

Note after Friday
mtg.

MADELEINE KUNIN

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I silently said to her, 'I'm glad you're there, so that I'm not the only woman in the room. Isn't it terrific that we're both here in the White House? I'd like to cheer, but we have to pretend this is perfectly normal for us.'*

* In February, 1993, I was invited back to the Roosevelt Room in the White House for a meeting with newly elected President Bill Clinton and members of his staff. Everything was different than I had remembered it from the last time.

The numbers of women and men in the room were about equal, the President sat relaxed in his chair, one arm draped over the back of it, his legs crossed in front of him. The conversation was lively; no one waited very long for anyone else to finish a sentence. The portraits on the walls seemed to have lost their macho tint. How could I ever have thought this was a masculine space?

The next time I was back in the Roosevelt Room, I smiled. Someone had placed a portrait of Eleanor on the mantelpiece."
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"The encouragement that I received from women and men contained an implicit acknowledgement: that no woman gained entry into these political rooms without being tough and, sometimes, afraid. It can be argued that all politicians, men and women, must meet those criteria. But then, what makes the political experience different for women? Women are newcomers, newly arrived immigrants, learning both the customs and the language of this new place. Men's political citizenship is unquestioned; many have held it for two or three generations. When they look around the table they see themselves mirrored everywhere, other men wearing dark suits, red ties, and white shirts. When they walk into the ceremonial rooms of statehouses, courthouses, and the Capitol, the portraits on the walls tell them, 'Welcome, we've been waiting for you; take your seat.'

But when I took my seat at that antique table in the elegant

Roosevelt Room in the White House, I looked up at portraits of Teddy Roosevelt and Franklin Roosevelt. This was their room. Women had not been expected." (p.24)

"That theatrical aspect of power--the excitement, the lights, the action--is well understood. What is less obvious is that the pressure of being on stage forces one into a continuous state of becoming, and that *that* is where the adventure is." (p.12)

"I felt the thrill of breaking precedent when I signed my first executive order with my woman's hand and my woman's name, and Elizabeth Bankowski, my newly appointed secretary of civil and military affairs, signed hers." (p.16)

"If female leadership is different from male leadership, it is for this reason: we know what it means to be demeaned, to be intimidated, to be talked at by generations of men who ensconce themselves behind fortress-desks." (p.18)

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How do you think your work and professional experience in politics has been different because you are a woman?

"Controlled emotion is essential on the political stage, and this is what I strived for. . . .In theory, men and women should be allowed to cry in public, but rarely have they been permitted to reveal such human frailty. Strong men, such as Ronald Reagan and George Bush, whose tough credentials are not debated, have more leeway. . . .Most women cannot risk revealing public emotion; they are asked to take the toughness test each time they appear in public. A silent assessment is made by the audience each time a woman approaches the podium: Can this woman be as strong as a man?" (pp. 4-5)

" Women were present in significant numbers during my governorship, and in positions where they did not have to accommodate themselves to the existing power structure but could, in fact, establish a new tone, new values and priorities, because women themselves were at the center. . . .The historic male model, while no longer idealized, has nonetheless become synonymous with a universally accepted definition of 'leadership.' Both women and men are accustomed to it, because until now no alternatives existed. The tension between surviving under the old rules and inventing our new rules made for a continuous subtext beneath all our official words and actions. . . . The presence of women in key places at critical times made me feel less alone, alien, and bizarre in male political terrain. I discovered that we could communicate as women in a secret and often silent language that was easily understood and created among us a feeling of shared conspiracy.

I now understand that this could only have happened with a woman in a leadership position. . . .But even with this well-defined and clearly understood power, I had to learn how to redefine it on my terms. . . .The search for an appropriate and effective expression of my womanhood in a male-defined position of power was constant. Often I felt like my feminine perspective might sabotage me, might make me critical of the very system I was trying to master. . . .It was shocking to me to see how susceptible I continued to be to that most chronic symptom of female insecurity: feeling like a fraud." (pp. 10-11)

What advice would you give to a young woman interested in a career in government/public service?

THE WHITE HOUSE

WASHINGTON

October 25, 1994

MEMORANDUM TO ALEXIS HERMAN ✓
CAROL RASCO
MAGGIE WILLIAMS
DORIS MATSUI
MELANNE VERVEER

FROM: Jennifer Klein *J.K.*

SUBJECT: Women in the Clinton Administration

While working on the document about the accomplishments of the Clinton Administration for women, Christine Heenan and I visited Madeline Kunin and asked her to recount her remarks from the first women appointees' briefing. As during the briefing, she was completely inspiring. After our visit, Christine and I began thinking about putting together a document -- and, if at some point we are feeling really ambitious, a videotape -- to record the "Voices of the Women of the Clinton Administration". We would compile stories about the barriers women appointees have faced in their careers and the opportunities that they -- and other American women -- have had because of the Clinton Administration's commitment to women.

Please let me know if you would like us to pursue this idea. Initially, we would make a suggested list of people and would need one of you to ask that they spend about fifteen minutes with us.

cc: Christine Heenan

TO: Hillary Rodham Clinton
FROM: Jennifer Klein J.K.
DATE: October 25, 1994
RE: Voices of the Women of the Clinton Administration

I thought you might be interested in this idea. I'll let you know if anyone thinks it's a good one.

Jen -
It's a great idea.
Please follow up and
advise. Thanks
JMK

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Yes let's proceed
Maggie

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In - I think this is a pretty idea.
Dong - I'd like to keep.

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cc: Christine Heenan

TO: CAROL RASCO, ASSISTANT TO THE PRESIDENT FOR DOMESTIC POLICY
FR: Heenan/Klein
RE: Women Appointees Project

This memo is to follow up on the 10/25 memo Jennifer Klein sent you(attached). We are anxious to try to take advantage of the slower pace while the Congress is out and begin interviewing some of the Administration's women appointees for this project. Karen Guss, Womens Law Fellow with the First Lady's office, is willing to assist us with this project.

If you agree, we think the next step would be to send our "wish list" of women an introductory memo from you, explaining the purpose of the project and asking for their participation. We could then follow up by phone to schedule appointments.

Attached is a list of women we'd like to interview as part of the project. We thought it best to be expansive at first, and then use representative excerpts.

Other remaining questions are: what form the final document should take, and how it should be distributed. Please let us know your thoughts on this.

Janet Reno
Eldie Acheson
Anne Bingaman
Jamie Gorelick
Toby Gotti
Nancy Soderberg
Madeleine Albright
Donna Shalala
Jocelyn Elders
Madeleine Kunin
Carol Browner
Hazel O'Leary
Karen Nussbaum
Jane Alexander
Dee Dee Myers
Alice Rivlin
Carol Rasco
Tipper Gore
Hillary Rodham Clinton

SUGGESTED CANDIDATES FOR FIRST ROUND OF INTERVIEWS

Jane Alexander

✓ Madeleine Kunin

✓ Karen Nussbaum

Hazel O'Leary

✓ Carol Rasco

✓ Alexis Herman

SUGGESTED QUESTIONS FOR "VOICES OF WOMEN" INTERVIEWS

What has been the most gratifying aspect of your work?

Sometimes it's not the experiences that appear in a typical bio that actually influence life decisions. What experiences have been most significant in leading you to where you are today, both personally and professionally?

Who have your mentors been and how have they influenced the course of your life and career?

Has your personal experience influenced the issues you choose to work on?

How have you juggled your public and personal responsibilities?

Do you think that the balance you have achieved is different than that of your male colleagues? Your husband (if married)?

Has your personal life been considered differently by the public and the media than the personal lives of your male colleagues?

How does your work affect your family?

Do you have children? Who takes care of them when you are working?

"Women" are often referred to as though they are monolithic. What other aspects of your identity are important to you?

What do you think are the most important issues facing women, or a particular group of women, today?

Additional questions for some interviewees:

What kind of reaction do you get for having chosen to lead a public life? From family? Friends? Men? Women? Colleagues? Voters?

How do you think your work and professional experience in politics has been different because you are a woman?

What advice would you give to a young woman interested in a career in government/public service?

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Voices of Women Project

Friday, August 4, 1995

Agenda

- I. First use of the document
- II. Longer term uses for the document
- III. Changes or additions to the list of questions and interviewees
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July 21, 1995

MEMORANDUM FOR LEE ANN INADOMI
 PEGGY LEWIS
 LORRIE MCHUGH
 BETSY MYERS
 JENNIFER O'CONNOR
 BARBARA WOOLLEY

FROM: JENNIFER KLEIN
 KAREN GUSS

SUBJECT: VOICES OF WOMEN PROJECT

You may remember that we volunteered to write an interview script and generate a list of possible interview subjects for a document on women in the Clinton Administration. We have attached suggested interview questions and a list of candidates for the first round.

We think that the best way to proceed is for Media Affairs to conduct the first few interviews. We can then compile an early version of the document based on these interviews. The questions that remain open are: What should the first use of the document be? What do we hope to accomplish with it over the longer term?

We would like to set up a meeting to discuss these issues and how to proceed. Our intern, Zoë Neuberger, will call your office to schedule it for next week. We can talk then about:

- . changes or additions to the list of questions and interviewees
- . logistics of setting up and conducting the first round of interviews
- . first use of the document
- . longer term uses for the document

In the meantime, please feel free to call either of us with any questions or suggestions.

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DRAFT LIST

Women Surrogates

Eleanor Acheson

Assistant Attorney General, Office of Policy Development
Department of Justice

Karen R. Adler

Northeast/Caribbean Regional Administrator
General Services Administration

Jane Alexander

Chair
National Endowment for the Arts

Harriett C. Babbitt

Ambassador
Department of State

Polly Baca

Regional Administrator, Rocky Mountain Region
General Services Administration

Sylvia Baca

Deputy Assistant Secretary, Land and Minerals Management
Department of the Interior

Mary Jo Bane

Assistant Secretary for Children and Families
Department of Health and Human Services

Charlene Barshefsky

Deputy United State Trade Representative
USTR

Mollie Beattie

Director, U.S. Fish and Wildlife Services
Department of the Interior

Anne Bingaman

Assistant Attorney General, Antitrust Division
Department of Justice

Bonnie Campbell

Director, Office of Combatting Violence Against Women
Department of Justice

Norma V. Cantu

Assistant Secretary, Office of Civil Rights
Department of Education

Linda Hall Daschle

Deputy Administrator for Federal Aviation (FAA)
Department of Transportation

Alice Dear

Executive Director
African Development Bank

Ada Deer

Assistant Secretary for Indian Affairs
Department of the Interior

Maria Echaveste

Administrator, Office of Wage and Hour
Department of Labor

Lauri Fitz-Pegado

Assistant Secretary and Director General for U.S. & Foreign Commercial Service
Department of Commerce

Diane B. Frankel

Director
Institute of Museum Services

Joan Furey

Acting Director, Center for Women Veterans
Veterans Affairs

Jamie Gorelick

Deputy Attorney General
Department of Justice

Maria Haley

Member of Board of Directors
Export Import Bank

Ruth R. Harkin

President

Overseas Private Investment Corporation

Jo Ann Harris

Assistant Attorney General, Criminal Division

Department of Justice

Judith Heumann

Assistant Secretary, Office of Special Education & Rehabilitative Services

Department of Education

Jennifer Hillman

Chief Textile Negotiator

USTR

Shirley Ann Jackson

Member

Nuclear Regulatory Commission

Kathy Jurado

Assistant Secretary for Public and Intergovernmental Affairs

Veterans Affairs

Madeleine Kunin

Deputy Secretary of Education

Department of Education

Avis LaVelle

Assistant Secretary for Public Affairs

Department of Health and Human Services

Ginger Lew

General Counsel

Department of Commerce

Judith A. Miller

General Counsel

Department of Defense

Jolene M. Molitoris

Administrator for Federal Railroads

Department of Transportation

Kirsten Moy
Administrator
Community Development Financial Institution Fund

Alicia H. Munnell
Assistant Secretary for Economic Policy
Department of the Treasury

Betsy Myers
Assistant Administrator for Women's Business Ownership
Small Business Administration

Susan Ness
Member
Federal Communications Commission

Karen Nussbaum
Director, Women's Bureau
Department of Labor

Tara O' Toole
Assistant Secretary for Environment, Safety and Health
Department of Energy

Jan O. Piercy
Executive Director
World Bank

Cassandra Pulley
Deputy Administrator
Small Business Administration

Mary M. Raiser
Ambassador
Department of State

Margaret Richardson
Commissioner of the Internal Revenue Service
Department of the Treasury

Martha Riche
Director, Bureau of the Census
Department of Commerce

Lois Schiffer

Assistant Attorney General, Environment and Natural Resources Division
Department of Justice

Phyllis N. Segal

Chair
Federal Labor Relations Authority

Gretchen Sorenson

Regional Administrator, Region X (WA, OR, ID, AL)
Small Business Administration

Joan Spero

Under Secretary for Economic, Business and Agricultural Affairs
Department of State

Julia M. Stasch

Deputy Administrator
General Services Administration

Susan Fallow Tierney

Assistant Secretary for Policy
Department of Energy

Christine Anne Varney

Commissioner
Federal Trade Commission

Sheila Widnall

Secretary to the Air Force
Department of Defense

Linda Tsao Yang

Director
Asian Development Bank

Lynn Yeakel

Regional Director (Region III)
Department of Health and Human Services

City	Individual	Agency	Title
	Margaret Richardson	Treas	Commissioner Internal Revenue Service
	Jane Saginaw	EPA	Regional Administrator, Region 6
	Judith Canales	HUD	Legislative Officer
	Linda Daschle	DOT	Deputy Administrator, FAA
	Pat Montoya	HHS	Regional Director, Region IV, Dallas
	Shirley Chater	HHS	Commissioner
	Viola Canales	SBA	Regional Administrator, Region IX
	Avis LaVelle	HHS	Assistant Secretary
	Corlis S. Moody	DOE	Director of the Office of Economic Impact and Diversity
	Cynthia Brock-Smith	OPM	Deputy Director Congressional Relations
	Fe Morales Marks	Treas	Deputy Assistant Secretary, Financial Institutions
	Lorraine Green	OPM	Deputy Director
	Marilynn Davis	HUD	Assistant Secretary, Administration
	Terry Cornwell Rumsey	DOE	Director of the Office of Science Education and Technical Information
	Dr. Susan Mather	VA	Assistant Chief Medical Director for Environmental Medicine and Public Health
	Allison Greene	HHS	Regional Director, Region II, New York
	Anne Luzzatto	USTR	Assistant USTR for Public Affairs
	Augusta Kappner	Educ	Assistant Secretary for Education
	Cassandra Pully	SBA	Deputy Administrator
	Janet Reno	DOJ	Attorney General
	Jeanne Saddler	SBA	Counselor to the Administrator
	Joan Furey	VA	Acting Director, Center for Women Veterans
	Judith Heumann	Educ	Assistant Secretary for Education
	Karen Adler	GSA	Regional Administrator
	Madeleine Kunin	Educ	Deputy Secretary of Education
	Mary Jo Bane	HHS	Assistant Secretary for Children and Families
	Sarah Kovner	HHS	Special Assistant to the Secretary
	Sheila Widnall	DOD	Air Force Secretary
	Jennifer Hillman	USTR	Chief Textile Negotiator
	Mary Lou Keener	VA	General Counsel
	Pat Ford-Roegner	HHS	Regional Director, Region IV, Atlanta
	Paulette Norvel	SBA	Regional Advocate, Region IV
	Ada Deer	DOI	Assistant Secretary
	Kathy Jurado	VA	Assistant Secretary for Public and Intergovernmental Affairs
	Norma Cantu	Educ	Assistant Secretary for Education
	Polly Baca	GSA	Regional Administrator
	Elaine Weiss	HHS	Regional Director, Region V, Chicago
	Felicia Marcus	EPA	Regional Administrator, Region 9
	Jamie Gorelick	DOJ	Deputy Attorney General
	Betsy Myers	SBA	Assistant Administrator for Women's Business Ownership
	Irma Munoz	SBA	Assistant Administrator for Marketing and Customer Service
	Mary Nichols	EPA	Assistant Administrator for Air and Radiation
	Susan McCann	SBA	Regional Administrator, Region III
	Lynn Yeakel	HHS	Regional Director, Region III, Philadelphia
	Ms. Wendy R. Sherman	State	Assistant Secretary in the Bureau of Legislative Affairs
	Christine A. Ervin	DOE	Assistant Secretary for Energy Efficiency and Renewable Energy
	Bonnie Cohen	DOI	Assistant Secretary
	Dr. Nancy Valentine	VA	Assistant Chief Medical Director for Nursing
	Jane Garvey	DOT	Deputy Administrator, Federal Highways
	Karen Nussbaum	DOL	Director of Women's Bureau
	Susan Fallows Tierney	DOE	Assistant Secretary for Policy
	Judith Feder	HHS	Principal DAS

City	Individual	Agency	Title
	Katie Steele	HHS	Regional Director, Region VII, Kansas City
	Charlene Barshefsky	USTR	Deputy USTR
	Jolene Molitoris	DOT	Administrator, FRA
	Melissa Skolfield	HHS	DAS for Policy
	Olivia Golden	HHS	Administrator, ACYF
	Ann Bormolini	DOT	Chief of Staff, Office of Secretary
	Dr. Margaret Cary	HHS	Regional Director, Region VIII, Denver
	Karen Miller	HUD	Secretary's Representative, Mid-Atlantic
	Ambassador Harriet C. B	State	Permanent Representative of the U.S. to the Organization of American States
	Janis Kearney	SBA	Assistant Administrator for Public Communications
	Mary Lou Crane	HUD	Secretary's Representative, New England
	Leslie Loble	DOL	Chief of Staff
	Tara O'Toole	DOE	Assistant Secretary for Environment, Safety, and Health
	Joan Yim	DOT	Deputy Administrator, Maritime
	Leslie Turner	DOI	Assistant Secretary
	Anne Lewis	DOL	Assistant Secretary, Office of Public Affairs
	Geri Palast	DOL	Assistant Secretary, Office of Congressional and Intergovernmental Affairs
	Maria Echaveste	DOL	Wage and Hour Administrator
	Olena Berg	DOL	Assistant Secretary, Pension, Benefits and Welfare Administration
	Mary Good	DOC	Under Secretary for Technology
	Missy Kincaid	SBA	Chief of Staff
	Louise Stoll	DOT	Assistant Secretary, Budget and Programs
	Sharon Robinson	Educ	Assistant Secretary, Office of Research and Improvement
	Jean Nelson	EPA	General Counsel
	Lynn Goldman	EPA	Assistant Administrator for Prevention, Pesticides, and Toxic Substances
	Janine Stanzione	SBA	Staff Assistant, Office of Women's Business Ownership
	Aida Alvarez	HUD	Director, Office of Federal Housing Enterprise Oversight
	Ambassador Mary M. Ra	State	Chief of Protocol to the President, Vice President, and Secretary of State of th
	Ana Sol Gutierrez	DOT	Deputy Administrator, RSPA
	Anita Jones	DOD	Director of Defense Research and Engineering
	Ann Rosewater	HHS	DAS Children and Families
	Anna Durand	HHS	Deputy General Counsel
	Anne Shields	DOI	Deputy Solicitor
	Barbara Silby	GSA	Chief of Staff
	Betsy Julian	HUD	Deputy General Counsel, Civil Rights & Litigation
	BJ Thornberry	DOI	Deputy Chief of Staff
	Bonnie Campbell	DOJ	Director, Office of Combatting Violence Against Women
	Cynthia Quarterman	DOI	Director, Minerals Management Service
	Deborah Williams	DOI	Special Assistant to the Secretary for Alaska
	Debra Chang	HHS	Director, Leg. and Intergov. Health Care Financing Administration
	Dianne Wildman	USTR	Deputy Assistant USTR for Public Affairs
	Dr. Lynn E. Davis	State	Under Secretary of State for Arms Control and International Security Affairs
	Ellen Frost	USTR	Counselor to the USTR
	Emily Hewitt	GSA	General Counsel
	Faith Wohl	GSA	Director of Workplace Initiatives
	Ginger Lew	DOC	
	Gloria Gutierrez	DOC	Deputy Assistant Secretary for Administration
	Grace Crunican	DOT	Deputy Administrator, FTA
	Harriet Rabb	HHS	General Counsel
	Helen Smits	HHS	DAS Health Care Financing
	Jeanne Engel	HUD	General Deputy Assistant Secretary, Office of Housing
	Jeanne Fox	EPA	Regional Administrator, Region 2

City	Individual	Agency	Title
	Jeanne Nolan	HUD	Assistant Secretary for Public Affairs
	Jo Ivy Boufford	HHS	Commissioner Children Youth and Families
	Judith Miller	DOD	General Counsel
	Judy Winston	Educ	Assistant Secretary, Office of General Counsel
	Julia Stasch	GSA	Deputy Administrator
	Kathy Sullivan	DOC	Chief Scientist
	Kim Parker	HHS	DAS Legislation
	Lauri Fitz-Pegado	DOC	Assistant Secretary
	LaVarne Burton	HHS	DAS Management and Budget
	Marlene Johnson	GSA	Associate Administrator, Office of Administration
	Martha Riche	DOC	Director, Bureau of the Census
	Mary Bourdette	HHS	DAS Legislation
	Melanie Beller	DOI	Director, Office of Congressional Affairs
	Mollie Beattie	DOI	Director - FWS
	Mrs. Joan Spero	State	Under Secretary of State for Economic, Business, and Agricultural Affairs
	Nan Hunter	HHS	Deputy General Counsel
	Nancy LeaMond	USTR	Assistant USTR for Congressional Affairs
	Nora Slatkin	DOD	Assistant Secretary of the Navy, Research, Development and Acquisition
	Patricia Beneke	DOI	Associate Solicitor for Energy and Resources
	Portia Middleman	HHS	DAS Aging
	Rhea Graham	DOI	Director, U.S. Bureau of Mines
	Sandra Stuart	DOD	Assistant Secretary of Defense for Legislative Affairs
	Susan Blumenthal	HHS	DAS Public Health Service
	Sylvia Baca	DOI	Deputy Assistant Secretary, Land and Minerals Management
	Theresa Trujeque	DOI	Deputy Assistant Secretary for Human Resources

TO: CAROL RASCO, ASSISTANT TO THE PRESIDENT FOR DOMESTIC POLICY
FR: Heenan/Klein
RE: Women Appointees Project

This memo is to follow up on the 10/25 memo Jennifer Klein sent you(attached). We are anxious to try to take advantage of the slower pace while the Congress is out and begin interviewing some of the Administration's women appointees for this project. Karen Guss, Womens Law Fellow with the First Lady's office, is willing to assist us with this project.

If you agree, we think the next step would be to send our "wish list" of women an introductory memo from you, explaining the purpose of the project and asking for their participation. We could then follow up by phone to schedule appointments.

Attached is a list of women we'd like to interview as part of the project. We thought it best to be expansive at first, and then use representative excerpts.

Other remaining questions are: what form the final document should take, and how it should be distributed. Please let us know your thoughts on this.

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Dana-

To follow up on the conversation we had with Jennifer Klein last Friday about the "Voices of Women" project, I have listed below some of the women in the Administration whom we would like to interview. (Please feel free to suggest any additional potential interviewees.)

Hillary Rodham Clinton

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Karen Nussbaum

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Carol Rasco

Janet Reno

~~Alice Rivlin~~

~~Donna Shalala~~

Nancy Soderberg

~~Laura D'Andrea Tyson~~

Thanks so much for offering to help us with this project. Why don't you, Jen, and I sit down together and talk about how to proceed? Please give me a call and we can pick a time.

-Karen

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July 18, 1994, Monday, Final Edition

SECTION: FINANCIAL; PAGE F10

LENGTH: 959 words

HEADLINE: At Treasury, They're Banking on Women -- Finally;
6 New Policy Makers Are Given the Reins In the International Development Arena

SERIES: Occasional

BYLINE: Hobart Rowen, Special to The Washington Post

BODY:

With little fanfare, a revolution of sorts has taken place at the Treasury Department. Six women, all high-level presidential appointees, have been assigned total responsibility for American policy relating to the four international development banks -- hitherto, a man's preserve.

"We've broken another barrier by putting these highly talented women into the front lines of international economic relations," Treasury Secretary Lloyd Bentsen said. "They're doing a first-rate job at a time when strong leadership is critical in these institutions."

The leader of this influential group is Susan Levine, 38, a nine-year veteran of the Wall Street investment banking scene. Levine was named deputy assistant secretary for international development, debt and environmental policy in April 1993.

In 1978, when Levine was 22 and a free-lance journalist in Taipei, she bumped into Arkansas Gov. Bill Clinton, who was on an economic mission for his state. Levine, a Chinese language student, offered to give Clinton a tour of the city. He accepted, they kept in touch, and she raised money for his 1992 presidential campaign in the New York financial district.

No woman has occupied this senior Treasury post before. It is the main contact point for foreign governments with the Treasury as they exchange views on what the International Monetary Fund, the World Bank and other multilateral development banks should be doing on debt, aid and environmental policies.

Levine, an energetic and effervescent woman who comes from a family of professional super-achievers in Fargo, N.D., said in an interview that she has not found it a drawback to be a woman in a field dominated by men.

"I feel comfortable at Treasury because I come from Wall Street, and that's an environment where there are many more men than women," she said, adding, "My Wall Street experience gave me a lot of credibility, because I could speak a Wall Street language even if I didn't speak the government language right away."

Levine had a role in choosing the other five women, all of whom had been involved in Democratic politics:

Jan Piercy, 46, who had been a deputy assistant to President Clinton in charge of seeking diverse personnel, was named U.S. executive director for the World Bank. She joins two other women executive directors -- one from Holland, one from Norway -- out of 24 executive directors. Piercy is a former vice president of the Shorebank Corp. of Chicago, with domestic and overseas experience.

Karin Lissakers, 49, an economist and expert on banking and Third World debt and a veteran of Capitol Hill, became the first American woman to be named executive director for the United States at the International Monetary Fund, joining women from Indonesia, Norway and Germany as the top policy representatives of their countries at the powerful lending institution.

Linda Tsao Yang, 67, was named U.S. executive director for the Asian Development Bank.

N. Cinnamon Dornsife, 43, was named U.S. alternate executive director for the Asian Development Bank.

Alice M. Dear, 46, has been posted to the African Development Bank as a U.S. executive director. Dear, a graduate of Howard University, is the first woman and the first African American representative from the United States to any of these institutions.

From time to time, officials and bankers raise their eyebrows when they encounter one of these American women in their high-profile development banking posts, they said.

But at the World Bank, Levine said, Piercy has been greeted enthusiastically because she has a strong background in development issues; whereas most of her American predecessors had a more traditional banking background.

Piercy, a college classmate of Hillary Rodham Clinton, said in an interview that "women are not accustomed to translate the support they give a candidate to their own aspirations for public services."

Moreover, after 12 years out of power, Democrats had an abundance of well-qualified men for every available job. Piercy sees her selection and that of the other five as a big step for women, fulfilling Clinton's commitment to diversity.

"Things are changing," she said, "but there's a long way to go. Women just don't operate yet with the same heft as men in the political arena."

Lissakers is part of a tiny but growing bloc of female power in an overwhelmingly male institution at the IMF. There are no women holding major staff jobs there. But an internal study, "Women in the IMF," which concluded that women don't get equal opportunity or pay, is now circulating at the

agency and in Congress.

"The IMF has been a male redoubt," said Lissakers, who got her job there in December 1993, "but I have not had a hint of anything but the best professional treatment.

"There is a lot of collegiality on the board and among the staff. I have zero complaints."

Dear, one of two women among the 18 executive directors at the African bank -- the other is Canadian -- has found the bank "a man's domain, even though the reality in Africa is that women are very powerful."

At the African bank, "the attitude has been basically that women should have a role that doesn't involve decision-making," Dear said.

Like Piercy and Lissakers, Dear thinks that major changes are taking place, and that she has a role in the process.

She recalls that during her first week, she and her Canadian colleague were able to quiet a crisis that was agitating the largely male board.

"The men said after a while, 'We should listen to the women.' I felt gratified that they recognized the difference in our approach," Dear said.

"There is so much ego involved on the men's side that women are not affected by. Our ego is not on the line." ?

GRAPHIC: PHOTO, FROM LEFT, JAN PIERCY, KARIN LISSAKERS, ALICE M. DEAR AND SUSAN LEVINE; BELOW, LINDA TSAO YANG AND N. CINNAMON DORNSIFE. THEY HAVE BEEN, JAMES M. THRESHER; PHOTO, TREASURY DEPARTMENT PHOTO

LANGUAGE: ENGLISH

LOAD-DATE-MDC: July 18, 1994

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FR: Heenan/Klein
RE: Women Appointees Project

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Tipper Gore
Hillary Rodham Clinton

✓ Hloxna Thalala

✓ Carol Browner

✓ Madeleine Kunin

✓ Janet Reno

✓ Anne Bingaman

✓ Consumer protection agency
[Susan Blumenthal]

✓ science & technology
✓ HRC

✓ Madeleine Albright

✓ Bechler Myers

✓ Carol Rasco

✓ Jamie Gorelick

✓ military

✓ Jane Alexander

✓ Tipper Gore

✓ Karen Nussbaum

✓ Maggie Williams

✓ Alice Rivlin

✓ Treasury - 67

✓ Nancy Aoderberg (staff director of NSC)

✓ Hazel O'Leary

✓ Jocelyn Elders

✓ Anne Hottel

✓ ?

MEMORANDUM

To: Dana Hyde
From: Karen Guss
Date: Feb. 16, 1995
Re: "Voices of Women" Project

To follow up on the conversation we had with Jennifer Klein last Friday about the "Voices of Women" project, I have reproduced below the list of women in the Administration whom we would like to interview. We thought it best to be expansive at first and then excerpt the best material in the final product. Please feel free to suggest any additional potential interviewees.

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Alice Rivlin
Donna Shalala
Nancy Soderberg

Laura D'Andrea Tyson

Thanks so much for offering to help us with this project. Please let me know if there is anything Jen or I can do to help you set up the interviews.

*Alexis ~~He~~ Heuman
Kitty Higgins (sp.?)
Marcia Hale
Susan Blumenthal
Maggie Williams
Patsy Fleming
Ellen Hazz (Undersecy for Food, Nutrition &
Consumer Svcs; ~~DOA~~ Ag)
over*

Shirley E. Widnall, Secy of the Air Force

Mary Jo Bane

Shirley S Chater (Commish, Sec Sec. Admin)

Linda Vogel (Dir, Office of Int'l & Refugee Health)

Jo Ann Harris (~~Asst~~ Asst AG, Crim Div.)

Lois Schiffer (Asst AG, Envir. Div.)

Loretta Collins Argrett (Asst AG, Tax Div)

~~Ch~~ Doris M. Meissner (Commish INS)

Kathleen Hawk, Dir, Fed'l Bur. of Prisons

Various Asst Secys at Labor, State, Treasury

Lynn Davis (Undersecy for Arms Control &
Int'l Security Affairs, State)

Joan Spero (Undersecy for Econ, Business &
Agric. Affairs, State)

Margaret Milner Richardson, Commish IRS