

THE WHITE HOUSE

WASHINGTON

June 14, 1993

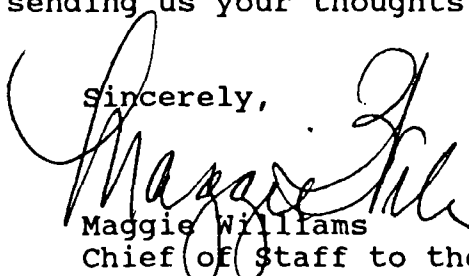
Ms. Barbara Nee
32 Waldeck St.
Dorchester, MA 02124-2116

Dear Ms. Nee:

Thank you for your thoughtful letter and suggestions regarding our national diet. Your ideas, and those of other writers, provide valuable perspectives on many issues.

Thank you again for sending us your thoughts.

Sincerely,



Maggie Williams

Chief of Staff to the First Lady

Ms. Maggie Williams, Secretary to the President,
The White House, 1900 Pennsylvania Ave., Washington D.C. 20500

Dear Ms. Williams;

*Pushing for
plant-based
diet; eliminate
meat —*

Thanks for your hard work, and to the Clinton Administration for continuing to push for important structural changes in our country. This letter is meant to highlight an issue that plays a major role in many of the changes advocated by President Clinton, yet is ignored by him and by a good part of the US public: OUR NATIONAL DIET.

Most of us in the US don't think much about the economic or social consequences of what we eat, yet it's becoming clear that our MEAT-BASED DIET causes grave problems, and that moving toward a healthy PLANT-BASED DIET could offer great rewards for us and for the world. Please consider:

NATIONAL HEALTH CARE PLAN — The Surgeon General says 68% of all US diseases are diet-related, with heart disease (due to high cholesterol and animal fat) the leading cause of death. Preventive healthcare (with a move toward a plant-based diet) could greatly reduce health care costs.

ENVIRONMENTAL PROTECTION — Meat production is a 90% inefficient use of food resources (10 to 12 pounds of vegetable protein are needed to produce one pound of animal protein). The meat industry also uses vast amounts of water and energy, despoils the land, destroys the rainforests, and generates greenhouse gases. A plant-based diet, however, is generally earth-friendly.

JUST INTERNATIONAL RELATIONS — Multinational agribusiness is geared toward securing global resources to serve the industrialized world's meat-based diet. Poor countries seeking foreign revenue are often forced to use valuable land to produce cattle or cattle-feed for export, rather than crops to feed their own people. Less meat production can mean less global hunger.

NATIONAL BUDGET — For the third year in a row, beef lobbyists have blocked efforts to reduce subsidies for cattle-grazing on federal lands. Representatives Mike Synar (D-OL) and Ralph Regula (R-OH) have proposed a fair land-use bill that they say would have saved \$880 million over the last 6 years. Savings like this could help reduce the national deficit.

ECONOMIC STABILITY IN RUSSIA — If the US grain/corn/soy donations to Russia are used to feed livestock (to produce beef and sausage), the donated food will feed 90% fewer Russians, and feed them poorly, adding little besides discouragement to the Russian economy. A change in US diet might encourage Russia also adopt a more sustainable food policy.

Moving from a meat-based to a plant-based diet, then, would be a boon to administration's chances of success, and to the well-being of the world.

What can you do? Here are some ideas: (1) SET AN EXAMPLE FOR THE CLINTONS by exploring vegetarian options (maybe someday the Clintons may set an example for the nation); (2) REMIND THE PRESIDENT OF THE IMPORTANCE OF ELIMINATING MEAT SUBSIDIES so that meat competes on a fair market basis with non-meat foods; (3) SUPPORT VEGETARIAN ALTERNATIVES in state-funded programs (schools, cafeterias, etc.) so that people have a real choice in diet.

Thank you for your time. Good books for further reading on this issue include DIET FOR A SMALL PLANET by Francis Moore Lappe, and BEYOND BEEF by Jerome Rifkin. Sincerely,

Barbara Hee

Ms. Barbara Nee
32 Waldeck St
Dorchester MA 02124-2116



Ms. Maggie Williams
Secretary to the President
The White House
1700 Pennsylvania Ave
Washington D.C 20500

Nelson, Alan

DO NOT SEND LETTER
- Send info. to

HETF

- note on "yellow stickie" (that
ltr. was not sent, but material
has been forwarded to HETF.
- Keep ltr for file

5/7/93

THE WHITE HOUSE

WASHINGTON

May 7, 1993

Alan R. Nelson, M.D.
Executive Vice President
American Society of Internal Medicine
2011 Pennsylvania Avenue, N.W.
Suite 800
Washington, D.C. 20006

Dear Dr. Nelson:

Thank you for sending me "Rebuilding
Primary Care: A Blueprint for the
Future." I have sent it to the health
care working group for their consideration
and review.

Sincerely yours,

Margaret A. Williams
Assistant to the President
and Chief of Staff to
the First Lady

THE WHITE HOUSE
WASHINGTON

| Alan R. Nelson, M.D.
Executive Vice President
American Society of Internal Medicine
2011 Pennsylvania Avenue, N.W.
Suite 800
Washington, D.C. 20006 |

THE WHITE HOUSE

WASHINGTON

May 7, 1993

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Executive Vice President
American Society of Internal Medicine
2011 Pennsylvania Avenue, N.W.
Suite 800
Washington, D.C. 20006

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Margaret A. Williams
Assistant to the President
and Chief of Staff to
the First Lady

March 30, 1993

Alan R. Nelson, M.D.
Executive Vice President
American Society of Internal Medicine
2011 Pennsylvania Avenue, N.W.
Suite 800
Washington, DC 20006

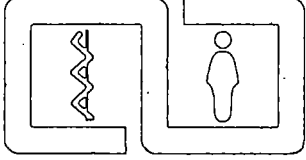
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Sincerely yours,

7

asim



american society of internal medicine

fra

March 18, 1993

Margaret Williams
Assistant to the President
1600 Pennsylvania Avenue
Washington, D.C. 20500

*Thanks
sent along*

Dear Ms. Williams:

I am pleased to share with you the enclosed copy of "Rebuilding Primary Care: A Blueprint for the Future." The paper, which was released this week by the American Society of Internal Medicine (ASIM), was prepared to:

- Document the decline in the number and proportion of physicians entering and remaining in primary care practices.
- Explain why physicians are turning away from primary care, citing research literature and first-hand reports from practicing primary care physicians.
- Present the adverse consequences--including higher costs, reduced access, and poorer quality--that will occur because of the decline in the number and proportion of primary care physicians.
- Explain the particular importance of physicians who specialize in internal medicine in meeting the need for primary care.
- Provide detailed and comprehensive proposals to reverse the economic, regulatory, and training disincentives that are creating the primary care crisis.

Unless there are enough primary care physicians to provide patients with access to needed services, and to manage their care efficiently and effectively, health reform cannot succeed in expanding access, controlling costs, or improving quality. Proposals for health reform should include specific recommendations, including those presented in this paper, for rebuilding primary care. But it is important to recognize that health reform could also make the crisis worse, if it exacerbates the hostile economic and regulatory environment encountered by primary care physicians.

You can help influence proposals for health reform so that they help primary care, instead of making matters worse. I urge you to review the paper and support adoption of policies to rebuild primary care, including those recommended in the paper. Please call or write me with your comments and suggestions.

Sincerely,

Alan R Nelson MD

Alan R. Nelson, MD
Executive Vice President

President
RICHARD D. RUPPERT, MD
Toledo, Ohio

President-Elect
YANK D. COBLE Jr., MD
Jacksonville, Florida

Secretary-Treasurer
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Oklahoma City, Oklahoma

LAURENCE D. WELLIKSON, MD
Orange, California

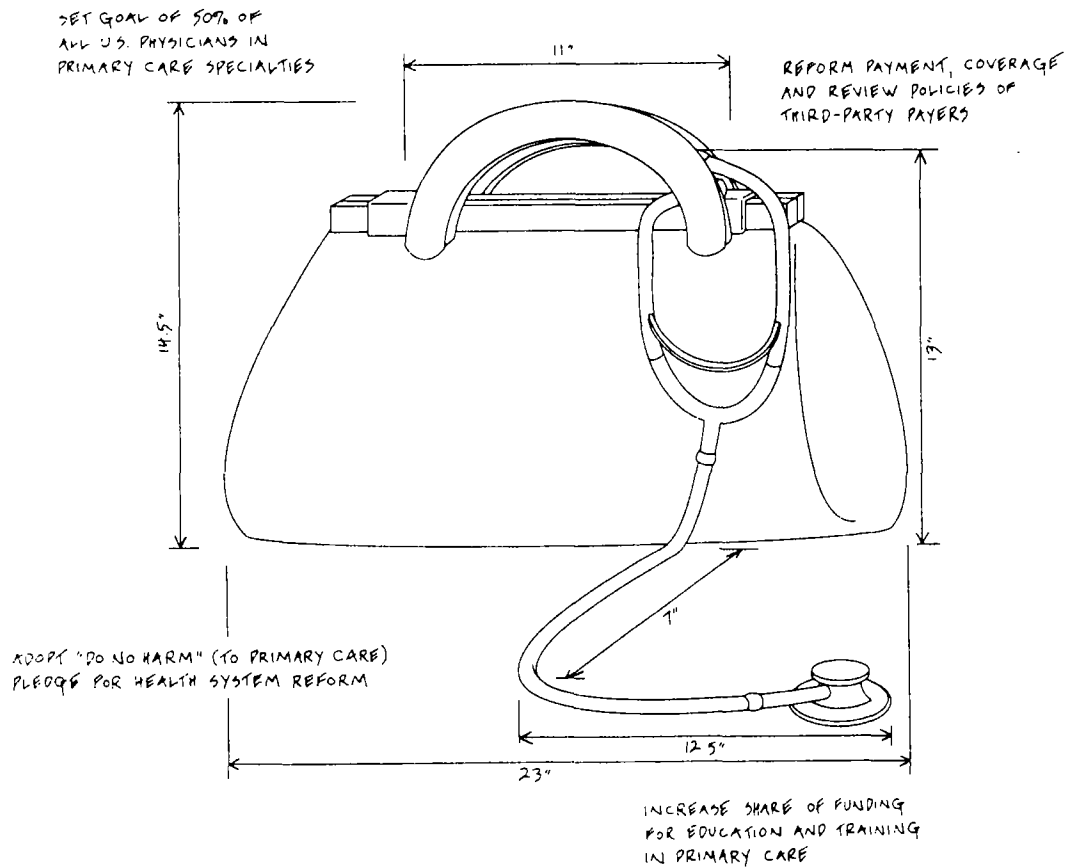
Executive Vice President
ALAN R. NELSON, MD

Thirty-seventh Annual Meeting
Washington, D.C.
October 13-17, 1993

REPRESENTING
Internists and
All Subspecialists
of Internal Medicine

A BLUEPRINT FOR THE FUTURE

REBUILDING PRIMARY CARE



AMERICAN SOCIETY
OF INTERNAL MEDICINE

THE WHITE HOUSE

WASHINGTON

June 3, 1993

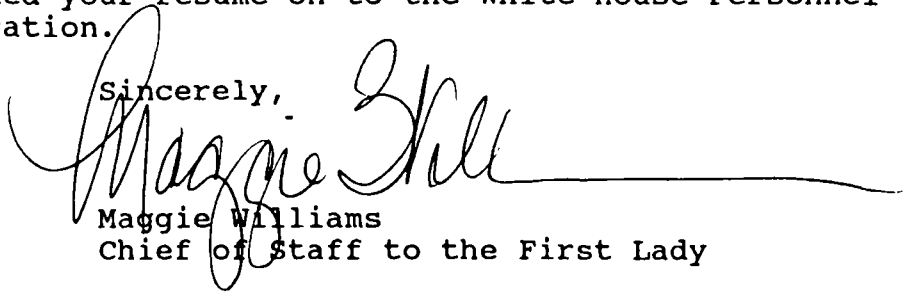
Ms. Cynthia D. Nelson
1702 Hampshire Green Lane
Silver Spring, MD 20903

Dear Ms. Nelson:

Thank you for your letter and expression of interest in working for the Clinton Administration. We are pleased to know that so many talented people are anxious to be a part of the team.

I have forwarded your resume on to the White House Personnel Office for consideration.

Sincerely,

A handwritten signature in cursive script, reading "Maggie Williams", followed by a horizontal line extending to the right.

Maggie Williams
Chief of Staff to the First Lady

To Whom It May Concern:

My name is Cynthia D. Nelson, I am writing to inquire about possible employment with your organization. I feel that I have skills and qualifications which would be beneficial to your organization.

I will be a College Graduate of Howard University in the Summer of 1993 and will receive a degree in Political Science. I have two courses to complete to fulfill my Bachelor of Arts Degree. I feel that my course work in this field of study has given me experience in research and enhanced my writing capability. My three-year tenure with the Office of Personnel Management Training Division has given me the ability to work on various independent projects under the supervision of my Director. During this period I had the opportunity to improve my organizational and time management skills. Many of these projects required me to meet deadlines and work with different Governmental Department.

I am presently working part-time with the National Center for Housing Management as a Support Staff Person. But, I am interested in pursuing a career in the legal and public relations system and thought this would be a beneficial opportunity.

It would be difficult to indicate every area of expertise in my resume, therefore I would appreciate meeting with someone of your staff to discuss my qualifications for possible employment in greater detail in the near future. Could we arrange an interview?

Thank you for your consideration.

Sincerely,

Cynthia D. Nelson

Enclosure

Cynthia Dianne Nelson
1702 Hampshire Green Lane #14
Silver Spring, MD 20903
(301)445-4610

CAREER OBJECTIVE: To gain experience in legislation, public policy and research which would be conducive to future endeavors as a law student.

EDUCATION:

Howard University
Washington, D.C. 20005
MAJOR: Political Science
MINOR: Business Administration
DEGREE: Bachelor of Arts

SPECIAL SKILLS:

IBM Personal Computers, Apple Macintosh Classic Computers, Lexitron, AT&T 6312 WGS, Lotus 1-2-3, Display Write 3&4, MacWrite, WordPerfect 5.0 & 5.1, Database Type 55 Words Per Minutes

WORK EXPERIENCE:

FREER & ALAGIA(Washington,DC)
(AUG-SEPT '92) Legal Assistant-Research different cases and wrote short follow-up documentation on my findings. Attended meetings with different attorneys and scheduled presentations for attorney's research and findings.

CLINTON/GORE for President Campaign(Washington,DC)
(June-AUG '92) Advance Person-Arrived at location prior to candidate. Met with key officials in reference to candidates requirements. Made sure all sites were prepared and gave candidates briefings, occasionally arranged press availability.

OFFICE OF PERSONNEL MANAGEMENT THOMAS CIRCLE TRAINING CENTER(Washington,DC)
(NOV.'89-MAY'92) Personnel & Management Training Division (P&MTD)-Assistant to the Director. Conducted all necessary preparation for Federal Government Advancement Courses. Used organizing skills in preparing agendas for participants and course instructors.

Department of Transportation(Trenton, New Jersey)
(July '84-DEC.'89) Prepared and arranged Field Directors schedule, assisted in travel arrangement and organized personnel files. Often required on location and assistance in field duties.

George Forbes for Mayor Campaign(Cleveland, OH)
(MAY-AUG '89) Advance Person-Arrived at location prior to candidate. Met with key officials in reference to candidates requirements. Made sure all sites were prepared and gave candidate briefing, occasionally arranged press availability.

ORGANIZATIONS & ACTIVITIES

(MAY-JUN '92) Volunteered for Clinton-Gore for President Campaign(Washington,D.C)
(1991) Political Science Society Howard University(Washington,D.C)
(1990-91) Volunteered for JR. High # One and Trenton Central(Trenton, NJ)
(FEB.-OCT.'90) Donald Temple Congressional Campaign District of Columbia
(OCT.-NOV.'90) Sharon Pratt Dixon for Mayoral Campaign District of Columbia
(1984-86) Future Business Leaders of America Trenton Central High(Trenton, NJ)
(1884-Present) National Associations of Universal Women Debutante Trenton Central

REFERENCES UPON REQUEST

THE WHITE HOUSE

WASHINGTON

May 7, 1993

Mr. Paul Newton
c/o The House of Ruth
441 4th Street, N.W.
Suite 710
Washington, D.C. 20001

Dear Paul:

Thanks so much for your note and the Post articles. It's encouraging to know that The House of Ruth continues to be recognized for its valuable work.

I hope all continues to go well for you; keep in touch.

With best regards,

Sincerely,

Maggie
Maggie Williams

*It was good to talk to you
the other day.*

Paul Newton

| 727-0252 |

441 4th St NW

St 710

DC 20001

3/10/93

Dear Maggie,

Congratulations on your
success! We are all
behind you 100%. If there
is anything I or the House
of Ruth can do for you
please give us a call
202-547-6173 or 301-390-4635

Keep up the great work!

Sincerely,

Paul P. Stearns

Serving women and children in crisis . . .



The House of Ruth is the oldest and largest women's social service agency in the District of Columbia. The agency provides shelter and social services to homeless women and families who are victims of domestic violence. In addition, a nightly van run delivers meals, clothing, and blankets to the homeless living on the streets.

Last year, 65 children were enrolled in Kidspace, a day care center for homeless preschoolers. Over 50 families found safe haven in our domestic violence program. The House of Ruth provided approximately 73,000 nights of shelter during the year for women and children. Nearly 45,000 van run meals were delivered to men, women, and children on the streets.

Your support of our efforts is greatly appreciated.

**PHOTOCOPY
PRESERVATION**

- Do nice note
- maw used to be
on board

~~Nice note
Thank you
Used to be on
board~~

The Washington Post

SUNDAY, JANUARY 31, 1993

On First Field Trip, HUD's Cisneros Seeks a Message and 'Sense of Urgency'

By Guy Gugliotta
Washington Post Staff Writer

Henry Cisneros sat in the brightly lit meeting room of a onetime grammar school and listened to a half-dozen homeless women recount haunting tales of drugs, drink, beatings, joblessness and despair.

What's the answer? Cisneros asked. Should there be more shelters? More transition houses? More affordable housing?

Eartha, a recovering alcoholic, leaned forward: "How about 'all of the above?'"

The new secretary of housing and urban development made a note and took a name. It was Cisneros's first field trip as HUD secretary, a Thursday visit to the District's House of Ruth, a Capitol Hill homeless shelter and jobs program for single women.

The visit was part of what Cisneros described as creating "a sense of urgency" about urban distress and antipoverty policy. Cisneros, a former mayor of San Antonio, is the man the cities are looking to for help.

It is not clear, however, that help is on the way. President Clinton's economic advisers are debating the dimensions of an economic stimulus package, which could provide new money for cities.

"I've got a whole bookful of projects that mayors handed me last week," Cisneros said. "These are things that are planned and ready to go." If the projects are funded, he said, "you'd get jobs and an impact on people."

But without new money, Cisneros still has a second track: freeing up an estimated \$11.6 billion in already appropriated housing funds that are frozen in the federal budget office, in HUD or in public housing authorities.

"Part of what we're doing is to try to release what's there now," Cisneros said. "We're not talking about a grand strategy. We're talking about what's already available."

Cisneros found out about the trapped money during the transition. He also found out about HUD's overlapping jurisdictions, faulty accounting procedures and substandard data processing—the bureaucratic nightmare that caused Cisneros's predecessor,

Jack Kemp, to dub the department a "swamp."

"What I'm finding is a multiplicity of programs that could be more logical and simplified," Cisneros said.

In visiting the House of Ruth, he said he was continuing a practice begun in San Antonio—meeting constituents on their turf to find out what is on their minds.

The House of Ruth, in a converted school building at 651 10th St. NE, is a nonprofit homeless center that can accommodate 84 single women at a time.

Founded in 1978, it operates on a budget of about \$1 million per year, \$700,000 of which comes from the District government.

Cisneros talked with shelter officials and toured the building, then sat down with two groups of women to hear their experiences.

One woman ran to the House of Ruth to escape daily beatings by her boyfriend. Another discovered crack, lost her job and went broke in a year.

In an hour, the women described the House of Ruth's importance not simply as a shelter, but as a counseling and rehab center for poor people with problems.

Cisneros got the message: "Obviously housing is not the only thing," he said. "The strength of places like this is they have integrated counseling, jobs programs. Ask any homeless person what they need and the first thing they say is 'get me a job.'"

Later, Cisneros climbed aboard a shelter van with three young volunteers carrying hot drinks, sandwiches and blankets to street people camping out on subway grates and in stairwells next to some of the nation's most famous public buildings.

Along the Mall, a belligerent drunk tried to pick a fight with Cisneros, but failed, ending up smiling with a cup of tea in his hand. "He already had my respect for coming out with us," said volunteer Mike Britti, an executive in a real estate company. "But that really impressed me."

Cisneros said that semi-private housing or single-room-occupancy apartments could be useful for the wary and mistrustful: "One man I spoke with looks like somebody who can take care of himself, but can't handle the rest of the world."

The Washington Post

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Ron Noble

THE WHITE HOUSE

Ron
Thought you'd be interested
in a copy of this if you haven't
seen it already. They have big
plans for ATF.

MAGGIE

By Josh Sugarmann and Kristen Rand

VIOLENCE POLICY CENTER

Cease Fire

A Comprehensive
Strategy to
Reduce FIREARMS
VIOLENCE

THE WHITE

WASHINGTON

July 26, 1963

Rosemarie Noble
2793 Monmouth Road
Jobstown, NJ 08041

Dear Mrs. Noble:

Maggie Williams thought you might like to have the enclosed photograph.

With best wishes,

Sincerely yours

Evelyn S. Lieberman

Evelyn S. Lieberman
Assistant to the Chief of
Staff for Mrs. Clinton

Bob Gruenstein, 4/16/03
Luanne Nyborg -

unless Maggie's knows
[this person, we should
say no. ~~and~~ want]
Maggie to "review"
min. wage study
don't think qualified
I'll

*Called
8mV 9/2/93*

*fax to 202-456-6244
5 page including this on*

To: Maggie Williams

From: Luanne Nyberg

Re: I need your signature (this will only take 2 minutes)

Date: August 29, 1993

During my 10 months at Harvard, I can do one big research project for credit. But I have to have a "client." Would your office be my "client?"

I want to create a briefing book on all the minimum wage arguments in the U.S., pro and con, who's making them, who is fighting whom etc; translate all this into English, get it into the bumper sticker format, see if there's anything being done in other developed countries that might be useful to making the case in the U.S., etc. All this would be done with a particular eye to how raising the minimum wage might ameliorate child poverty, help get people off welfare, etc.

I need to do this because when I return to CDF-MN, I'm bound and determined to raise the state minimum wage enough to keep a family of three out of poverty. I haven't done a minimum wage bill in 10 years, and conditions have changed. I need to get back up to speed.

I'm hoping this would be useful to your office as well. It is closely tied to welfare reform, to child poverty, family break-up, etc.

If you say yes, I'd be happy to write up the specs on the Harvard forms and you (or your designee) could just sign them. Then you "oversee" my work. You get a 40 or so page document in April or May of 1994.

Normally it is made available to the public through the Kennedy School Library, but if you want it to remain confidential (we don't want the other side to see what we're going to say), they will keep it off the shelf. Students at the Kennedy School have done these for the White House before, so it shouldn't freak anyone there out too much.

I'm hoping to recruit a numbers-cruncher to work with me. So there are two of us you (or your designee) might actually have to talk to at least once, just to make us feel good.

Can you, will you, do it, please, please, please?

Call me at 607-484-9795 or fax at 607-484-6523. I need to get this under way by Sept 5th.

encl.

HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
79 JOHN F. KENNEDY STREET
CAMBRIDGE, MASSACHUSETTS 02138

MARIE A. DANZIGER, Ph.D.
PUBLIC POLICY COMMUNICATIONS PROGRAM



TEL: (617) 495-1335
FAX: (617) 495-1972

August 16, 1993

Dear

I am writing to invite you once again to submit a project proposal for the Kennedy School of Government's Policy Analysis Exercise (PAE) program. I hope very much that your experience with the program last year was very positive for you personally and for your organization, and that you might be interested in submitting another proposal for the coming year. As you know, the PAE is a unique opportunity for your organization to obtain significant policy analysis and recommendations on a problem of concern to you. The only costs to the client are travel, if necessary, and other incidental expenses such as phone calls and photocopying.

The enclosed brochure contains additional information about the PAE program. If you are interested in participating as a client this year, please return the Project Proposal Form, along with materials describing your organization, by Friday, September 10. Your response to Question #2 on the Project Proposal Form can be fairly general. What we would like to know at this stage is whether your organization would like to work with a Kennedy School student this year, what topics you might have to offer, and whom students should call in September to discuss potential projects.

Although we are actively soliciting client proposals, we can't promise that your proposal will be selected, since our students have a wide range of possibilities to choose from. If you haven't heard from a student by October 20, this means that your proposal has not been selected this year. In any case, we very much appreciate your willingness to offer our students real-world exercises in public service and we hope that we can count you among among the very satisfied clients we have served through this worthwhile program.

If you have any questions or comments about the exercise, or would like some assistance in drafting your proposal, please call me at (617) 495-1335.

Sincerely,

Marie Danziger
PAE Coordinator

Public Policy Program

The increasing complexity and influence of government require well-trained public servants. The Public Policy Program at the John F. Kennedy School of Government reflects Harvard's commitment to develop a new profession of public managers and policy analysts to fill this need. Through a rigorous two-year sequence, students learn to examine policy problems in their entirety: to evaluate the available information, to weigh the possible impacts of alternative policies, to understand political ramifications, and to produce plans for action that are organizationally feasible and publicly valuable. The Policy Analysis Exercise (PAE) is the culmination of the Public Policy Program. Real world problems provide the focus for the use of analytic methods and public management skills.

The program's core curriculum concentrates on economics, statistics, decision analysis, political and organizational analysis and public management. Through the frequent use of case studies, students learn to think systematically and realistically about the problems of the public sector. Students are also encouraged to think critically about the ethical challenges of public policy management, to understand the special obligations imposed by managing public resources, to learn how to recognize the frequent conflicts of obligation that arise, and to resolve them in a way that serves the public interest. Outside of the core curriculum, students develop a deeper understanding of at least one particular area—called a Policy Area of Concentration—by taking a graduated sequence of more specialized courses in that field.

Students admitted to the Master in Public Policy Program have undergraduate degrees in such diverse fields as economics, mechanical engineering, human development, history, urban planning and international affairs. Over 80 percent come to the Kennedy School with at least one and more commonly two or more years of full-time professional work experience.

Policy Analysis Exercise (PAE)

The Policy Analysis Exercise (PAE) is a public policy or management study completed for a client organization. It is a central and important requirement of the second year for Master in Public Policy students at Harvard University's John F. Kennedy School of Government. Clients in government, the nonprofit sector and private industry are invited to participate.

The PAE is meant to be a problem solving exercise tied to a decision the client faces. The student is expected to define and structure the problem with the client, gather and organize pertinent data, identify and evaluate courses of action, develop recommendations, and produce a clear and persuasive written report. Students work closely throughout the PAE with two Kennedy School faculty advisors who have expertise in the topic area.

PAE topic and client selection begins in August when the Kennedy School solicits PAE proposals from potential clients. Throughout September students contact clients to discuss topics and client needs. The selection process ends in mid-October when students select their PAE topic and begin analyzing the client's problem. Students have several interim products (i.e., detailed prospectus, first draft, second draft) due between October and mid-April when the final study is due. Client comments on the final product are solicited and taken into account in the student's final PAE grade.

The PAE is written in conjunction with Policy Area of Concentration (PAC) research seminars. Currently, students select from among 13 PAC seminars: criminal justice; energy and environmental policy; government and business; health; human services, labor and education; housing and community development; international affairs and security; international development; international trade and finance; press, politics and public policy; science and technology; transportation; and urban economic development. Students use these seminars to help define their interests and select appropriate PAE topics and clients.

The policy analysis, performed over a seven month period, culminates in a 40-page study. The study must include an executive summary describing the issues and recommendations. Other format considerations are left to the client and student to decide, depending on what is most appropriate for the audience. At graduation each year, awards are given to the top three PAEs.

Commonly Asked Questions

How does the PAE program benefit the client?

For some clients, the PAE provides a fresh perspective on a familiar problem. For others, it offers an opportunity to analyze new issues that the client does not have the time to address. Many clients use the PAE to obtain policy advice from an objective, independent source. In all cases, the PAE provides the client with a useful, professional study at very little cost.

What are the responsibilities of the client?

The client is expected to discuss the project with the student on a regular basis, review drafts and other interim products, provide access to information, and pay incidental expenses. The problem definition stage is especially crucial to the success of the project. Time devoted at this early juncture will lead to more efficient management of the project for both the client and the student over the year.

What are the responsibilities of the student?

The student is asked to understand the position of the client and see the problem from the client's perspective. At the same time, part of the advantage the student brings to the client is independence. The student, therefore, is encouraged to look at the problem from points of view other than those of the client, and to bring those differing perspectives to the client's attention.

What are the costs to the client?

The client is expected to cover the cost of all incidental expenses, including out-of-town travel, long distance phone calls and photocopying. Under Harvard University policy, students may not be paid for work on the project itself.

What kinds of projects are appropriate?

Students are free to work on a wide variety of projects in different policy fields. Some projects incorporate highly technical or quantitative techniques; others use organizational or management analysis. All projects, however, must be focused on an actual policy decision or problem. Background or library research is not an adequate project in itself. The topic must be limited enough in scope to be completed in the October to April time frame, yet broad enough to be intellectually challenging for the student and useful to the client. Examples of recent projects are listed on the last two pages of the brochure.

How does the client choose a student?

Once proposals are submitted to the Kennedy School, students will call clients to gather more information. Clients may request resumes or interview students in person or by phone if they wish. Clients are free to choose any interested student they feel has an appropriate background for the project. Clients may submit more than one proposal and/or request more than one student for a given project. Clients also are welcome to market their projects by making presentations at the Kennedy School or in one of the PAC seminar courses. Unfortunately, due to the large number of proposals the school receives, some projects will not be selected by students.

How much time will the student spend on the project?

Students are enrolled full-time at the Kennedy School while they work on their PAE and are required to take seven other courses during the year. Students are expected to spend approximately 8 to 10 hours per week on the PAE over the year. Usually, more time is devoted to the PAE during the spring term, especially between early February and mid-April. Exactly how much time is spent depends in large part on the requirements of the project and the needs of the client.

How much time will the student spend on-site at the client's organization?

This varies a great deal, again depending on the requirements of the project. At the outset, it is prudent for the student and client to meet face-to-face to discuss the project. After this initial meeting, the student may make several other trips to interview officials, collect data and gain insights into the problem being analyzed. If the client is in the Boston area, the client may arrange for the student to spend time on-site on a weekly basis. In other cases, the student will only remain in contact with the client through telephone conversations and correspondence. Students will usually schedule trips during vacation periods to minimize missed class time in other courses.

What is the role of the faculty advisors?

Each student is assigned two Kennedy School faculty members with expertise in the topic area to provide guidance on the PAE. The purpose of the advisors is to ensure that the analysis meets appropriate standards. If possible, the client, student and advisors should discuss the project together early in the fall. Clients are encouraged to remain in contact with the faculty advisors throughout the year.

How should the client and student handle sensitive or confidential information?

Clients may ask students not to divulge sensitive information in the final paper, but should understand that final reports are placed in the Kennedy School's library and are available to the public. Clients may also request the use of pseudonyms to protect the identity of people and organizations.

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Typical Projects and Clients in Different Policy Areas of Concentration

Criminal Justice

Implementing Community Policing in New York City; New York City Police Department

Drug Testing for Criminal Prosecutions: Addressing the Laboratory Crisis in Massachusetts; Essex County District Attorney's Office

Energy and Environment

An Assessment of the Lead Paint Pollution Problem and a Proposal for a National Lead Pollution Abatement Trust Fund; Environmental Defense Fund

Incorporating Environmental Externalities into Electric Utility Planning; New England Power Service Company

Government and Business

Prospects for Economic Development in Gerontology and Oceanography in Rhode Island; Rhode Island Governor's Office

Privatizing Michigan's Wholesale Liquor Distribution System: Selling the System to a Private Concern; Michigan Department of Management and Budget

Health Policy

Tying the Brighton School Based Health Clinic into Community Resources: Creating Clinics, Creating Communities; Adolescent Center, Boston City Hospital

National Health Care Access and Cost Crisis: Options and Analysis; U.S. Congressman Thomas Campbell

Housing and Community Development

City of Peabody Planned Mixed Use Redevelopment Area: Feasibility and Options for Implementation; City of Peabody, Department of Community Development and Planning

The Community Reinvestment Act: Compliance Guidelines and Policy Guidelines; Community Reinvestment Institute

Human Services, Labor and Education

School Based Family Centers: A Model for Comprehensive Child and Family Services; Mayor, City of Cambridge

Evaluation of the 'Homeless Services Program' Administered by Boston Senior Home Care; Boston Senior Home Care

International Affairs and Security

The Belize-Guatemala Negotiations: Understanding and Shaping Opinion in Belize; United Democratic Party of Belize

European Multinational Development of Combat Aircraft and the Prospects for a Competitive European Arms Market; U.S. Department of the Army

International Development

Improving Family Planning in the Northern Cooks: the Use of Knowledge, Awareness and Practice Surveys for Program Improvement; Pathfinder Fund

Photovoltaics: An Alternative Approach to Rural Electrification in Zimbabwe; U.N. Centre for Science & Technology for Development

International Trade and Finance

Direct Foreign Investment and the U.S.-Mexico Free Trade Agreement: Implications from Case Studies on Spain and Portugal; The World Bank

Export Promotion from Massachusetts to Asia: Developing a Strategy for the Public and Private Sectors; Bank of Boston

Press, Politics and Public Policy

A Blueprint for the American Cancer Society's 1992 Cigarette Excise Tax Ballot Initiative; American Cancer Society

The 1992 California Ballot Initiatives: A Prospective Look at the Split Roll Tax Initiative; The Eddie Mahe Company

Science and Technology

Public Access Systems: What Factors are Crucial to Successful System Planning; U.S. GAO

NIST's Advanced Technology Program as a Mechanism for U.S. Technology Policy: A Critical and Comparative Assessment; U.S. Department of Commerce, Undersecretary of Technology

Transportation

CalTrans and Toll Road Privatization: Possibilities for Nationwide Replication; Federal Highway Administration

The Evolution of the European Aviation Market: Implications for the Cabotage Policy of the U.S.; Kurth & Company

Urban Economic Development

Economic Development in Rural New York: An Analysis of Critical Issues, An Agenda for State Action; New York State Department of Economic Development

The Brewery Project: An Analysis of the Options for and Feasibility of a Food Processing Incubator in Jamaica Plain; Neighborhood Development Corporation

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Wants Maggie or
designee to assist
w/ putting together
a briefing book on
arguments, pro & con,
on ~~municipal~~ ~~land~~

TO: Maggie Williams

RECEIVING FAX #: 202.456-~~677~~ 6244

FROM: James Hyberg

TRANSMITTING FAX # (617) 496-9027

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