman PL-480 Special Foreign Currency Program Coordinator and a Hispanic Regional Desk Officer). In conjunction with Agency EEO Staff, I initiated a series of EEO seminars on Federal professional advancement programs and policies.

In my current position, I am consistently consulted on personnel issues. I interview and have selected personnel, assure effective staff operations and interactions on a day-to-day basis, and coordinate team efforts both within the office and throughout the Agency in support of my programs. I continue to serve on Agency Office of Personnel Management Merit Promotion Panels for GS-14 and GS-15 candidates.

For further information on acquiring additional staff resources and coordinating and utilizing staff resources outside our own office, please see Areas 4 and 6 respectively.

AREA 6. REVIEW AND IMPLEMENTATION OF RESULTS

EXPERIENCE: Monitor and evaluate progress of active \$35 million portfolio of 300 research projects. Design innovative computerized system to monitor status of all projects and overall program. Evaluate program performance and use the resulting analyses to design and implement significant changes to meet challenges of rapid growth, limited staff, etc. (see Area 3).

Program successes and effectiveness documented in internal and external reports, publications (see Area 2) and formal Agency Research Advisory Committee review.

SAMPLE ACCOMPLISHMENTS:

I am responsible for the overall management, technical direction and continuing evaluation of a \$35 million research portfolio consisting of 300 projects, located in the U.S. and 50 foreign countries. At first glance, this would seem to present insurmountable logistical problems, especially for a small staff. However, I saw this managerial challenge as an opportunity to involve the rest of our Agency in our program and to help them seriously consider the impact of science and technology on their own programs (see Areas 2, 4).

I set up and coordinate a Agency-wide system of project officers who have been delegated the primary administrative, monitoring and review responsibility for individual projects. Grantees are required to submit detailed technical progress reports twice annually and financial reports quarterly. Project officers are knowledgeable in the technical area of the grant and must certify satisfactory progress quarterly to the Office of Financial Management. They act as the Agency's liaison for the project and informally discuss significant progress and problems with me on a regular basis. They refer non-routine actions to me for consideration and concurrence. I also locate specialized technical personnel, within or outside the Government, to supplement project officer or investigator expertise, as needed. Funds are provided for project officer site visits and reviews as needed (which helps account for the large number of volunteers). I also personally visit grantees regularly, usually on a regional basis (see Area 2). In the case of foreign projects, personnel from the local USAID mission provide on-site monitoring and management.

In addition to expanding review capabilities, this system helps integrate our grantees into existing Agency programs and promotes an ongoing personal relationship with Agency experts in their field. In fact, many of our investigators "graduate" to further, larger grants from other Agency offices once our support ends. This cooperative approach also assures that the investigator's results will be promptly utilized, applied and disseminated--

"taken the next step"--by the most appropriate AID office. In general, we develop, while the rest of our Agency adapts or utilizes, new technology.

New methods we developed for underwater "reforestation" are already being applied on a large scale by the National Resources Conservation Department of Jamaica in conjunction with the local USAID mission. The Honduran Government and private investment groups are expressing interest in new structural panels made from cement-wood hybrids developed in another project. Made from local materials, the panels are fireproof, rotproof, termiteproof, earthquake-tolerant, millable, nailable and cheap. One U.S. spinoff was the demonstration that lodgepole pine also has the necessary chemical properties. The results of other projects are being followed up or implemented by the Office of Foreign Disaster Assistance, the Latin America and Caribbean Bureau, the Science and Technology Bureau and the Organization of American States (in conjunction with the Inter-American Development Bank).

Although we are frequently called upon to make managerial decisions, resolve conflicts and review the progress of individual projects, our project management and evaluation system frees us to spend more time evaluating the program as a whole. A major useful tool in this regard is the computerized database (and accompanying analytical software) I introduced. In Area 3, I discuss specific examples of how program reviews and forecasts permitted diagnosis of incipient problems and permitted their timely resolution. I also draw upon this system, our extensive files, my site-visits and close personal contact with individual grantees in reviewing our program's overall progress, potential and impact. One popular result was my 50 page, illustrated publication Development Through Innovative Research (see Area 2).

Our PSTC program recently received a formal evaluation and review by the Agency's Research Advisory Committee (RAC), a high-level interdisciplinary panel of 20 external experts who report directly to the Administrator. We prepared materials for, made presentations to, and closely cooperated with the RAC in their review (Winter and Spring of 1985). Their evaluation of our program was extraordinary in its enthusiasm and call for greater support. They particularly commended the operating philosophy of the program and staff productivity and efficiency.

AREA 7. ADDITIONAL TECHNICAL BACKGROUND

EXPERIENCE:

Broad-based scientific training, interests and expertise. Extensive active research at the doctoral, post-graduate and professional level. Over 30 research papers published in Science (3), Physical Review (3), JACS, J. Molec. Biol., Biochemistry, Optics Commun., and other technical journals. Edit three books, chapters in several others. Numerous professional meeting talks.

Provide scientific expertise to Agency in Physics, Biophysics, Biotechnology, Engineering, Mathematics and Energy, while maintaining a more general knowledge in the agricultural and health sciences. Keep abreast of the scientific literature and opportunities afforded by recent technological developments.

SAMPLE ACCOMPLISHMENTS:

I have a B.S. and Ph.D. degree in Physics from the Massachusetts Institute of Technology (M.I.T.). I graduated in the upper quarter of my class and was elected to the Sigma Xi Honorary Society.

Initially interested in High Energy Physics, I joined the M.I.T. Laboratory of Nuclear Science and did Senior Thesis research on a new approach to sub-atomic particle detection (an ultrasonically driven bubble chamber, which replaced gross pressure changes with cavitation at the nodes of standing waves). Feasibility was sufficiently demonstrated for CERN to build a much larger liquid helium prototype. I also participated in group experiments at the Brookhaven National Laboratory (on-site Summer 1966).

My Doctoral Thesis research, in laser physics, was done at M.I.T. and the NASA Electronics Research Center. I designed, assembled and used the first U.S. liquid-nitrogen temperature ruby laser to study quantum phase memory and self-induced transparency effects in 5 to 50 K ruby attenuators. With short, intense pulses, a 20x increase in input caused a 10,000x increase in stimulated output. I received a NASA Certificate of Recognition for my vibration-free tunable liquid-nitrogen cooling system. I also published theoretical work, successfully treating acousto-electric amplification in piezoelectric semiconductors as a phonon maser problem.

Upon graduation I became interested in Biophysics. To get the necessary background in the life sciences, I did cryobiology and neurophysiology research at the M.I.T. Research Laboratory of Electronics under a NIH Postdoctoral Trainee grant. I concurrently taught solid state physics and quantum mechanics at the University of Massachusetts (Boston), and received their annual Award for Innovative Instruction for my videotape series on

"Science and Society", which combined laboratory demonstrations with field visits exploring physics applications.

In 1972, I was appointed Assistant Professor of Physics at Northeastern University, where I taught both advanced (Senior Mathematical Physics) and introductory courses. I began to apply infrared and laser Raman spectroscopy techniques to the study of a variety of solid state and biological materials, and to supervise student research. I won a Research Corporation grant and returned to M.I.T. to pursue full time research with the Harvard-M.I.T. Program in Health Sciences and Technology.

I helped establish, supervise and operate a new M.I.T. laboratory dedicated to applying laser Raman spectroscopy to biological problems. Many important discoveries resulted. For example, I discovered a second crystalline form of valinomycin, an antibiotic which mimics normal transmembrane ion transport. I utilized perturbations in the C=O stretch frequency to resolve a long-standing controversy over the nature of ion complexation in nonactin, another ionophore. I reported the first laser Raman studies of myosin and whole muscle (Delhi, 1974). All three studies were published in Science. My work led to selection by the National Research Council for their USA/USSR National Academy of Sciences Exchange Program. I also helped refine a large normal analysis computer program, used to analyze vibrational spectra.

In 1975 I joined the FDA Office of Science as the Agency's Science Advisor in Physics and Biophysics. In reality, I advised the Commissioner on a much wider range of technical issues and policies affecting regulation. I also became deeply involved in Agency-wide and inter-Agency science planning (see Areas 2, 3). I conducted FDA courses on light and lasers (D.C.), and applied spectroscopy (Cairo, Egypt). As part of my original appointment, I received a personal research budget and one day a week to pursue active research as a Guest Scientist at the NIH Laboratory of Chemical Physics. I continued to maintain and broaden my expertise through short, intensive courses in such topics as: Nuclear Power Reactor Safety (M.I.T.), Biological Effects of Non-Ionizing Radiation (M.I.T.), Science, Technology and Public Policy (CSC), Molecular Cloning of Recombinant DNA (PCRI) and various computer courses (120 hours). I continued to publish my research results and to peer review papers for technical journals.

Scientific and technical experience in my last two positions--mostly in state-of-the-art biotechnology--is included in Areas 1 through 6 above.

Additional information, resume, SF-171, publications list, recommendations and references are available upon request.

I R V I N M A R K A S H E R

AID/SCI, SA-18, Room 720
Washington, D.C. 20523

Tel.: (703) 235-3666
(301) 649-6554

1981- SCIENCE PROGRAM DIRECTOR, OFFICE OF SCIENCE ADVISOR
Pres. U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Initiate, manage and provide technical direction to two major Congressionally-mandated initiatives which promote sustainable less-developed country (LDC) growth through technology. These highly successful competitive grants programs provide "venture capital"--\$35 million in 5 years--to help LDC scientists and U.S. partners develop innovative technical solutions to persistent problems. Oversee active portfolio of over 300 projects.

Experience in administering large, visible program with small staff. Responsible for the initial design and implementation of both programs, and for the systems revisions necessary to cope with rapid growth. Receive and review over 3500 proposals from 50 countries. Innovative computerized system enhances office productivity. Close cooperation with other parts of Agency leads to support for our annually increasing program, staff and budget.

Identify and evaluate commercially attractive opportunities for Agency private sector programs. Extensive liaison and policy coordination with senior U.S. and foreign scientific leadership. Official travel throughout Africa, Asia, Latin America and the Near East to promote program. Widely disseminated publications increase visibility. Represent Agency and Science Advisor.

- U.S. Program in Science and Technology Cooperation.
U.S.-LDC technical partnerships. The Heritage Foundation cites it as a model of "how U.S. Government funds can encourage research and strengthen technical capacities."
- U.S.-Israel Cooperative Development Research Program.
Israel-LDC joint research. Rapid, effective start-up (500 proposals first year). The U.S. Senate called it "well-received by all parties involved", and doubled budget.

1979- DIRECTOR, INTERNATIONAL AFFAIRS STAFF
1981 U.S. FOOD AND DRUG ADMINISTRATION

Set up and manage new twelve person staff in the Office of the Commissioner. Design staffing pattern, write position descriptions. Recruit staff, including four GS-14 professionals. Assign tasks, set standards, evaluate performance, reward achievement, promote career development and equal opportunity.

Advise Commissioner on international issues, opportunities and programs affecting Agency's regulation of multi-billion dollar trade in food, drugs and devices. Initiate policy-level discussions to resolve such issues. Extensive liaison with senior U.S. and foreign officials. Represent Agency in Organization for Economic Cooperation and Development (OECD) and European Economic Community (EEC) fora in Europe and Japan to prevent technical issues being used as non-tariff trade barriers. Organize first 35 nation International Conference of Drug Registration Authorities (ICDRA) for the same purpose. Normalize Agency working relations with China.

1975- STAFF SCIENCE ADVISOR, OFFICE OF THE COMMISSIONER
1979 U.S. FOOD AND DRUG ADMINISTRATION

Advise FDA Commissioner on wide range of technical problems and policies affecting regulation. Agency contact for Recombinant DNA Guideline issues. Review nuclear power reactors, asbestos, cyclamates, food dyes, fetal alcohol syndrome, science planning, etc. Compile first Agency-wide "Review of Intramural Research" and first "Five Year Outlook on S&T". Initiate and chair annual FDA Science Symposia series, at which 200 scientists met annually to evaluate such topics as: asbestos microfiber detection (1976), computerized carcinogenicity prediction (1977) and inadvertant immunosuppression (1978). Conduct FDA courses on lasers (D.C.), and applied spectroscopy (Egypt). Edit 3 books. Concurrently continue biomaterials spectroscopy research as Guest Scientist at the National Institutes of Health, Laboratory of Chemical Physics.

1972- RESEARCH ASSOCIATE, HARVARD-M.I.T. PROGRAM IN HEALTH
1975 SCIENCES AND TECHNOLOGY

Set up and operate M.I.T. laboratory to apply laser Raman spectroscopy to biological problems. Publish results in Science(3), JACS, Biochemistry, J. Molec. Biol., etc. Selected by U.S. National Research Council for USA/USSR National Academy of Sciences exchange (Shemyakin Institute, Fall 1974). Assistant Professor of Physics at Northeastern University (1972-3). Research Corporation grant.

1967- RESEARCH ASSISTANT, MASSACHUSETTS INSTITUTE OF TECHNOLOGY
1971 (Also: NASA Electronics Research Center, Cambridge, Mass.)

Design liquid-nitrogen temperature ruby laser to study quantum phase-memory in 5 K ruby attenuators. Theoretical work treating acousto-electric amplification in semiconductors as phonon maser. Results published in Physical Review (3), Optics Commun., etc.

1966- LABORATORY OF NUCLEAR SCIENCE, MASSACHUSETTS INSTITUTE OF
1967 TECHNOLOGY (Also: Brookhaven National Laboratories)

Design and test feasibility of ultrasonically-driven bubble chamber, based on cavitation. Larger prototype later built by CERN.

DEGREES

Ph.D. MASSACHUSETTS INSTITUTE OF TECHNOLOGY (1971) Physics
B.S. MASSACHUSETTS INSTITUTE OF TECHNOLOGY (1966) Physics
Sigma Xi Honorary Society, NASA Certificate of Recognition

ADDITIONAL TRAINING

MASSACHUSETTS INSTITUTE OF TECHNOLOGY:
Nuclear Power Reactor Safety
Biological Effects of Non-Ionizing Radiation
BROOKINGS INSTITUTE: Executive Leadership Forum:
The International Economic Order for the 1980's
DEPARTMENT OF STATE, FOREIGN SERVICE INSTITUTE:
Foreign Affairs Interdepartmental Seminar
Basic Area Studies: Southeast Asia
OFFICE OF PERSONNEL MANAGEMENT: Supervisory Training (104 hours)
UNIVERSITY OF MARYLAND PROGRAM IN TECHNOLOGY AND MANAGEMENT:
Teach two 9 credit management courses (Systems Evaluation, Risk)
OTHER: Regulatory Law Course (FDA)
Project Officer Training (FDA)
Contracting for Non-Procurement Personnel (AID)
Science, Technology and Public Policy (CSC)
Government Computer Courses (120 hours)
Molecular Cloning of Recombinant DNA (PCRI)

LANGUAGES

RUSSIAN	Massachusetts Institute of Technology	
SPANISH	U.S. Foreign Service Institute	Rating: S2/R3
HEBREW	U.S. Foreign Service Institute	Rating: S2+/R2+

OFFICIAL TRAVEL

Belgium	Costa Rica	Egypt	Bangladesh	Cameroon
France	Ecuador	India	Hong Kong	Ivory Coast
Germany	Guatemala	Israel	Indonesia	Liberia
Italy	Mexico	Jordan	Philippines	Malawi
Japan	Panama	Pakistan	Nepal	Niger
U.K.	Peru	Turkey	Senegal	Zaire

CLEARANCE TOP SECRET.

EXECUTIVE QUALIFICATIONS, REFERENCES, PUBLICATION LIST AND SF-171
AVAILABLE UPON REQUEST.