

THE WHITE HOUSE
WASHINGTON

January 4, 2001

John:

I've attached a draft memo from you requesting farewell-type letters for the book we discussed. We could distribute widely here -- at a minimum to senior staff and others here who've had a personal relationship with the President -- and I'd recommend having Cabinet Affairs distribute to Cabinet Secretaries and, again, others in the agencies with a close relationship with the President. I think it should also go to certain former staff (e.g., Cheryl Mills, etc.) if they haven't already written to the President upon departure. We could use help developing a list of non-staff we should reach out to, so please let me know if you have suggestions. I think we're more likely to get stuff if the memo comes from you, but it can certainly come from me if you prefer.

In addition, I've talked with Nancy, Eugenie and Delia about pulling out particular letters we've all seen over the last months. Some will be ones the President has seen already and wanted to keep in his personal file. Others he may not have seen. We're looking for some good ones from people helped through agency liaison, Make-a-Wish thank yous, etc. We're also pulling farewell/resignation letters from Cabinet that we've received recently, or others received over the last couple of years.

We'll move forward on collecting existing letters and work out details of book/layout etc. I'll wait to hear from you on the proposed memo and how you want to move forward on soliciting new letters. I think we should get request out ASAP and have letters together by next Friday, Jan. 12th, so we can sort through and assemble the last week. I assume you want to present on the 20th?

Lisel Loy. //

DRAFT

THE WHITE HOUSE
WASHINGTON

January 3, 2001

MEMORANDUM FOR DISTRIBUTION

FROM: JOHN PODESTA

SUBJECT: Farewell gift for the President

As one of the President's farewell gifts, we are planning to present him with book of letters collected from members of his Administration and others.

A number of you have already sent departure letters to the President, many of which we would like to include. For those of you who haven't, I would ask you to consider submitting a letter to the President for inclusion in the book. The letters might include your personal reflections on his time in office, thoughts about your experience working in the Administration, or anything else you wish.

If you choose to do so, the letter should be single-sided and be received in the Staff Secretary's office no later than Friday, January 12, 2001. If you have any questions, please call Lisel Loy, Staff Secretary, at 456-2702.

TIME OF TRANSMISSION:

TIME OF RECEIPT:

**WHITE HOUSE
SITUATION ROOM**

01 JAN 4 PM 12:57

PRECEDENCE

CLASSIFICATION:

RELEASER: _____

IMMEDIATE

UNCLASSIFIED

DATE/TIME: **January 4, 2001**

MESSAGE #: _____

FROM: **LISEL LOY** PHONE: **62702** ROOM: **Gd FI
WW**
SUBJECT: **FAREWELL GIFT FOR THE PRESIDENT** PAGES: **3**

PLEASE DELIVER TO:

<u>LOCATION</u>	<u>DELIVER TO</u>	<u>ROOM</u>	<u>PHONE</u>
<u>AF 1</u>	<u>JOHN PODESTA</u>	_____	_____
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SPECIAL DELIVERY INSTRUCTIONS/REMARKS:



01 JAN 10 PM 4:54

THE SECRETARY OF EDUCATION
WASHINGTON, D.C. 20202

FAX TRANSMITTAL

TO THURGOOD MARSHALL, MINYON MOORE, JOHN PODESTA,
LISEL LOY

PHONE _____

FAX _____

FROM

DICK RILEY

VIA SANDY RINCK

PHONE 202-401-1181

FAX 401-2098

PAGE(S) TO FOLLOW

2

DATE _____

MESSAGE: ATTACHED IS AN EXCERPT FROM A NUMBER OF

COMMENCEMENT + OTHER SPEECHES I'VE MADE

THAT EXPRESSES THE REASONS I SUPPORT

AWARDING THE PRESIDENTIAL MEDAL OF FREEDOM

TO THE LATE BENJAMIN MAYS. YOUR

ASSISTANCE WITH THIS ENDEAVOR WILL BE

APPRECIATED.

CONFIDENTIALITY NOTICE

THIS TRANSMISSION IS INTENDED FOR AND RESTRICTED TO THE NAMED ADDRESSEE ONLY. IT MAY CONTAIN CONFIDENTIAL AND/OR PRIVILEGED INFORMATION. IF YOU RECEIVE THIS TRANSMISSION IN ERROR, YOU ARE NOTIFIED THAT YOU ARE PROHIBITED FROM READING, COPYING, OR DISSEMINATING THE TRANSMISSION. PLEASE CALL 202-401-3000 TO ARRANGE FOR RETURN OF ANY TRANSMISSION SENT IN ERROR. THANK YOU.

When I was Governor of South Carolina in the early 1980s, I was proud that we were successful in having the portrait of Dr. Benjamin E. Mays hung in the hall of the Legislature. This was the first portrait of an African American to be placed in the Legislative Hall.

Dr. Mays was there on the day of the celebration and sat with me at the Governor's Mansion late into the evening talking about his childhood. He told me that, as a young boy of 10 or 11 years old, he would work on the tenant farm in the cotton fields from early morning til the sun went down. He said he would then go down by the creek where cane was growing and it was somewhat cooler. There he would fall on his knees and pray for an hour or sometimes even more. He told me that he prayed for one thing -- an education.

Here was a young African American in the South -- grandson of a slave, a person who had every possible obstacle in front of him -- praying to God that he would have a chance to have an education. He didn't pray to live in the "Big House," he didn't pray for wealth or security or even good health. He prayed for just one thing -- an education.

Benjamin Mays overcame all of the obstacles that faced him in this tragic period for our Southland and, through prayer and determination, he got an education. He became a great educator himself and, as you know, ended up as President of Morehouse College and as a mentor to such great Southern leaders as Dr. Martin Luther King, Jr., and Andrew Young, to name just a couple.

Benjamin Mays believed in the power of education. He was not a sunshine soldier. He fought for what he believed in.

Congress of the United States
Washington, DC 20510

January 8, 2001

President William J. Clinton
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. President:

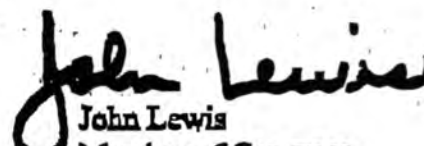
We are writing to request that you award the Presidential Medal of Freedom to the late Benjamin E. Mays in honor of his distinguished career as an educator, civil rights leader, theologian, author, Presidential Advisor, and school board president.

As you probably already know, Dr. Benjamin E. Mays served as President of Morehouse College in Atlanta, Georgia for twenty-seven years and mentored Martin Luther King, Jr., the leader of the civil rights movement. Dr. Mays was also instrumental in the elimination of segregated public facilities in Atlanta, Georgia and promoted the cause of nonviolence through peaceful student protests during a time in this nation that was often marred by racial violence. In addition, Benjamin Mays has been the recipient of numerous accolades throughout his career, including fifty-three honorary degrees from universities across the United States and the naming of a school and a street in his honor.

In recognition of his many accomplishments and contributions to the citizens of the United States and the world, the 98th Congress approved a resolution requesting that President Reagan honor Dr. Benjamin Mays with the Presidential Medal of Freedom. Since Dr. Mays never received the award we would be especially grateful if you could give the award to this deserving and accomplished individual before you leave office on January 20, 2001. Thank you very much for your consideration.

Most respectfully,


Max Cleland
United States Senator


John Lewis
Member of Congress

MAX CLELAND
GEORGIA
Telephone: (202) 224-3521
TDD/TTY: (202) 224-3203
www.senate.gov/~cleland

COPY

United States Senate

WASHINGTON, DC 20510-1005

December 15, 2000

COMMITTEES:
ARMED SERVICES
COMMERCE
GOVERNMENTAL AFFAIRS
SMALL BUSINESS



438921

The Honorable William Jefferson Clinton
President of the United States
The White House
Washington, DC 20500

Dear Mr. President:

It is my pleasure to endorse the petition of those seeking an award of the Presidential Medal of Freedom to the late Benjamin Elijah Mays. As President of Morehouse College for 27 years and mentor to Dr. Martin Luther King, Jr., Dr. Mays had an impressive career, influencing many as educator, civil rights leader, theologian, author, Presidential Advisor and school board President.

I hope you will do everything possible to ensure that Dr. Mays receives every consideration for the award which he so rightly deserves. Thank you for your help.

Most respectfully,

Max Cleland
United States Senator

MC:cav

SUITE 1700
SPRING STREET, S.W.
ATLANTA, GA 30303-3309
(404) 331-4811

SUITE 101
235 ROOSEVELT AVENUE
ALBANY, GA 31701-2372
(912) 430-7796

611 TELFAIR STREET
AUGUSTA, GA 30901-2324
(706) 722-4040

SUITE 101
120 12TH STREET
COLUMBUS, GA 31902-2461
(706) 649-7705

203 MARTIN LUTHER KING JR. BLVD.
DALTON, GA 30721-3004
(706) 275-8905

SUITE 203
401 CHERRY STREET
MACON, GA 31201-3384
(912) 755-1779

SUITE A
440 MALL BOULEVARD
SAVANNAH, GA 31401-4823
(912) 352-8261



U.S. Senator Max Cleland
75 Spring Street SW, Suite 1700
Richard B. Russell Federal Bldg
Atlanta, GA 30303
Tel: (404) 331-4811
Fax: (404) 331-5439

01 JAN 10 AM 11:10

To: **Name:** **Mrs. Lisel Loy**

 ATTN: Carol Cleveland

 Fax: (202) 456-2215

 Phone: (202) 456-1414

From: **Name:** **Thomas Williams**

 Fax: (404) 331-5439

 Phone: (404) 331-4811

Pages including cover sheet: 2

Comments: Per conversation with Ira Joe Johnson

^N
NOTE: THIS DOCUMENT MAY CONTAIN PRIVILEGED AND NONPUBLIC INFORMATION, IT IS INTENDED ONLY FOR THE USE OF THE INDIVIDUAL OR ENTITY NAMED ABOVE, AND OTHER WHO SPECIFICALLY HAVE BEEN AUTHORIZED TO RECEIVE IT.

Congress of the United States
Washington, DC 20510

January 8, 2001

President William J. Clinton
The White House
1600 Pennsylvania Avenue, N.W.
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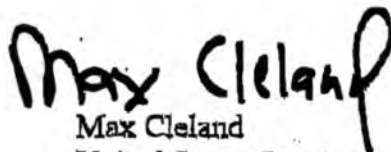
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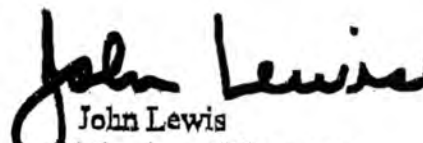
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Most respectfully,


Max Cleland
United States Senator


John Lewis
Member of Congress

WE

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MA026

December 12, 1996

Ms. Cathy E. Loving
8311 Taylor Road
Riverdale, Georgia 30274

Dear Ms. Loving:

On behalf of President Clinton, thank you very much for recommending Dr. Benjamin E. Mays for the Presidential Medal of Freedom.

As you may know, the Presidential Medal of Freedom is the highest civilian award given in the nation. Your nomination puts Dr. Mays in the distinguished company of others whose contributions have been brought to the attention of the President. You may be assured that your recommendation will be given careful consideration.

Sincerely,

James A. Dorskind
Special Assistant to the President
Director of Correspondence and
Presidential Messages

JAD/DB/ech (Corres. #3291627)
(#MOF.pf)

cc: David Belsky, Room 94

From Lizloving@aol.com Wed Sep 25 17:48:40 1996
Date: Wed, 25 Sep 1996 17:48:04 -0400
Subject: White House Forum E-Mail
To: president@WhiteHouse.GOV
Message-id: <960925174804_293162795@emout14.mail.aol.com>

MOF
Dr. Benjamin E. Mays

Field 1 = Cathy E. Loving
8311 Taylor Road
Riverdale, Georgia 30274

Field 2 = The Honorable William "Bill" Clinton & The Honorable Hilliary Clinton:

I just wanted to take advantage of the new technology afforded me via the E-mail to say hang in there and to continue to do as the late great Dr. Benjamin Elijah Mays would say,

"It must

be borne in the mind that the tradgedy of life doesn't

lie in not reaching your goal. The tragedy lies in having no goal to reach. It isn't a calamity to die with dreams unfulfilled but is is a calamity not to dream. It is not a disaster to be unable to capture your ideal, but it is a disaster to have no ideal to capture. It is not a disgrace not to reach the stars, but it is a disgrace to have no stars to reach for. Not failure, but low aim is sin."

Those of us who have followed you, your family and careers diligently know full well that your aim was and continues to be high. I'm confident as the former administrative assistant to B. E. Mays, the son of exslaves and dear friend of former, President Carter, Kennedy, Johnson, Roosevelt and yes former President Ronald Reagan that he too would agree with me. You see he encouraged me to return to school to obtain my BA in liberal arts and although he's been gone physically since 1984 I know ~~he~~ was present this June 7, 1996 when I marched across the stage of Saint Leo College Suma Cum Laude at age 49. But, it was your encouragement too that I received via your family value sessions prior to your last election to the presidency of the USA. Yes, I said your last for I am sure that just like my vote will be cast for you this time so too will millions of others.

Your idea for HOPE...is nothing less than brilliant...you see I completed by associate degree under the HOPE program here in Atlanta, GA. (the reason I didn't use HOPE for all four years is because I worked very hard attending three and four classes a week to complete four years of college within two years time and with a 4.0.

→ When you have time I like to discuss honoring Dr. Mays with the Presidential Medal of Freedom posthumously...he truly deserves it and has been nominated for it several times by the likes of Wyche Fowler and Sam Nunn. If you'd like to know more about him please let me know and I'll

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Subject: White House Forum E-Mail
To: president@WhiteHouse.GOV
Message-id: <960925174804_293162795@emout14.mail.aol.com>

MOF
Dr. Benjamin E. Mays

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8311 Taylor Road
Riverdale, Georgia 30274

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forward what ever information you might feel you need on him.

Thank you for your valuable time and may I be the first to congratulate you Mr. President on your successful run for your second term.

Sincerely,
Cathy E. Loving



U.S. Senator Max Cleland
75 Spring Street SW, Suite 1700
Richard B. Russell Federal Bldg
Atlanta, GA 30303
Tel: (404) 331-4811
Fax: (404) 331-5439

01 JAN 10 PM 01

To: Name: **Minyon Moore**
Director of Political Affairs
Fax: (202) 456-7929
Phone: (202) 456-5249

From: Name: **Thomas Williams**
Fax: (404) 331-5439
Phone: (404) 331-4811

Lisel-
Info on Ben
Mays from
Kay Casslevens

Pages including cover sheet: Per conversation with Ira Joe Johnson

Comments: 32 pages

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IV

88TH CONGRESS
1ST SESSION**H. RES. 17**

Expressing the sense of the House of Representatives that the President should award Benjamin Elijah Mays the Presidential Medal of Freedom in honor of his distinguished career as an educator, civil rights leader, and theologian.

IN THE HOUSE OF REPRESENTATIVES

JANUARY 8, 1984

Mr. DIXON (for himself, Mr. FOWLER, Mr. SIMON, Mr. BARNARD, Mr. CLAY, Mr. CROCKETT, Mr. GINGRICH, Mr. GRAY, Mr. HATCHER, Mr. MITCHELL, Mr. RANGEL, Mr. SAVAGE, and Mr. STOKES) submitted the following resolution; which was referred to the Committee on Post Office and Civil Service

OCTOBER 6, 1983

Additional sponsors: Mr. LELAND, Mr. FAUNTROY, Mr. FORD of Tennessee, Mr. DELLUMS, Mr. WHEAT, Mr. DYMALLY, Mr. TOWNS, Mr. WASHINGTON, Mr. LEVITAS, Mr. CONYERS, Mr. BAY, Mr. THOMAS of Georgia, Mr. ROWLAND, Mr. DE LUCA, Mr. BUNTA, Mr. HORTON, Mr. BARNER, Mr. EDGAR, Mr. RATCHFORD, Mr. TALLON, Mr. McHUGH, Mr. BUSTIN of California, Mr. LEWIS of California, Mr. WILSON, Mr. FROST, Mr. FOREVILLE, Mr. LILLMAN of Florida, Ms. KAPTUR, Mr. EVANS of Illinois, Mr. BATES, Ms. MIKULSKI, Mr. HOYER, Mr. JENKINS, Mr. WEISS, Mr. DOWNEY of New York, Mr. DERRICK, Mr. HAWKINS, Mr. SCHUBERT, Mr. SPRATT, Mr. YATES, Mrs. COLLINS, Mr. LEVINS of California, Mr. ANDREWS of Texas, Mr. BERMAN, Mr. BROWN of California, Mr. DAVIS, Mr. FAZIO, Mrs. HALL of Indiana, Mr. JEFFORDS, Mr. LEVIN of Michigan, Mr. RICHARDSON, Mr. WAXMAN, Mr. FOULLOTTA, Mr. MILLER of California, Mr. ROE, Mr. OWENS, Mr. PERKINS, Mr. ADDARIO, Mr. COUGHLIN, Mr. FRIGHAN, Mr. FORD of Michigan, Mr. FRANK, Mr. GARCIA, Mr. GORE, Mr. QUAMINI, Mr. HYDE, Mr. LIVINGSTON, Mr. LONG of Maryland, Mr. MARTINEZ, Mr. MATSUI, Mr. MINETA, Mr. MOODY, Mr. PANETTA, Mr. PETERS, Mr. ROSE, Mr. ROYBAL, Mr. SCHUMER, Mr. SCHWARTZ, Mr. WIRTH, Mr. WOLPE, Mr. ANDERSON, Mr. BRILENBERG, Mrs. BOXER, Mr. GELMAN, Mr. HESTER of Hawaii, Mr. KASICH, Mr. LEHMAN of California, Mr. LONG of Louisiana, Mr. LOWRY of Washington, Mr. MOAKLEY, Mr. MRAZERK, Mr. OBERSTAR, Mr. PATTERSON, Mr. PEPPER, Mr. STANGELAND, Mr. TORRES, Mr. VANDER JAGT, Mr. VENTO, Mr. WHITEHURST, Mr. WILLIAMS of Montana, Mr. FERBERO, Mr. FERNERL, Mr. LAGOMARINO, Ms. OAKAR, Mr. PICKLE, Mr. RODINO, Mr. HERNER, Mr. AUQUIN, Mr. DONNELLY, Mr. DWYER of New Jersey, Mr. GIBBONS, Mr. GREEN, Mr. HANCOCK, Mr. KOST-

MAYER, Mr. ROBERTS, Mr. VALENTINE, Mr. NATCHIEL, Mr. BEVILL, Mr. CHANDLER, Mr. HALL of Ohio, Mr. NRI, Mr. EDWARDS of California, Mr. KEMP, Mr. SLATTERY, Mr. TORRICELLI, Mr. BRYANT, Mr. CHAPPIE, Mr. CLARK, Mr. COYNE, Mr. DASCILE, Mrs. KENNELLY, Mr. MARELLI, Mr. PRITCHARD, Mr. SIBIRSKY, Mr. YATRON, Mr. ACKERMAN, Mr. ARFIN, Mr. BEDELL, Mr. BOWEN, Mr. BONTON of Michigan, Mr. COLEMAN of Missouri, Mr. D'AMOURS, Mr. DUNCAN, Mr. FIER, Mr. GONZALEZ, Mr. JACOBS, Mr. PORTER, Mr. SHANNON, Mr. SMITH of Florida, Mr. STARK, Mr. SWIFT, Mr. UDALL, Mr. WALSH, Mr. WINN, Mr. WISS, Mr. WON PAT, Mr. COOPER, Mr. HARKIN, Mr. HUGHES, Mr. MAJIKY, Mr. STUDDS, Mr. BARTLETT, Mr. BORNKI, Mr. CAMP, Mr. FAROELL, Mr. LEACH of Iowa, Mr. LIPINSKI, Mr. MAVIOULES, Mr. McNULTY, Mr. MORRISON of Connecticut, Mr. WEAVER, Mr. VANDERGRUFF, Mr. YOUNG of Missouri, Mr. ANDERSON of North Carolina, Mr. BRITT, Mr. BOSCO, Mr. FUGUA, Mr. JONES of North Carolina, Mr. PRASE, Mr. ANTHONY, Mr. CAMPBELL, Mr. CONANLE, Mr. DOLOAN, Mr. EDWARDS of Alabama, Mr. FILIPPO, Mr. GRADINON, Mr. OLIN, Mr. ROSENKOWSKI, Mr. AKAKA, Mr. ALEXANDER, Mr. BATHMAN, Mr. BIAGGI, Mr. BONE of Tennessee, Mr. COELHO, Mr. DYSON, Mr. EDWARDS of Oklahoma, Mr. GEDENSON, Mr. HANSEN of Utah, Mr. JONES of Oklahoma, Mr. KILPRE, Mr. LANTOS, Mr. McCURDY, Mr. OTTINGER, Mr. PENNY, Mr. RITTER, Mr. SNOWE, Mr. EARLY, and Mr. SKELTON

OCTOBER 6, 1989

Committee on Post Office and Civil Service discharged; considered and agreed to

RESOLUTION

Expressing the sense of the House of Representatives that the President should award Benjamin Elijah Mays the Presidential Medal of Freedom in honor of his distinguished career as an educator, civil rights leader, and theologian.

Whereas Benjamin Elijah Mays, throughout his distinguished career of more than half a century as an educator, civil rights leader, and theologian, has inspired people of all races throughout the world by his persistent commitment to excellence;

Whereas Benjamin Mays persevered, despite the frustrations inherent in segregation, to begin an illustrious career in education;

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Whereas, as head of the School of Religion of Howard University and later as President of Morehouse College in Atlanta, Georgia, for twenty-seven years, Benjamin Mays overcame seemingly insurmountable obstacles to offer quality education to all Americans, especially black Americans:

Whereas, at the commencement of World War II, when most colleges suffered from a lack of available students and the demise of Morehouse College appeared imminent, Benjamin Mays prevented the college from permanently closing its doors by vigorously recruiting potential students and thereby aiding in the development of future generations of black leaders;

Whereas Benjamin Mays was instrumental in the elimination of segregated public facilities in Atlanta, Georgia, and promoted the cause of nonviolence through peaceful student protests during a time in this Nation that was often marred by racial violence;

Whereas Benjamin Mays has been the recipient of numerous accolades throughout his career, including fifty-three honorary degrees from universities across the Nation and the naming of a school and a street in his honor; and

Whereas the Presidential Medal of Freedom, the highest civilian honor in the Nation, was established in 1945 to appropriately recognize Americans who have made an especially meritorious contribution to the security or national interests of the United States, world peace, or cultural or other significant public or private endeavors: Now, therefore, be it

1 *Resolved*, That it is the sense of the House of Repre-
 2 sentatives that the President should award Benjamin Elijah
 3 Mays the Presidential Medal of Freedom in honor of his dis-
 4 tinguished career as an educator, civil rights leader, and

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- 1 theologian and his many contributions to the improvement of
- 2 American society.
- 3 Sec. 2. The Clerk of the House of Representatives shall
- 4 transmit a copy of this resolution to Benjamin Elijah Mays.

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98TH CONGRESS
1ST SESSION

S. RES. 188

Expressing the sense of the Senate that the President should award Benjamin Elijah Mays the Presidential Medal of Freedom in honor of his distinguished career as an educator, civil rights leader, and theologian.

IN THE SENATE OF THE UNITED STATES

July 29 (legislative day, July 28), 1989

Mr. HOLLINGS submitted the following resolution; which was referred to the Committee on the Judiciary

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98TH CONGRESS
1ST SESSION

S. RES. 187

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3 tial Medal of Freedom in honor of his distinguished career as

9

- 1 an educator, civil rights leader, and theologian and his many
- 2 contributions to the improvement of American society.
- 3 SEC. 2. The Secretary of the Senate shall transmit a
- 4 copy of this resolution to Benjamin Elijah Mays.

O

Biographical Sketch - Benjamin E. Mays - 2/

- 1966: Doctor of Divinity, Ricker College, Houlton, Maine
- 1966: Doctor of Humane Letters, Shaw University, Raleigh, North Carolina
- 1967: Doctor of Humane Letters, Morehouse College, Atlanta, Georgia
- 1967: Doctor of Laws, Harvard University, Cambridge, Massachusetts
- 1967: Doctor of Laws, Morgan College, Baltimore, Maryland
- 1967: Doctor of Letters, Grinnell College, Grinnell, Iowa
- 1968: Doctor of Laws, Michigan State University, East Lansing, Michigan
- 1968: Doctor of Humane Letters, New York University, New York, New York
- 1969: Doctor of Civil Law, Middlebury College, Middlebury, Vermont
- 1970: Doctor of Humane Letters, Emory University, Atlanta, Georgia
- 1970: Doctor of Humane Letters, Brandeis University, Waltham, Massachusetts
- 1970: Doctor of Laws, Centre College of Kentucky, Danville, Kentucky
- 1970: Doctor of Humanities, Benedict College, Columbia, South Carolina
- 1971: Doctor of Humane Letters, Yeshiva University, New York, New York
- 1971: Doctor of Letters, University of Ife, Ile-Ife, Nigeria
- 1971: Doctor of Humane Letters, Pratt Institute, New York, New York
- 1972: Doctor of Laws, Alderson-Broaddus College, Philippi, West Virginia
- 1972: Doctor of Humane Letters, Coe College, Cedar Rapids, Iowa
- 1974: Doctor of Humanities, Lander College, Greenwood, South Carolina
- 1974: Doctor of Divinity, Interdenominational Theological Center, Atlanta, Georgia
- 1974: Doctor of Sacred Theology, Olivet College, Olivet, Michigan
- 1974: Doctor of Humane Letters, Edward Waters College, Jacksonville, Florida
- 1975: Doctor of Humane Letters, Duke University, Durham, North Carolina
- 1975: Doctor of Humane Letters, Dillard University, New Orleans, Louisiana

Biographical Sketch - Benjamin E. Mays - 3/

- 1975: Doctor of Humane Letters, Kean College, Union, New Jersey
- 1975: Doctor of Laws, Dartmouth College, Hanover, New Hampshire
- 1976: Doctor of Humane Letters, Bethune-Cookman College, Daytona Beach, Florida
- 1977: Doctor of Laws, Bishop College, Dallas, Texas
- 1978: Doctor of Humane Letters, University of South Carolina, Columbia, South Carolina
- 1978: Doctor of Humane Letters, Talladega College, Talladega, Alabama
- 1979: Doctor of Laws, Atlanta University, Atlanta, Georgia
- 1979: Doctor of Humane Letters, Oglethorpe University, Atlanta, Georgia
- 1981: Doctor of Humane Letters, State University of New York, Old Westbury, New York
- 1981: Doctor of Humane Letters, University of the District of Columbia, Washington, D. C.

III. DEGREES BY STATESAlabama

Doctor of Humane Letters, Talladega College, Talladega

District of Columbia

Doctor of Divinity, Howard University, Washington
Doctor of Humane Letters, Washington

Florida

Doctor of Humane Letters, Edward Waters College, Jacksonville
Doctor of Humane Letters, Bethune-Cookman College, Daytona Beach

Georgia

Doctor of Humane Letters, Morehouse College, Atlanta
Doctor of Humane Letters, Emory University, Atlanta
Doctor of Humane Letters, Oglethorpe University, Atlanta
Doctor of Divinity, Interdenominational Theological Center, Atlanta
Doctor of Laws, Atlanta University, Atlanta

Iowa

Doctor of Letters, Grinnell College, Grinnell
Doctor of Humane Letters, Coe College, Cedar Rapids

Biographical Sketch - Benjamin E. Mays - 4/

Kentucky

Doctor of Divinity, Berea College, Berea
Doctor of Laws, Centre College of Kentucky, Danville

Louisiana

Doctor of Humane Letters, Dillard University, New Orleans

Maine

Doctor of Divinity, Bates College, Lewiston
Doctor of Divinity, Ricker College, Houlton

Maryland

Doctor of Laws, Morgan College, Baltimore

Massachusetts

Doctor of Humanities, Boston University, Boston
Doctor of Laws, Harvard University, Cambridge
Doctor of Humane Letters, Brandeis University, Waltham

Michigan

Doctor of Divinity, Kalamazoo College, Kalamazoo
Doctor of Sacred Theology, Olivet College, Olivet
Doctor of Laws, Michigan State University, East Lansing

New Hampshire

Doctor of Laws, Dartmouth College, Hanover

New Jersey

Doctor of Humane Letters, Kean College, Union

New York

Doctor of Humane Letters, Keuka College, Keuka Park
Doctor of Humane Letters, New York University, New York City
Doctor of Humane Letters, Yeshiva University, New York City
Doctor of Humane Letters, Pratt Institute, New York City
Doctor of Humane Letters, State University of New York, Old Westbury

North Carolina

Doctor of Laws, St. Augustine's College, Raleigh
Doctor of Humane Letters, Shaw University, Raleigh
Doctor of Humane Letters, Duke University, Durham

Ohio

Doctor of Laws, Denison University, Granville

Biographical Sketch - Benjamin E. Mays - 5/

Pennsylvania

Doctor of Divinity, Bucknell University, Lewisburg
Doctor of Education, St. Vincent College, Labroa
Doctor of Laws, Lincoln University, Lincoln University

South Carolina

Doctor of Letters, South Carolina State College, Orangeburg
Doctor of Divinity, Morris College, Sumter
Doctor of Humane Letters, University of South Carolina, Columbia
Doctor of Humanities, Benedict College, Columbia
Doctor of Humanities, Lander College, Greenwood

Texas

Doctor of Laws, Bishop College, Dallas

Vermont

Doctor of Civil Laws, Middlebury College, Middlebury

Virginia

Doctor of Laws, Virginia Union University, Richmond

West Virginia

Doctor of Laws, Alderson-Broaddus College, Philippi

Africa

Doctor of Laws, University of Liberia, Monrovia
Doctor of Letters, University of Ife, Ile-Ife, Nigeria

IV. NUMBER OF DEGREES BY TITLES

1. Doctor of Civil Law (1)
2. Doctor of Divinity (8)
3. Doctor of Education (1)
4. Doctor of Humane Letters (19)
5. Doctor of Humanities (3)
6. Doctor of Laws (13)
7. Doctor of Letters (3)
8. Doctor of Sacred Theology (1)

V. POSITIONS HELD AND GRADUATE STUDY

1. 1921 Three quarters - graduate study, University of Chicago

Biographical Sketch - Benjamin E. Mays - 6/

2. 1921-24: Taught higher mathematics, Morehouse College
Pastor, Shiloh Baptist Church, Atlanta, Georgia
3. 1924-25: Graduate study, University of Chicago
4. 1925-26: Instructor of English, State College, Orangeburg, S. C.
5. 1926-28: Executive Secretary, Tampa Urban League, Tampa, Florida
6. 1928-30: National Student Secretary, YMCA
7. 1930-32: Directed study of Negro churches, USA, under auspices
of the Institute of Social and Religious Research
8. 1932-34: Completed work for the doctorate - University of Chicago
9. 1934-40: Dean School of Religion, Howard University, Washington, D. C.
and brought the School to national attention and Class A
rating by the American Association of Theological Schools
10. 1940-67: President, Morehouse College, Atlanta, Georgia. One of
the outstanding Negro colleges, with full membership in
Southern Association of Colleges and Schools. Through
efforts of President Mays, Morehouse was the fourth
Georgia college to be approved for a chapter of Phi Beta
Kappa - Delta of Georgia
11. 1967 Retired from presidency of Morehouse College 6/30/67 after
27 years distinguished service. Elected President Emeritus.
12. 1968-69: Visiting Professor; advisor to President, Michigan State
University, East Lansing, Michigan
13. 1969 Consultant: Office of Education, HEW, Washington
14. Elected to Atlanta Board of Education
15. Elected President of Atlanta Board of Education
16. 1970 Consultant: The Ford Foundation
17. 1971-72-
73 Reelected President of Atlanta Board of Education
18. 1973 Reelected to Atlanta Board of Education 1974-1978
19. 1974 Reelected President of Atlanta Board of Education
20. Chairman, Benedict College Board of Trustees
21. Chairman of the Board - National Sharecropper Fund
22. Member of the Board, The Institute of International
Education North Eastern Region

Biographical Sketch - Benjamin E. Mays - 7/

23. Member of the Board - Butler Street YMCA - Atlanta, Georgia
24. Consultant - United Board for College Development
25. Member of the Board - United Negro College Fund
26. Member of the Board and Cabinet - University of Chicago Alumni Association
27. Member of the Board - Paine College
28. Member of the Board - Religious Heritage of America
29. Chairman, The Board of Trustees - The Martin Luther King, Jr. Center for Nonviolent Social Change, Incorporated
30. 1977 Reelected to Atlanta Board of Education 1977-1981
31. Reelected President of Atlanta Board of Education
32. 1980 Reelected President of Atlanta Board of Education
33. 1981 Reelected President of Atlanta Board of Education

VI. PUBLICATIONSA. Books

1. The Negro's Church (co-author) New York: Institute of Social and Religious Research, 1933.
2. The Negro's God. New York: Atheneum, 1938; republished 1968.
3. Seeking to be Christian in Race Relations. New York: Friendship Press, 1957.
4. A Gospel for the Social Awakening (Selections from the Writings of Walter Rauschenbusch). New York: Association Press, 1950.
5. The Christian in Race Relations (pamphlet).
6. Disturbed About Man. Richmond, Virginia: John Knox Press, 1969.
7. Born to Rebel. New York: Charles Scribner's Sons, 1971. This major book is a social autobiography of the life and times of the author, Dr. Benjamin E. Mays. It is a penetrating study covering almost three-quarters of a century of Black-White Relations in the United States.
8. Lord, The People Have Driven Me On. New York: Vantage Press, Incorporated, 1981.

Biographical Sketch - Benjamin E. Mays - 8/

B. Chapters and Sections in books:

1. Editor, section on Race in Christus Victor, World Committee of YMCA, Geneva, Switzerland, 1939.
2. The New Negro Challenges the Old Order; in Sketches of Negro Life and History, 1929. Author, Asa Gordon.
3. Contributor to Encyclopedia of Religion, 1945.
4. The Inescapable Christ, chapter in Representative American Speeches, edited by A. Craig Baird; and in Best Sermons, edited by G. Paul Butler, 1946.
5. The Obligations of the Individual Christian: chapter in The Christian Way in Race Relations, published by Harpers, 1947, edited by William Stuart Nelson.
6. Christian Light on Human Relationships: chapter in Baptist World Alliance - 8th Congress; Judson Press, Philadelphia, 1950.
7. Our Greatest Fears are Fears of Things that Never Happen: chapter in Chicago Sunday Evening Club's Volume of Sermons, Harpers, 1952.
8. The Case for Integration: chapter in Contemporary Civilization, Scott, Foreman and Company, Chicago, 1959.
9. Race: The Negro Perspective: chapter in The Search for America, Huston Smith, Prentice-Hall, Inc., 1959.
10. Materialism and Secularism: chapter in The Christian Mission Today, Abington Press, New York, 1960.
11. The Christian in Race Relations: chapter in Rhetoric of Racial Revolt, Gordon Bell Press, Denver, Colorado, 1964.
12. The Challenge to Religion as it Ponders Science: chapter in Religion Ponders Science, Appleton-Century, 1964.
13. I Have Been a Baptist All My Life: chapter in A Way Home, Holt-Rinehart-Winston, New York, 1964.
14. The Moral Aspects of Segregation: chapter in Black, White and Gray, Sheed and Ward, New York.
15. Why I Believe There Is A God: chapter in Why I Believe There Is A God, Johnson Publishing Company, Chicago, a series of articles by different people on same subject.

Biographical Sketch - Benjamin E. Mays - 9/

C. Magazine Articles

1. "After College, What For Negroes?" - The Crisis, Vol. 37, No. 12, December, 1930.
2. "Realities in Race Relations" - Christian Century, Vol. 48, No. 12, March 25, 1931.
3. "The Education of Negro Ministers" - Journal of Negro Education, Vol. 2, No. 3, July, 1933.
4. "Education of the Negro Ministry" - Journal of Negro Education, 1937.
5. "The Color Line Around the World" - Journal of Negro Education, April, 1937.
6. "World Churchmen Score Prejudice" - The Crisis, Vol. 44, No. 11, November, 1937.
7. "The Church Surveys World Problems" - The Crisis, Vol. 44, No. 10, October, 1937.
8. "Christianity in a Changing World" - The National Educational Outlook Among Negroes, Vol. 1, No. 4, December, 1937.
9. "Oxford" - A.M.E. Zion Quarterly Review, July, 1938.
10. "The Most Neglected Area in Negro Education" - The Crisis, August, 1938.
11. "Benjamin Griffith Brawley" - The National Educational Outlook Among Negroes, Vol. 2, No. 6, February, 1939.
12. "The American Negro and the Christian Religion" - Journal of Negro Education, July, 1939.
13. "Christian Youth and Race" - The Crisis, Vol. 46, No. 12, December, 1939.
14. "Yesterday and Tomorrow in Negro Leadership" - Missions, 1940.
15. "The Religious Life and Needs of Negro Students" - Journal of Negro Education, Vol. 9, No. 3, July, 1940.
16. "The Negro Church in American Life" - Christendom, Vol. 5, No. 3, Summer, 1940.
17. "Amsterdam on the Church and Race Relations" - Religion In Life, Vol. 9, No. 1, Winter, 1940.
18. "The Negro and the Present War" - The Crisis, 1942.

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Biographical Sketch - Benjamin E. Mays - 10/

19. "Yesterday and Tomorrow in Negro Leadership" - Missions, Vol. 33, No. 2, February, 1942.
20. "Interracial Leadership in this Time of Crisis" - Georgia Observer, March - April, 1942.
21. "The Role of the Negro Liberal Arts College in Postwar Reconstruction" - Journal of Negro Education, July, 1942.
22. "Negroes and the Will To Justice" - Christian Century, Vol. 59, No. 43, October, 1942.
23. "The Eyes of the World are upon America" - Missions, Vol. 35, No. 2, February, 1944.
24. "Why Go To Student Conferences?" - Intercollegian, Vol. 6, No. 8, April, 1944.
25. "The Inescapable Christ" - The Pulpit, Vol. 15, No. 6, June, 1944.
26. "When Do I Believe in Man" - International Journal of Religious Education, Vol. 21, No. 1, September, 1944.
27. "The Unique Demand in Negro Education" - current Religious Thought, Vol. 4, No. 8, October, 1944.
28. "The Time Is Always Ripe" - The Women's Press, Vol. 39, No. 3, March, 1945.
29. "Veterans: It Need Not Happen Again" - Phylon, Third Quarter, 1945.
30. "Democratizing and Christianizing America in this Generation" - Journal of Negro Education, Vol. 14, No. 4, Fall, 1945.
31. "Obligations of Negro Christians in Relation to an Inter-racial Program" - Journal of Religious Thought, Vol. 2, No. 1, Autumn - Winter, 1945.
32. "Democratizing and Christianizing America in this Generation" - Howard University Bulletin, Vol. 25, No. 2, October 1, 1945.
33. "The Present Crisis and Relationships of People" - Christianity Meeting the Crisis of Our Time, 1946.
34. "The Hazen Conference and Warren Wilson College" - Women and Missions, Vol. 22, No. 11, February, 1946.
35. "The Colored Races in the Postwar World" - Missions, Vol. 37, No. 2, February, 1946.
36. "What Does It Matter What I Believe?" - Highroad, Vol. 5, No. 3, March, 1946.

EXECUTIVE OFFICE OF THE PRESIDENT Office of Administration FACILITY REQUEST		NO: 54422		Org. Code	
READ INSTRUCTIONS ON BACK BEFORE FILLING OUT THIS FORM					
I. REQUESTING AGENCY ADMINISTRATIVE COORDINATOR					
3. Name <i>Toni Garner</i>		4. Agency <i>USTR</i>		5. Room <i>1</i>	6. Phone <i>55123</i>
II. WORK TO BE PERFORMED FOR					
7. Name		8. Agency or acct to be charged <i>USTR</i>		9. Room <i>1</i>	10. Phone
☐ Check if estimate requested					
III. WORK ORDERS ☐ See attachments					
11. CONSTRUCTION/CARPENTRY ☐ Furniture Repair ☐ Locksmith Services ☐ Other (Attach sketches of any proposed construction/removal/modification of walls, doors, window, etc.)					
12. DESIGN SERVICES ☐ Furniture ☐ Touch-up ☐ Painting ☐ Carpet ☐ Other <i>call 53358</i>					
13. MOVING ☒ BBS ☐ Furniture ☐ Safes ☐ Other (Attach copy of this form to EACH item being moved: Indicate specific description and destination of each item or group of items: A completed SF-120 MUST be attached to this form for all items being excessed) (Attach sketch of any new furniture layouts) <i>Brickhouse, Can you please bend up one of the new Credenzas from GSA shipment ASAP.</i> <i>Thank you</i>					
14. ELECTRICAL ☐ Outlet ☐ Computer Cable ☐ TV Cable ☐ Other (Attach sketches of outlet/cable locations, including point of origin and route, if known, and destination)					
15. CLEANING ☐ Carpet ☐ Furniture ☐ Drapery					
16. OTHER <i>USTR</i>					
17. AGENCY AUTHORIZATION/CERTIFICATION <i>[Signature]</i>		18. DATE <i>1-11-2001</i>		19. FACILITIES AUTHORIZATION	
				20. DATE	

23329 1100

301-986-6315

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Tuesday, December 26, 2000

**SCHEDULE OF THE PRESIDENT
FOR
TUESDAY, DECEMBER 26, 2000**

Final Schedule

SCHEDULING DIRECTOR:

STEPHANIE STREETT

HOME: 202-332-5651

OFFICE: 202-456-2823

SKY PAGER: 1150885

PRESS DESK:

KAREN BURCHARD

HOME: 703-243-3656

OFFICE: 202-456-7193

WHCA PAGER: 4769

WEATHER:

WASHINGTON, D.C.

*Partly cloudy. Winds north at 5 to 10 knots. Low 13°F
High 32°F.*

Tuesday, December 26, 2000

**SCHEDULE OF THE PRESIDENT
FOR
TUESDAY, DECEMBER 26, 2000
*Final Schedule***

DAY AND EVENING OFF

BC / HRC RON

**THE WHITE HOUSE
WASHINGTON, D.C.**

December 22, 2000 (6:54 PM)

Phil

THE WHITE HOUSE
WASHINGTON

February 27, 1997

Todd:

Here's a draft for your review. Phil's comments have been incorporated.

The memo is due to the Chief of Staff's Office at noon tomorrow. It will be distributed to all Assistants to the President along with those from other offices unless you request otherwise.

Note also that this draft includes a brief section on trip books because Sylvia specifically mentioned to me today the need to consolidate the background memos in trip books.

Helen *Helen*

THE WHITE HOUSE
WASHINGTON

February 28, 1997

DRAFT

h:\data\planning.wpo

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN

SUBJECT: Long-term Planning

The overarching goal of the Staff Secretary in the next six months is to maintain a high level of efficiency in serving the President, instill more discipline in the flow of materials from the White House staff to the President, and to improve the quality of those materials. Given the nature of our Office's function, this memo necessarily focuses on process. However, the smoother and more efficient flow of quality materials to the President will assist in furthering the priorities he set out in his State of the Union.

I. Deadlines and Process

The best way to achieve this goal is to remind White House Staff of: *1)* the importance of deadlines for the President's briefing book; *2)* the need for Presidential speeches to be submitted early enough for meaningful circulation to senior White House staff and appropriate review by the President; *3)* the need for quality control in all materials submitted to the President; and, *4)* the requirement that all written materials for the President must be submitted to the Staff Secretary's Office, and NOT directly to the President.

We recommend that you issue a memorandum to all White House staff addressing these four issues:

Briefing Books

Materials for the President's daily briefing book routinely come in late, delaying our ability to get the book to the President at an appropriate hour -- 8:00 p.m. There is generally no reason why our final deadline of 6:00 p.m. for the submission of materials to our Office shouldn't be met. Better discipline is both possible and necessary.

Speeches

Speeches routinely come to us very late, making meaningful review and staffing difficult. There are instances where deadlines are unrealistic, but generally, speeches should be submitted for staffing and Presidential review by 6:00 p.m. the night before an event.

Quality Control

While White House staffers generally take great pride in their work, time pressures and other factors sometimes take a toll on the quality of the materials submitted to the President. Such materials should be clearly written, well organized, substantively accurate, as well as properly vetted.

Playing by the Rules

In order for the Staff Secretary to modulate the flow of paper to the President, ensure that paper is ready for the President's review, and give senior advisors an opportunity to comment, paper has to come to us in the first place. There is often temptation for people to hand things directly to the President. But end-runs serve no one. Periodic reminders from the Chief of Staff can help in this area as well.

II. Trip Books

Currently, the President's trip books contain background memos from several different offices. Another Staff Secretary goal is to develop a process whereby these background memos can be consolidated. We need to consult with you about which White House office should be responsible for collecting all the background information and drafting the comprehensive memo.

THE WHITE HOUSE

WASHINGTON

November 3, 1996

MEMORANDUM FOR ERSKINE BOWLES
DON BAER
STEPHANIE STREETT
ANNE WALLEY

FROM: TODD STERN
PHIL CAPLAN *Phil*

SUBJECT: November '95 - November '96 planning calendar

Events for the coming year:

- 1) The Medal of Freedom award ceremony. We have held the event in August/September although previous Administrations have scheduled it around July 4th.
- 2) Volunteer Appreciation event. In '93 it was held in April in conjunction with National Volunteer Week; in '94 it was in November and this year it was held in October.

Other events that we are responsible for, such as Citizens Medals, treaty signings and bill signings, are driven by circumstances beyond our control.

Thanks.

For the most part, our office ~~resets to~~
assists others in ~~the~~ preparing for events
or takes the occasional lead in events --
like ~~that~~ ~~sign~~ ball signings or the award
of a citizen's medal -- that are driven
by circumstances. ^{That said,} ~~we have two~~
^{presidential} there are two events we do every year;

~~Phil~~
Todd
Stem

Phil -
Any thoughts?
model of
Freedom I
guess...

rock

THE WHITE HOUSE
WASHINGTON

October 19, 1995

MEMORANDUM TO ALL SENIOR STAFF

FROM: ERSKINE BOWLES
 DON BAER
 STEPHANIE STREETT
 ANNE WALLEY

SUBJECT: 1996 PLANNING CALENDAR

As we approach 1996, the long term planning process becomes critical. In an effort to make the process more productive and efficient for the White House senior staff, we are asking each department head to provide information for the 1996 planning calendar. This calendar will become the basic document for long-term planning of the President's schedule.

The calendar is a comprehensive document which includes information on future events for each of the four principals as well as cabinet members. In addition, major political, economic, domestic, international, and legislative information is included so that we can better coordinate our message.

We request that someone in your office be designated to provide information for the issues which are applicable to your department area for Nov. '95 - Nov. '96. A list of events which the President has attended in the past and is likely to attend in the future would be helpful e.g., the DLC Conference, the National Governor's Association Conference, the National Prayer Breakfast or the Gridiron Dinner.

Please have your designated staff person supply a detailed list of events to Stephanie Streett and Anne Walley by November 3. An updated planning calendar will be delivered to your department in late November.

Thank you for your assistance.

Phil

THE WHITE HOUSE
WASHINGTON

March 1, 1997

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN *TS*
SUBJECT: Staff Secretary's Office -- Goals and Objectives

The basic mission of the Staff Secretary is to manage the flow of paper to and from the President. This mission includes (a) making sure he gets what he needs when he needs it while not overloading him; (b) exercising sound judgment in deciding what should and should not go to the President; (c) disposing of matters that require his signature but not his attention; (d) summarizing material in clear and concise form both to save his time and to sharpen issues for decision; (e) coordinating senior staff comment on decision items; (f) making sure paper going to him is sound in terms of substance, message and form; (h) routing paper back from the President to appropriate staff.

GOAL: Maintain a well-modulated flow of paper to the President.

Objectives:

- Limit amount of paper going to President. Get him what he needs on timely basis, but not more than he needs.
- Give President adequate time to review decisional materials.
- Get decision items with adequate time to properly coordinate senior staff comment.
- Summarize decision and selected information items to save President's time.
- Assure quality of materials going to President.
- Ensure that materials for the President go through our office so that we are able to regulate the flow to his office; make sure that relevant senior staff have an opportunity to comment; and make a final judgment on whether a given item should go to the President at all.

GOAL: Maintain high quality of materials prepared for President.

Objectives:

- Ensure that memos and other materials for the President are first-class -- clear, concise, and sound in terms of both form and substance.

GOAL: Improve quality and timeliness of daily briefing books. Late submission of materials for the briefing book has been a chronic problem since 1993. The result is that the President routinely receives his briefing book late.

Objectives:

- Receive final briefing papers by our 6 pm deadline so that they can be edited or revised, if necessary, and briefing book can be delivered to the Residence by 8 pm every night.
- Receive speeches by the same deadline or earlier so that (a) they can get proper final review and vetting before submission to the President, and (b) the President has an adequate opportunity to review and work on a speech before giving it.

GOAL: Improve quality of trip briefing books.

Objectives:

- Preparation of an overview memo outlining the purpose of a trip and its major events. The President should be informed up front what the purpose and major objectives are for a trip and for each of the major events along the way. This should be a concise, strategic memo.
- Consolidation of the numerous individual background memos the President now receives for trips. It would be more useful and user-friendly for the President to receive a unified memo for any given state he is visiting. This memo would present a political and economic overview and include the salient issues he needs to know -- including relevant Clinton Administration accomplishments, local color, etc. -- for his visit. While such a memo would be an improvement over what he now receives, it would require some additional resources to produce. Thus, before going down this track, we need to discuss further with Chief of Staff's office.

WARREN COWAN
ASSOCIATES
PUBLIC RELATIONS AND MARKETING

00 OCT 10 PM 12:35

[Handwritten signature]

Lisel -

Fy 1

October 4, 2000

Ms. Melanne Verveer
The White House
1600 Pennsylvania Avenue
Room 100
Washington, DC 20500

Dear Ms. Verveer:

We were apprised that we should contact you regarding recommendations for the Medal of Freedom.

If you could forward the attached letter to President and Mrs. Clinton, it would be appreciated.

Thank you.

Sincerely,

Warren Cowan
Warren Cowan

10-10-00

Send to Delia Cohen

Yes ☒

No ☐

cc: Lisel

Yes ☒

No ☐

cel

WARREN COWAN
ASSOCIATES

PUBLIC RELATIONS AND MARKETING

October 4, 2000

President and Mrs. Clinton
The White House
1600 Pennsylvania Avenue
Room 100
Washington, DC 20500

Dear President and Mrs. Clinton:

I am writing to you to recommend that Dame Elizabeth Taylor be considered to receive the prestigious Medal of Freedom.

Throughout Elizabeth's career, she has devoted time and effort to numerous charitable causes. "Celebrity," Elizabeth says "is not something that comes without responsibility. If I can help further a worthwhile cause simply by lending my voice, I feel it is my place to do so."

In 1976, Elizabeth assisted the Israeli War Victims Fund and has raised considerable funds for UNICEF and for the construction of hospitals around the world - including her personal contributions to the construction of two clinics in Botswana, Africa.

In 1984 - long before any other celebrity - Elizabeth Taylor stood up and led the fight to make people all over the world aware of AIDS. She started amfAR and The Elizabeth Taylor AIDS Foundation (ETAF).

Her support of AIDS PROJECT LOS ANGELES and its 1985 fundraiser - the first major AIDS fundraiser anywhere in the world - marked her first public commitment to raise the public's awareness about the disease. Several months later, after the announcement that her close friend, Rock Hudson, was dying of the disease, Elizabeth became a force in mobilizing the entertainment, arts and fashion communities to continue in the fight.

In 1995, with money willed specifically by Rock Hudson, she founded the American Foundation for AIDS Research. Since its inception amfAR has made nearly \$166 million in grants to research, education and public policy projects. Elizabeth has lobbied in Washington, attended AIDS conferences and fundraising events on behalf of amfAR.

(continued)

In 1991, Elizabeth founded The Elizabeth Taylor AIDS Foundation. Where amfAR's mission is research, ETAF's is patient care. ETAF operates at zero overhead cost, with Elizabeth personally underwriting all ETAF administrative costs. Therefore every cent donated directly to ETAF goes directly to organization that put ETAF funds to use serving people with HIV/AIDS or prevention information/activities. ETA has distributed over \$8 million to organizations around the world.

For her work on behalf of AIDS, Elizabeth has been honored with the Legion d'honneur, the Jean Hersholt Humanitarian Award from the Academy of Motion Pictures Arts and Sciences, The Angel Award from Project Angel Food, which provides meals to persons with HIV and AIDS and the Vanguard Award from the Gay and Lesbian Alliance Against Defamation.

Elizabeth was and continues to be at the forefront in the fight against AIDS. From the beginning, it was Elizabeth Taylor who stood in front to "fight the fight" when other people in the public eye did not. I can't think of anyone who has lead the struggle to end this epidemic more than Elizabeth Taylor and hope you will consider her for the Medal of Freedom on behalf of all her humanitarian efforts.

Sincerely,



Warren Cowan

THE WHITE HOUSE
WASHINGTON

8/28/2000

00 AUG 28 PM 4:58

mm

Lisel,

I've discussed this w/
Brad.

Many thanks!

Tim

THE WHITE HOUSE

WASHINGTON

August 28, 2000

MEMORANDUM FOR BRADLEY J. KILEY

Deputy Assistant to the President for Management
and Administration

CC:

✓ LISEL LOY

Assistant to the President and Staff Secretary

FROM:

G. TIMOTHY SAUNDERS 
Executive Clerk

SUBJECT:

Executive Clerk's Office Space

Let me again express our appreciation and satisfaction with the move into a significantly enhanced space for the Executive Clerk's Office. My staff is thrilled. The space is exactly what the office needs in terms of layout. And the shelving that was installed to house our library turned out beautifully -- it will superbly house a rather historic and valuable collection. GSA performed great work and did it on time. The project manager for GSA, Jim Fisher, and his staff were simply outstanding.

It is my understanding at this point, that the office will have USSS locks on the doors but the entire space will not be alarmed. While I would have preferred a fully alarmed space based on the sensitivity of working documents contained therein, I can live with this arrangement, which mirrors what we previously had in the old room 5 suite.

However, it would be wise to consider some sort of smoke/fire alarm for the space. The office contains irreplaceable historic White House records as well as its library, which contains volumes well over 100 years old.

By now you may have received a copy of a memorandum from Larry Handeland concerning access to the outside door within room 6 ½ to the South Plaza. Larry expresses concerns about the moat and what appears to be A/C piping that runs across the walkway. By way of background, I attach a memo signed off by Don Flynn, SAC, Presidential Protective Division, USSS. Don advised me he had no security concerns with our having access to the door as long as the door is equipped with 1) a double-keyed deadbolt lock and 2) an alarm. Thus, it appears that Larry's are the remaining concerns. Perhaps it would be possible to schedule a meeting to assess and address his concerns.

Again, my thanks for your help in making the move into our new space possible.



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF ADMINISTRATION
WASHINGTON, D.C. 20503

August 22, 2000

MEMORANDUM FOR TIMOTHY G. SAUNDERS
EXECUTIVE CLERK
STAFF SECRETARY

FROM: LARRY E. HANDELAND *Larry E. Handeland*
ASSOCIATE DIRECTOR
FOR FACILITIES MANAGEMENT DIVISION

SUBJECT: Room 4/6 Status

The work in room 4/6 is on schedule. Carpet will be installed on Friday evening, August 25, 2000. The move of the furnishings is scheduled for Saturday, August 26th. Telephones will be cut over Monday morning, August 28th. If cut over on Saturday is requested, it is anticipated that the cost would be approximately \$900.00. Computers will be relocated and installed Monday morning, August 28th.

We note that the USSS approved making the door to the South Plaza fully operational. Please note that although the USSS has authorized the door to be operational, we will not be able to permit the door to be opened and persons to go out on the South Plaza for the following reasons:

1. There is no fall protection around the moat. OSHA requires fall protection to be in place before persons can be allowed in such areas. The appropriate fencing design may have to go through the Fine Arts Commission as well as the National Capital Planning Commission. Currently there are no funds to design the appropriate fence to meet historic requirements nor are there any construction funds available to install the fence.
2. Piping currently runs across the walkway. An evaluation must be done to either relocate and or protect the piping from damage and prevent a tripping hazard.

We appreciate your patience during this work and hope that you will enjoy your new space. Please contact me at X5-9101 if you have any questions or concerns.

cc: Mark Lindsay, Assistant to the President for Management & Administration
Brad Kiley, Deputy Assistant to the President for Management & Administration
Michael Lyle, Director Office of Administration
Don Flynn, SAIC, USSS

THE WHITE HOUSE

WASHINGTON

July 13, 2000

MEMORANDUM FOR JAMES R. FISHER

Planner/Estimator, White House SDT
General Services Administration

CC:

LARRY E. HANDELAND
Associate Director for Facilities Management
Office of Administration

THROUGH:

DONALD A. FLYNN 
Special Agent in Charge
Presidential Protective Division
United States Secret Service

FROM:

G. TIMOTHY SAUNDERS 
Executive Clerk

SUBJECT:

Outside Door for Room 6, OEOB

This afternoon I spoke to Don Flynn, SAC, PPD, U. S. Secret Service, regarding any restrictions to making the existing door in the back office of room 6 accessible to the outside. Don advised he saw no problem, as long as the door was 1) equipped with a doubled-keyed deadbolt lock, and 2) alarmed.

THE WHITE HOUSE
WASHINGTON



my

September 26, 2000

MEMORANDUM TO LISEL LOY, ASSISTANT TO THE PRESIDENT
AND STAFF SECRETARY

BojNash

FROM: BOB J. NASH, ASSISTANT TO THE PRESIDENT
AND DIRECTOR OF PRESIDENTIAL PERSONNEL

SUBJECT: NOMINATIONS FOR THE END GAME

As the *sine die* adjournment of the Senate approaches, there will be situations where it will be critical for certain nominations to be delivered to the Senate on the same day that my nomination memo is given to the Executive Clerk. Please understand that I am not simply holding these nominations until the day that I would like for them to be nominated. I can not proceed with a nomination without the approval from the White House Counsel's office. Once I am notified of their approval, I try to expedite the nomination process while giving the Executive Clerk and your office a sufficient enough time to proceed with the nomination in a timely manner. However, we are coming to a point where certain nominations must be delivered to the Senate or their opportunity to be confirmed will be lost. In the coming weeks, I will attempt to give you as much advance notice as possible. I understand that you have a large volume of paper you have to process and that you are under a lot of pressure. I appreciate your assistance to my office throughout the year and especially during the final days of this administration.

Thanks

cc: G. Timothy Saunders

ORM

✓cc: Lisel Loy

ONE NEW YORK PLAZA
SUITE 2500
NEW YORK, N.Y. 10004-1980

Phone Line: 212.859.8220

Fax Line: 212.859.8582

'00 NOV 28 AM 9:27

November 21, 2000

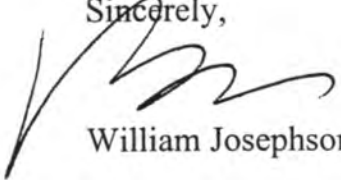
Mr. John D. Podesta
Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20001

Dear John:

Has anyone ever thought of giving Sarge Shriver the Medal of Freedom? (He turned 85 on November 9.) He certainly deserves it.

Best.

Sincerely,



William Josephson

received mof
1994



G. Timothy Saunders
03/10/98 12:04:00 PM

Scan -
For EO vs.
Memo 4/6 Phil

Record Type: Record

To: Phillip Caplan

cc:

Subject: re eo's and executive memoranda

Message Creation Date was at 10-MAR-1998 12:04:00

(Phil, I'll get you a copy of the "attached article.")

April 30, 1997

MEMORANDUM FOR TODD STERN

FROM: G. TIMOTHY SAUNDERS
Executive Clerk

SUBJECT: Executive Orders

As the attached article may demonstrate, there is often little difference in effect between 1) an official numbered executive order and 2) a presidential memorandum to his subordinates within the executive branch directing particular actions pursuant to Constitutional and statutory authorities. Indeed, presidential memoranda can be "executive orders" in everything but name.

Executive orders are automatically published in the Federal Register and take their place in Title 3 of the Code of Federal Regulations -- the President's title. Often, the President directs that his presidential memoranda are likewise to be published in the Federal Register and they will then also appear in Title 3 of the CFR.

Thus, while the official numbered executive order is most often viewed as a perhaps loftier, more formal form of document than a simple presidential memorandum, distinguishing their true differences can be challenging.

Phil,

FYI

Tim

Encyclopedia of the American Presidency

to defer larger questions of overall priorities in favor of resolving the crisis of the moment. The order also responds to inherent differences in outlook between agencies and the OMB. Agencies tend to pursue their own statutory duties without attention to how they fit into broader national priorities. The OMB, situated at the apex of the executive branch, can weigh competing claims on scarce national resources and decide which ones are deserving of regulatory emphasis. Of course, these decisions must be made consistently with statutory directives concerning regulation. To ensure that Congress and the public can monitor executive priority-setting and its consistency with law, the OMB releases copies of agency drafts of their regulatory programs to the public after formulation of the final administration program for the year.

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HAROLD H. BRUFF

EXECUTIVE ORDERS. Presidents have long made legally binding policy without the participation of Congress by issuing executive orders that command government officials to take or refrain from taking some kind of action. These orders have been used to craft foreign policy actions, like the order in 1992 directing the Coast Guard to return Haitian refugees found at sea to Haiti without a refugee claims assessment in a neutral location. Executive orders have also been used to make domestic policy, as in the case of the much debated EXECUTIVE ORDER 12291 (1981) authorizing the OFFICE OF MANAGEMENT AND BUDGET (OMB) to use wide-ranging powers of review over agency issuance of regulations.

The Numbering System. By the time Ronald Reagan left office in 1989, there had been approximately 12,667 executive orders promulgated. The number is approximate because the exact number of orders is unknown. The present numbering system was based upon an effort to backtrack in history to find the earliest executive order clearly delineated as such, which is taken to have been one issued by Abraham Lincoln, and numbering forward. However, because Presidents have historically issued the equivalent of executive orders that may have been called by other names and because there was no uniform process for publishing such orders until the passage of the FEDERAL REGISTER ACT in 1935, the current numbering system is little

more than a useful approximation that is accepted as a matter of convention.

Although the Federal Register Act mandated publication of orders in the *Federal Register* and attempted to impose some degree of uniformity on the format in which they are promulgated, its provisions are very general. The more specific guideline for the issuance of executive orders is itself an executive order, E.O. 11030 (1962). However, even that order does little more than describe the general format and routing for the development of drafts and final publication. Security-classified orders are not published at all [see NATIONAL-SECURITY DIRECTIVES].

Because of the problems of access to documentation and the late adoption of rules for uniform publication, a codification of all executive orders that would present all currently valid orders has been difficult to develop. After considerable effort, the Office of the Federal Register has published a codification of orders and PROCLAMATIONS promulgated since the end of WORLD WAR II.

Types and Legal Force. Executive orders issued on a valid assertion of constitutional or statutory authority are legally binding. Courts have held that the legislature may ratify an executive order after its issuance. The failure of the Congress to take any kind of action with respect to an order that is consequently permitted to stand for an extended period is taken as evidence of approval. This is the so-called acquiescence doctrine.

However, the President may not promulgate an executive order that violates a valid statute or usurps the constitutional authority of a coordinate branch of government. On that ground, Congress may nullify an executive order unless the President can demonstrate an independent basis of constitutional authority in Article II to support it.

The legal force of presidential action does not depend upon labeling it an executive order. The Supreme Court has held that there is no meaningful legal distinction between, for example, a presidential proclamation and an executive order. As a matter of form, a proclamation is generally directed to persons outside of government while an executive order governs actions by government officials and agencies. Proclamations are most often used for hortatory purposes like the declaration of a national day of celebration for a group or historical figure. However, they have been used for very important actions, like President George Washington's PROCLAMATION OF NEUTRALITY.

In truth, the effort to distinguish between internal and external effect is not helpful, since orders directed to executive-branch officials or agencies are often aimed at commanding them to carry out policy gov-

erning all citizens in a certain way. Thus, orders directed at officers involved in immigration and refugee administration plainly affect asylum seekers. Similarly, orders like E.O. 12291 and EXECUTIVE ORDER 12498—mandating regulatory review by the Office of Management and Budget and President Bush's moratorium on agency rulemaking, while specifically directed to administrative agencies, affect the implementation of a wide variety of major policies and therefore clearly have an impact upon state and local governments as well as individual citizens.

Beyond the use of proclamations, Presidents have employed a variety of other formats to issue what are, in effect, executive orders. Thus President Bush's order in 1992 for executive agencies to impose a ninety-day moratorium on the issuance of new regulations and to review existing regulations to determine which ones could be eliminated or modified to be less burdensome, was issued in the form of a presidential memorandum (Memorandum for Certain Department and Agency Heads on the Subject of "Reducing the Burden of Government Regulations" 1992). Indeed, although E.O. 12291 was the basis for the Reagan administration's creation of the Vice President's Task Force on Regulatory Relief as part of the regulatory review process when George Bush was Vice President, later President Bush did not see the need for a new or amended executive order when he created the Vice President's Council on Competitiveness under Vice President DAN QUAYLE, which effectively replaced the Task Force on Regulatory Relief and gave the new body much greater power than that exercised by its predecessor.

Some Presidents have avoided reference to executive orders in part because there is no specific requirement for publication of other kinds of documents. For example, there has been considerable tension between the White House and Congress over the use of national security directives (NSDs). In a number of cases, the contents of these directives, issued by the President to various executive agencies, have not even been disclosed to Congress.

Tensions with Congress. Where there is no clear order or proclamation, as in the case of the Quayle commission, or where there are devices such as NSDs in use that are not disclosed, the possibilities for tensions between the President and Congress may be particularly high.

Similarly, where an order is issued unilaterally by the White House without much open public discussion or informal exchange with key figures in the Congress and if it concerns particularly important questions, the potential for conflict may be great. Thus, the issuance of E.O. 12356 (1982) governing security classifications

during the Reagan administration caused noticeable frustration on Capitol Hill. Although there is legislation prohibiting disclosure of classified information, the definition of security classification and government policy in the handling of classified material have historically been addressed by executive orders. The Carter administration revised the entire system in its executive order on security classification, E.O. 12065 (1978), through a relatively open and participative process, to reduce the amount of classified material and move toward as much declassification of existing material as possible. The Reagan replacement took a much more restrictive approach and did not involve conversations with the participants involved in the earlier version. The result was substantial strain in PRESIDENTIAL-CONGRESSIONAL RELATIONS.

History suggests that the significant use of executive orders by Presidents since Lyndon B. Johnson, and in particular Jimmy Carter and his successors, has been both a cause and effect of presidential-congressional tensions. Johnson promulgated EXECUTIVE ORDER 11246 (1965), which laid the basis for what came to be known, during the Nixon administration, as the PHILADELPHIA PLAN, requiring affirmative action in government contracting in part because he could not move the same policy through the Congress. Others have taken action that they thought was implied in more or less expansive terms by prior statutes. Presidents Richard M. Nixon and Carter both took significant action based in part on the assertion that existing legislation authorized their decisions. In August 1971, President Nixon issued a set of executive orders and proclamations, most importantly E.O. 11615 and Proclamation 4074, which imposed, among other things, a freeze on wages, prices, rents, and salaries and a 10 percent added fee on imports, claiming implied authority from the ECONOMIC STABILIZATION ACT of 1970 and the TRADE EXPANSION ACT of 1962. Similarly, President Carter's imposition of an oil import fee, later struck down by federal courts, was also based upon a broad reading of the trade act.

Legal Challenges. Despite the fact that the judiciary has struck down a variety of orders over time, it is very difficult to mount a legal challenge to such a presidential action. Some of the most celebrated cases, like the *YOUNGSTOWN SHEET & TUBE CO. v. SAWYER* (1952) ruling striking down President Harry S. Truman's EXECUTIVE ORDER 10340 directing the Secretary of Commerce to take over steel mills in order to keep them in operation during a labor dispute and the challenges to Nixon's wage-price freeze and Carter's oil import fee, involved cases where there was an immediate and direct effect upon specific property claims. There the parties were clear and the basis for a legal challenge was obvious.

However, in many cases, the situation is considerably more complex. Thus, when the Office of Management and Budget began to delay issuance of regulations by agencies obligated by statute to produce them, it became very difficult for frustrated critics to get the issue of the validity of the executive order into court. It was only when regulators like the Environmental Protection Agency, caught between congressional mandates and the OMB, provided information to such critics that a suit charging violations of statutory obligations in the name of regulatory review was made.

Even assuming that presidential critics can develop a case that will survive procedural roadblocks, the larger problems remain. Where there has been a lack of formal congressional opposition, courts tend to defer to the President. That is particularly, though not universally, true with respect to executive orders affecting foreign policy questions. The Supreme Court, for example, upheld the executive order issued by President Carter, E.O. 12283 (1981), and reaffirmed by President Reagan, suspending claims pending in United States courts involving Iranian assets affected by the agreement reached between the two countries for release of American hostages ending the IRANIAN HOSTAGE CRISIS [see *DAMES & MOORE v. REGAN*]. Even though there were obvious parties with clear property interests at stake, and despite the fact that Congress had taken no action on the presidential move, the Court concluded that there was legislative acquiescence in the Iran settlement that should be understood as congressional support. Coupled with the general judicial deference to presidential foreign policy decisions, that acquiescence was enough to sustain a dramatic presidential action.

More often, the nature of limits on executive orders is less obvious and direct. For example, the Reagan regulatory review orders asserted that the OMB was to proceed "to the extent permitted by law" but the mechanics and politics of the situation made it virtually impossible for the rulemaking process to meet both the substantive and procedural requirements of all of the applicable legislation. In some cases, the orders themselves do not contain language that suggests a problem of authority but other accompanying documents may. Thus, the full implications of E.O. 12498, the second Reagan regulatory review order, did not become clear to those outside government until they saw the White House memoranda to executive-branch agencies that were issued along with the executive order. These implementation guidelines defined terms and processes discussed in E.O. 12498 in such a way as to give the Office of Management and Budget a great deal more power than would be understood from a simple reading of the order itself.

If challenges to orders are difficult with respect to presidential actions purportedly based upon statutes, they are all the more problematic where the President grounds an executive order on a broad claim of constitutional authority. Historically, periods of war and national emergency have prompted some Presidents to issue large numbers of orders relying upon assumed powers which the Congress later ratified. Franklin Delano Roosevelt, for example, issued 3,727 executive orders during his years in the White House. However, in most instances modern Presidents have relied upon some kind of claim to statutory authority for their actions. During the Carter administration, however, the White House regularly made both particular assertions of statutory authority, either direct or implied, and more general claims that the President was acting under the authority "vested in me as President of the United States." Since then the President has more often asserted broad constitutional claims alone or with limited claims of statutory authority as the basis for action. Thus, the regulatory review process established by E.O. 12291 is grounded only on President Reagan's assertion of "the authority vested in me as President by the Constitution and Laws of the United States of America." The same was true of the executive order on the family (E.O. 12606 [1987]) and federalism (E.O. 12612 [1987]).

Where the President's order is considered to be directed at internal management functions and supervision of executive-branch employees, as in President Bush's E.O. 12674 (1989) setting forth "Principles of Ethical Conduct for Government Officers and Employees," there is often acceptance of a broad constitutional claim on grounds that the President is responsible for the operation of the executive branch under Article II. However, when the President ranges beyond that kind of action, the complexities grow. It is often uncertain just what provision of the "Constitution and laws" the President is asserting.

Hence, executive orders are flexible tools that offer the President a variety of options. At the same time, they are complex and sometimes dangerous in both legal and political terms. They have occasionally tempted Presidents to abuse powers conferred by statute or to claim constitutional powers they do not rightly possess.

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PHILLIP J. COOPER

EXECUTIVE POWER. Article II of the Constitution stipulates that all executive power resides in the hands of the President. Article II defines formal executive power, but like many constitutional provisions it is a framework, not a blueprint. While the President may initially define his own executive powers under the Constitution, his interpretations may be challenged before the Supreme Court and by Congress. For example, President Harry S. Truman, citing his constitutional authority as CHIEF EXECUTIVE and COMMANDER IN CHIEF, seized the steel mills in 1952 to prevent a crippling strike during the KOREAN WAR [see EXECUTIVE ORDER 10340]. However, in the *Steel Seizure Cases* (1952), the Supreme Court held that the President had exceeded his constitutional powers [see *YOUNGSTOWN SHEET & TUBE CO. v. SAWYER*].

Overview. The Framers of the Constitution, while recognizing the importance of the presidency, did not foresee the vast expansion of presidential power that eventually occurred. Article II states that "the executive Power shall be vested in a President" and that "the President shall be Commander in Chief of the Army and Navy of the United States, and of the Militia." Aside from providing that the President "shall take Care that the Laws be faithfully executed" and that "he may require the Opinion, in writing, of the principal Officer in each of the executive Departments," the Constitution does not specify how "executive" power is to be exercised.

Under the CHECKS AND BALANCES system, the Constitution specifies that certain executive powers are subject to senatorial ADVICE AND CONSENT: the TREATY-MAKING POWER and the power to "appoint Ambassadors, other public Ministers and Consuls, Judges of the supreme Court, and all other Officers of the United States whose Appointments are not herein otherwise provided for." But, "Congress may by Law vest the Appointment of such inferior Officers, as they think proper, in the President alone, in the Courts of Law, or in the Heads of Departments."

Article II gives the President direct and indirect legislative powers and responsibilities. He may veto congressional legislation, and his action can be overridden only by a two-thirds vote in the House and the Senate. Article II also provides that the President is from time to time, to recommend legislation to Congress and give Congress a STATE OF THE UNION MESSAGE. The President can also convene either or both houses of Congress on "extraordinary occasions."

Article II makes the President the ceremonial head of state, by providing, for example, that he must "receive Ambassadors and other public Ministers." The President represents that nation at home and abroad, and his ceremonial role enhances his informal powers by making him in a sense both a king and a prime minister.

Chief Executive. The Constitution provides that the President shall "take Care that the Laws be faithfully executed." This simple provision makes the President the nation's Chief Executive, and he alone exercises primary executive power. The executive branch is an extension of the presidency, and the President may "require the Opinion, in writing, of the principal Officer in each of the executive Departments, upon any subject relating to the Duties of their respective offices."

The Framers envisioned a small and easily controllable executive branch performing the essential executive functions of defense, foreign relations, revenue raising, LAW ENFORCEMENT, the post office, control over patents, regulation of navigation, territorial administration, and a few other miscellaneous responsibilities. Aside from 6,479 military personnel, 1,223 collectors of revenue, and 947 deputy postmasters, the entire executive branch in 1802 consisted of 588 persons. That figure contrasts with the over 2.5 million federal employees in the 1990s. Clearly the President's ability to control the modern executive branch is severely limited by its size, complexity, and vast responsibilities.

Regardless of changes in the scope and character of the executive branch over the years, the President's role as Chief Executive is firmly embedded in the Constitution. ALEXANDER HAMILTON in *Federalist* 72, recognized that one of the most important presidential duties was to be leader of the executive branch. He argued that since the President would appoint, albeit with the advice and consent of the Senate, members of the executive branch they should be considered as his assistants and "subject to his superintendence." Article II, coupled with Hamilton's arguments in THE FEDERALIST, support presidential control over the executive branch.

Growth of the federal bureaucracy. The President had little difficulty in supervising executive activities

THE WHITE HOUSE
WASHINGTON

March 28, 1996

*Sumner for own
in Calif*

MEMORANDUM FOR THE PRESIDENT

FROM:

TODD STERN *TS*

THE PRESIDENT HAS SEEN
3/28/96

SUBJECT:

Global Positioning System -- PDD on U.S. Policy

The attached Gibbons/Lake memo seeks your approval of a PDD on the use of the Global Positioning System.

The GPS is a system of 24 satellites providing the capability to pinpoint and track the location of anyone or anything equipped with a GPS receiver on land, air or sea. It was developed by DOD for national security and continues to support DOD operations worldwide, but since 1989 it has also been put to increasing civilian and commercial use in areas such as air traffic control, truck and rail transport, shipping, agriculture and environmental research. In 1995, 80% of GPS users were non-military.

**N* The U.S. controls 60% of a \$2 billion world market for GPS products and services which is projected to grow to \$8 billion in the next five years and create as many as 100,000 new jobs in the U.S. with half the revenues going to California companies.

**I* The PDD will, among other things, (i) serve as a general statement of our GPS policy of balancing national security interests with expanding commercial and scientific opportunities -- and in this regard it will reaffirm our commitment to provide GPS services without fee for peaceful, civil uses; and (ii) *more particularly, state our intention to enhance significantly the accuracy of the GPS service for non-military users.* This is probably the biggest piece of news in the PDD. It will be accomplished by eliminating, within 10 years, the so-called "Selective Availability" feature that allows us to degrade the accuracy of GPS signals for civilian users. The 10-year window is provided so the military can develop alternative jamming techniques to deny GPS to hostile forces during a crisis; (iii) establish a permanent interagency GPS Executive Board, chaired by DOD and DOT, with the participation of other agencies as appropriate.

This policy will receive strong industry support. The plan is for the Vice President to announce the new policy tomorrow morning. The Wall Street Journal ran a story on the expected new policy in today's paper (attached).

If you approve, please sign the PDD.

THE WHITE HOUSE
WASHINGTON

February 23, 1996

NOTE TO: TODD STERN

FROM: KITTY HIGGINS *Kitty*
RE: Agency Reports on "Hot" Issues



96 FEB 26 PM 2:15

Now that the President is travelling more frequently, we should revisit the question of regularly collecting information on "hot" issues in the states and cities he visits. We have a standing request to agencies to submit important information. But we don't get reports from every department and we aren't working against an agreed upon deadline.

1. Should we regularly ask for this information?
2. If so, what is needed, when is it needed and in what form?
3. Once we receive it from the departments, what's the best way to get it to you?

cc: Leon Panetta
Harold Ickes
Evelyn Lieberman
Doug Sosnik

*Talk to
Kitty
2.22*



THE WHITE HOUSE
WASHINGTON

February 21, 1996

MEMORANDUM FOR DISTRIBUTION

FROM: TODD STERN *TS*
PHIL CAPLAN *PC*

SUBJECT: California Accomplishments

The attached is a rough draft on "Clinton Administration Accomplishments in California." We will edit it, especially in terms of layout and presentation, but it would be helpful if you could fact check relevant portions and return any edits to our office by 10:00 am tomorrow, Thursday, February 22. If you re-write significant portions of relevant paragraphs, please provide a disk.

Thank you in advance for the quick turn around.

DISTRIBUTION:

Jason Goldberg/NEC - Economic and Export Facts

David Lane/NEC - Defense Conversion Facts

Rahm Emanuel/Christa Robinson - Crime/Immigration Facts

Steve Silverman - Disaster Relief Facts

Shelly Fiedler - Environmental Facts

cc: Wendy Smith

California Accomplishments of the Clinton Administration

Economic Progress:

Spending - latest?

The national debt will be more than \$1 trillion lower over 7 years than was projected before the passage of the President's economic plan. That's about \$15,000 of reduced federal debt for each family of four in CA.

As a result of the expanded Earned Income Tax Credit, 2,146,915 (30% of) working families in California will receive a tax cut saving them \$3.7 billion. This compares to an increase in the income tax rate for only the 218,777 wealthiest taxpayers in California.

The President helped entrepreneurs, proprietors, and other small businessmen and women by expanding the annual expending allowance from \$10,000 to \$17,500. About 178,917 small businesses in California are likely to benefit from the expansion of the expending allowance this year along and many more will benefit over the coming years.

The Family and Medical Leave Act allows workers to take up to 12 weeks of unpaid leave for the birth of a child, to care for a sick family member, or if they become too sick to work. This law covers about 4,959,089 workers in California, and protects the jobs of 297,914 workers in California who are likely to use unpaid leave this year alone.

Approximately 1.65 million California borrowers -- 1.16 million current borrowers in the next few years-- can take advantage of the new direct student loan program by participating directly in the program or by consolidating guaranteed loans into direct loans. Some will benefit from lower interest rates, and all will benefit from more repayment options, including income contingent repayment.

San Diego's shipbuilding industry has received a substantial investment from both our domestic shipbuilding initiative and Defense Department contracts. Last fall, the Navy awarded a \$500 million contract to build two new ships, securing 4,000 jobs through the year 2000.

The administration fought hard to save the Space Station and C-17 aircraft program and won a spirited international competition for a huge airplane sales contract to Saudi Arabia, preserving billions of dollars of economic activity and tens of thousands of jobs in California.

Los Angeles and Oakland have been declared "Empowerment Zones" meaning that they are receiving between \$40 and \$100 million each in flexible block grant funding designed to create jobs and help communities rebuild themselves from the inside out. To encourage hiring, businesses located in an EZ will receive a wage credit of up to \$3,000 per year per employee for the cost of wages and training for employees who are zone residents. Zone businesses will also receive tax deductions for capital investments and tax-exempt bond financing.

Imperial County, L.A.- Huntington Park, San Diego, San Francisco-Bayview-Hunter's Point, and Watsonville have been declared "Enterprise Communities." Similar to Empowerment Zones, they receive block grant funding of approximately \$3 million and access to tax-exempt bond financing for private business activities in the targeted communities.

new planes contract 2000

\$1.9 billion in federal funds has been allocated for the LA Metro Rail system in the past two years, the largest transit grant given to any city in the country. From 1993-1995, the number of jobs generated by federal dollars from the LA Metrorail Red Line project totaled 21,740. If the FY 96 request of \$158.9 million is funded, an additional 7,262 jobs will be generated.

Exports:

In order to boost the export of high value American products, President Clinton eliminated cumbersome export licensing requirements that restricted the export of computers, telecommunications equipment and other electronic goods. Barriers were eliminated on as much as \$37 billion in technology exports, 1/3 of which are manufactured in California.

California benefits more than any other state from the enactment of NAFTA. The state exported over \$6.5 billion to Mexico in both 1992 and 1993.

This administration negotiated access to the lucrative Japanese rice market for the first time. We expect to sell 500,000 tons of American rice to Japan this year, most of which is grown in California, creating 900 jobs in agriculture and shipping.

As the country's largest exporting state, California is a significant beneficiary of GATT. California firms exported over \$70 billion in goods and services in 1993.

Immigration:

This administration has a vision of shared responsibility for the costs of illegal immigration. It is the first to obtain funding from Congress to reimburse states for a share of the costs of incarcerating criminal aliens in addition to assisting with education and medical care costs.

The administration's border control program, formalized as Operation Gatekeeper, will nearly double the number of officers on the line in San Diego in this fiscal year and gives the Border Patrol far better equipment and training. As a result of this initiative, border crossings have dropped dramatically, drawing praise from the conservative San Diego Union editorial board and other newspapers.

Spending on services to immigrants (legal and illegal) increased by 32% from the last Bush budget request to the administration's proposed FY 95 and FY 96 budgets. California receives over \$2 billion annually in additional funds from these augmentations.

A 3-fold increase in the program to deport alien prisoners upon termination of their sentences will send thousands of felons back to their home countries faster and more cost effectively.

The new immigration initiative announced in February 1995 increases workplace enforcement program by 1/3 and targets several California industries that have a history of employing illegal workers (including the garment industry and agribusiness). The administration's proposal also limits identification documents and greatly expands testing of worker verification programs.

FY 95 marked the start of significant INS employer sanctions enforcement programs to concentrate enforcement resources against major violators. As a result, more than 11,000 illegal workers were removed from worksites and more than 1,500 fines levied on employers who violated sanctions.

The Administration has proposed a budget for FY 96 that will provide INS with an additional 604 officers and support staff and \$45 million dedicated solely to worksite enforcement. More than 450 of these officers will fill positions as Immigration Agents, a new position within INS developed specifically for employer sanctions enforcement and removal of criminal aliens.

With strong support from the Administration, the INS is instituting the Telephone Verification System which provides a means for employers to confirm the employment eligibility of newly hired non-citizen employees quickly and effectively thus sparing legal workers from having to compete with illegal immigrants, and protect legitimate contractors from those who cut costs by paying illegal workers under-the-table wages. The program currently involves approximately 200 employers in the State of California, specifically, the cities of Santa Ana and Industry. In FY 96, it will be expanded to include 1,000 employers in selected cities throughout the United States.

Disaster Relief:

Fema - Maria Goodman

The administration's aggressive effort to reinvent the way disaster relief is provided has yielded tangible benefits for California.

In the L.A. earthquake, the administration won rapid approval of a supplemental earthquake recovery appropriation of \$9.5 billion and agreed to pay 90% of reconstruction costs. \$11.5 billion has been allocated for the recovery so far, and the administration has requested over \$4 billion more to finish the job (which is included in the rescission bill).

Earth quake benefits were delivered faster than ever before, and innovative contracting provisions ensured freeways were repaired in record time. In the 1989 San Francisco earthquake, by comparison, the federal government paid only 75% of the damages and was roundly criticized for the slow pace of reconstruction efforts.

The administration stepped in to help state and local governments in unprecedented ways: virtually no state money was contributed to the earthquake recovery effort in the months following the disaster; and HUD developed an innovative new program to rebuild apartment buildings in the San Fernando Valley "ghost towns" after the state bond measure designed to address this problem failed.

Using cost-effective teleregistration procedures, flood relief was delivered promptly, earning praise from the Wilson administration.

California will receive nearly \$30 million in federal payments through the non-insured crop assistance program as a result of the excessive rain in Monterey County, part of San Mateo County and the Pajaro River Watershed area which suffered heavy damage and crop loss.

Environment:

The California Desert Protection Act creates millions of acres of new national parkland in California, the largest addition of federal open space in over a decade.

A new national park was created at the Presidio, and the administration is fighting to create a trust to attract private support for the facility.

Ground was broken last summer on a \$52.5 million project to speed construction of a new facility to treat Mexican sewage. Under this proposal, the plant will open in 1996, two years earlier than envisioned by the prior administration.

Resolving a decades-long conflict over water quality and distribution in the San Francisco Bay Delta, EPA and the Interior Department engineered a broad agreement supported by environmentalists, farmers, cities, and the Wilson administration.

The administration strongly opposes recent Congressional efforts to drop the federal ban on offshore oil drilling.

The administrations's aggressive investment in and promotion of environmental technologies disproportionately benefits California firms, which lead the world in development and commercialization of environmental technology.

Crime: *Brady Bill?*

California will receive as many as 10,000 new police officers from the administration's crime bill.

Los Angeles Police Department alone was awarded more than \$48 million to pay for 643 new police officers all of which will be assigned to field duties allowing for more preventative patrol time.

The administration proposed and won approval for a 6-year, \$1.8 billion program to offset state incarceration costs. The first installment has already been made with California receiving 70% of the available funds.

Defense Transition Programs: *David Lane*

The Technology Reinvestment Program allocates approximately \$500 million annually to firms to aid them in finding commercial applications for their defense technologies. California projects have received about 30% of all funds awarded. With the required matching fund investments, these projects will generate billions of dollars in new high-tech economic activity in California.

The Clinton Administration is expediting the transfer of military facilities to localities so that these bases can be developed for the economic benefit of surrounding communities. The Alameda Naval Supply Center, the Presidio, and San Bernardino County's Norton Air Force Base have all been transferred to the local community for productive reuse. The Sacramento Army Depot was recently turned over to the city to serve as the site for a 3,000-employee Packard Bell facility. California bases have received over \$1.5 billion in environmental cleanup, job retraining, and economic development grants.

Four military bases in California will house DFAS defense accounting centers, saving or creating 3,000 new jobs.