

FOIA MARKER

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Collection/Record Group: Clinton Presidential Records
Subgroup/Office of Origin: National Service
Series/Staff Member: Jim Kreidler
Subseries:

OA/ID Number: 1285
FolderID:

Folder Title:
Sponsor Requests [2]

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S

Row:
66

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2

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Position:
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Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	Bob Hussey to Personnel Office; re: Position with the Administration (1 page)	12/16/1992	Personal Misfile
002. letter	James Blumstein to Eli Segal; re: Recommendation for Position (1 page)	01/18/1993	Personal Misfile
003. letter	James Blumstein to Hillary Clinton; re: Recommendation for Position (2 pages)	01/18/1993	Personal Misfile
004. letter	James Blumstein to Vice President Al Gore, Jr.; re: Recommendation for Position (1 page)	01/18/1993	Personal Misfile
005. letter	James Blumstein to Senator Al Gore, Jr.; re: Recommendation for Position (2 pages)	12/07/1992	Personal Misfile
006. resume	[Personally Identifiable Information] [Partial] (1 page)	/04/1992	b(6)
007. resume	[Personally Identifiable Information] [Partial] (1 page)	01/29/1993	b(6)
008. letter	Gary Hart to Personnel Office; re: Recommendation for Position (1 page)	01/19/1993	Personal Misfile
009. letter	F. Mark Modzelewski to Eli Segal; re: Position with Clinton Administration (2 pages)	01/19/1993	Personal Misfile
010. letter	Phil Angelides to Eli Segal; re: Recommendations of People (2 pages)	12/30/1992	Personal Misfile
011. letter	Grantland Johnson to Warren Christopher; re: Position with Clinton Administration (2 pages)	12/27/1992	Personal Misfile

COLLECTION:

Clinton Presidential Records
National Service
Jim Kreidler
OA/Box Number: 1285

FOLDER TITLE:

Sponsor Requests [2]

2013-0661-F
jp4913

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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**Office of the President-Elect
and Vice President-Elect**

January 28, 1993

Eli Segal
Director, Office of National Service
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Eli,

Congratulations on your appointment. No one deserved it more than you.

I'm finishing up my work on the Confirmation team here at the Transition but still haven't latched onto a permanent job with the administration. I'm writing to ask for your help by sponsoring my application for a position.

Enclosed is a sponsor form, a copy of my resume and a memo I have submitted to the personnel office outlining my qualifications and a list of jobs in which I'm interested. My first choice for a job would be to work in the State Department as a Legislative Management Officer. If you could complete the sponsor form and return it to Presidential Personnel Office, I would greatly appreciate it. Thanks in advance.

Congratulations again, and good luck at the White House. Hope to see you soon.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bob", with a stylized flourish extending from the end.

Bob Hussey

Presidential Transition Resume Routing Form

From: _____

Name of Applicant: Bob Hussey Date: 1/28/93

Will you sponsor? yes no

Recommendation:

Highly Recommended Recommended Consider

(1) Campaign:

☒ CG: Clinton/Gore National Staff
☐ CC: Coordinated Campaign Staff
☐ DN: Democratic National Comm.
☐ FI: Finance
☐ VF: Full-time Volunteer
☐ VP: Part-time Volunteer

(2) Job Preference/Area of Interest:

☐ Accounting	☐ Information Systems
☐ Administration	☐ Intergovernmental Relations
☐ Advance	☒ Legal
☒ Clerical	☐ Public Affairs/Press
☒ Congressional Relations	

(3) Job Level:

☐ Sub-cabinet ☐ Senior Level ☐ Entry Level ☐ Other (Please Specify)

(4) Agency/Department Preference (note top two choices):

☐ Agriculture	☐ Interior
☐ Arts/Humanities	☐ Justice
☐ Education	☐ Labor
☐ Commerce	☐ NASA
☐ Defense	☐ Office/Management & Budget
☐ Energy	☐ Office/Personnel Management
☐ Environmental Protection	☒ Science/Space/Technology
☐ EEOC	☒ State
☐ FDIC	☐ Transportation
☐ Health/Human Services	☐ Treasury
☐ Housing/Urban Development	☐ Veteran's Affairs
	☒ Other (please describe) <u>USTR</u>

(5) Comment:

Please send this form and attached resume (for candidates) to:

Presidential Transition
Office of Personnel
1120 Vermont Avenue, NW
Washington, DC 20270

ATTN: note campaign position (as per categories listed above under "Campaign" section)

EXPERIENCE :

PRESIDENTIAL TRANSITION, 1992-1993

Washington, D.C.

Nov. 1992- Feb. 1993

Supervised and provided support to the confirmation teams of Secretary of Agriculture-Nominee Mike Espy, U.S. Trade Representative-Nominee Mickey Kantor and Central Intelligence Agency Director-Nominee R. James Woolsey. Drafted the budget section of the briefing book for the Office of Personnel Management for review by the President-elect.

CLINTON-GORE '92 COMMITTEE

Little Rock, AR

Aug. 1992-Nov. 1992

Deputy Director, Surrogate Scheduling: Recruited national, state and local political figures to serve as surrogates and campaign on behalf of the Clinton-Gore ticket. Created strategy for generating positive press coverage through the use of surrogates. Supervised surrogate schedulers in planning and execution of surrogate events in 25 states.

CLINTON FOR PRESIDENT COMMITTEE

Little Rock, AR

Feb. 1992-July 1992

Deputy Director, Delegate Operations: Supervised tracking of superdelegates to the Democratic National Convention including Democratic Governors, Senators and Representatives. Created strategy for garnering superdelegate support for Governor Clinton's candidacy. Developed voting profiles on superdelegates for use at the Convention. Acted as a liaison with the Campaign and those superdelegates supporting the Governor. Actively sought additional superdelegate support. Communicated regularly with the press. Monitored changes in the delegate selection process caused by redistricting. Supervised tracking of Platform Committee members and created the whip system used during the Committee hearings. Coordinated visibility efforts with the Delegate Tracking Operation at the Convention.

HEALTH CARE FOR AMERICA

Washington, D.C.

March 1991-Jan. 1992

Legislative Assistant: Monitored health care reform legislation in Congress for a non-profit health care reform organization. Drafted memoranda and correspondence on health care reform and pending legislation.

CAMPBELL & ASSOCIATES

Boston, MA

Sept. 1989-Feb. 1990

Attorney: Civil litigation practice with emphasis on product liability cases.

EDUCATION:

THE NATIONAL LAW CENTER AT THE GEORGE WASHINGTON UNIVERSITY

J.D. Degree, May 1989

BOSTON COLLEGE

A.B. Degree, May 1986, Cum Laude

Major: History

Honors: Mahoney Award for Academic Excellence in History

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AMY HUGHES

January 26, 1993

Mr. Eli Segal
Assistant to the President
and Director of the Office
of National Services
The White House
1600 Pennsylvania Avenue, NW
Washington, DC 20500

SPONSORSHIP
REQUESTS

Dear Mr. Segal:

As I have respected your leadership in the successful effort electing Bill Clinton to the Presidency of the United States, I wanted to share with you my goal in working in the Administration and ask for your assistance.

Having nearly two decades of experience in political campaigns, crisis management, health care policy as well as hands-on clinical work as a registered nurse, I would like to apply my skills in helping move forward the proactive programs and ideas of President Clinton.

This marks my 3rd Presidential campaign. My long-standing support of the party has been manifested in a number of ways, most recently in the 1992 campaign and for the Presidential Inaugural Committee, directing the movements of the 350 advance staff on a daily basis. In the private sector, I have led large surgical teams through third world countries performing critical plastic and reconstructive surgeries. My work history reflects progressively increasing levels of responsibility, particularly with regard to the creation and management of complex budgets.

I see my best contribution with one of two organizations:

- * Federal Emergency Management Agency, Region IX Director,
Office of Regional Director, ESNA.
- * Health and Human Services, Region IX Director,
Office of the Deputy Secretary, ESNA.

By this correspondence, I am asking for your sponsorship to obtain one of these two positions. I would appreciate your consideration and welcome the opportunity to explore ways in which I might continue my work with the Clinton/Gore Administration. Please feel free to contact me at (408) 356-2212.

Thank you.

Sincerely,

Amy Hughes

AMY HUGHES
16695 Shannon Road
Los Gatos, CA 95032
Message 408/356-2212

POLITICAL EXPERIENCE

PRESIDENTIAL INAUGURAL COMMITTEE, Washington, DC

Director of Advance, 1992-1993

- Served as overall troubleshooter for all inaugural activities,
- Designed and implemented advance operations for 34 inaugural events,
- Mobilized teams of troubleshooters for inaugural events,
- Determined staffing needs, hired and evaluated event staff,
- Supervised and staffed over 200 professionals in the \$20 million operation.

CLINTON-GORE CAMPAIGN, Little Rock, AR

Director of Advance, 1992 General Election

- Assigned, managed and evaluated over 350 national advance staff chosen from over 1,200 applicants,
- Directed 4 events daily for then-Governor Bill Clinton, with budgets for each event ranging from \$15,000 to \$150,000,
- Developed and directed comprehensive advance school training programs.

1992 DEMOCRATIC NATIONAL CONVENTION, New York, NY

Broadcast Liaison

- Provided daily and breaking information to national broadcast media,
- Served as primary contact for television network requests,
- Arranged logistics for special broadcast media needs.

DUKAKIS-BENTSEN PRESIDENTIAL CAMPAIGN, Boston, MA

Senior Advance Staff, 1988

- Coordinated major political events throughout the country,
- Advanced presidential debates handling complex political, media and logistical challenges,
- Served as liaison between national headquarters and local political leaders.

NELSON MANDELA'S VISIT TO THE UNITED STATES, Oakland, CA

Event Coordinator, 1990

- Orchestrated site logistics for welcome rally of 50,000,
- Coordinated local and regional political liaison for visit.

MONDALE-FERRARO PRESIDENTIAL CAMPAIGN, Washington, DC

Deputy Director of Logistics, 1984

- Managed all hotel, air travel and rental car logistics for traveling party and all advance staff for events nationwide throughout campaign.

HEALTH CARE EXPERIENCE

INTERMEDICS, INC., Hartford, CT and Washington, DC

Sales and Marketing Representative, 1991-1992, 1981-1984

- Introduced and marketed new cardiac implantable defibrillators to major medical centers implementing FDA regulatory protocol in clinical trials,

- Facilitated medical education seminars for cardiologists, electrophysiologists, and their technical staff.

SANTA CLARA AUTOLOGOUS, INC., San Jose, CA

Director of Marketing and Sales, 1987-1991

- Introduced latest technology preventing spread of blood-borne diseases to area,
- Developed successful marketing plan for computerized blood recovery system,
- Wrote individualized equipment lease arrangements and negotiated contracts.

NATIONAL ASSOCIATION FOR HOME HEALTH CARE, Washington, DC

Director of Marketing and Membership Services, 1985-1987

- Tripled membership in under two years through seminars and publications,
- Produced comprehensive marketing and membership services materials,
- Served as spokesperson before state association annual meetings on national health legislation and regulatory issues.

O'CONNOR HOSPITAL, San Jose, CA

Surgical Nurse, 1987-1991

- Served as open heart surgical nurse.

SAINT FRANCIS MEDICAL CENTER, Hartford, CT

Nursing Director, Cardiovascular and Thoracic Surgery, 1978-1981

- Operated continuing medical education for physicians, residents, and nurses,
- Responsible for all capital equipment budgeting and purchasing.

NOT-FOR-PROFIT EXPERIENCE

INTERPLAST, INC., Palo Alto, CA

Medical Trip Director, 1988-1993

- Donated professional nursing services for plastic and reconstructive surgery,
- Led complete medical team through developing countries handling logistics,
- Organized first international conference, including program planning and logistics, for organization which brought together leading health care professionals from 32 countries.

HANDS ACROSS AMERICA, Washington, DC

Event Coordinator, 1985

- Coordinated local elected officials and celebrity involvement,
- Served as "mile coordinator" on event day,
- Directed over 200 volunteers to coordinate activities with emergency police, fire and medical services.

EDUCATION

George Washington University, Washington, DC

University of Connecticut, Hartford, CT

Graduate coursework in business.

Salve Regina College, Newport, RI

Bachelor of Science in Nursing, B.S.N. 1975

References available upon request

LOUIS W. CABOT

75 State Street
Boston, MA 02109
(617) 342-6005

1775 Massachusetts Ave., N.W.
Washington, D. C. 20036
(202) 797-6246

January 27, 1993

Mr. Eli Segal
Assistant to the President and
Director of the Office of
National Service
Old Executive Office Building, Room 146
1600 Pennsylvania Avenue, N.W.
Washington, D. C. 20500

Dear Eli:

I have submitted my name for consideration for one of the Ambassadorial posts in Central or South America. I am particularly interested in El Salvador, and I would like your advice and support in obtaining such an appointment.

Mrs. Cabot and I have many friends in El Salvador and have visited there several times. In 1990 we became very interested in the peace process there, and we organized a conference at Brookings, bringing together representatives of all the factions, which did indeed play a role in the move toward reconciliation. During our most recent visit to Salvador two weeks ago, we had a 90-minute private audience with President Christiani and exchanged thoughts with him about strengthening justice and democracy in his country and building its economy to improve the living standards of all its people.

Latin America has long been of interest to me and my family. My former company, Cabot Corporation, has built plants in Argentina, Brazil, Colombia, Venezuela, and Mexico. I am a trustee of the Foundation for Management Education in Central America, the U.S. support affiliate of the Instituto Centroamericano de Administracio de Empresas (INCAE) in Nicaragua and Costa Rica.

My father, who served as Director of International Security Affairs in the State Department (1950-51) is one of the founders of Escuela Agricola Panamericana in Honduras. My late uncle was Ambassador to Brazil and to Colombia and an Assistant Secretary

Mr. Eli Segal
January 27, 1993
page 2

of State for Interamerican Affairs. My grandfather instituted the Maria Moors Cabot Awards program for Latin American Journalism at Columbia University.

I firmly believe that now is the time for revitalizing our relations with the people of Latin America, and I would sincerely appreciate an opportunity to play a role to that purpose.

Sincerely,



Louis W. Cabot

P.S. Sorry we couldn't connect by plane. I hope you will put in a good strong word for me on this. Cliff Wharton and Vern Jordan both have copies, but I need some more push from the political/campaign side.

I'm off to South Africa for 10 days. I'll call you when I get back. I can also be located if you call either of the phone numbers above.

h on

(My principle contribution, \$25,000, went to the Progressive Policy Institute. Will Marshall has a copy of this.)

Congrats on the Nation Service job. They got the best man possible.

h on

LOUIS WELLINGTON CABOT

75 State Street
Boston, MA 02109
(617) 342-6005

1775 Massachusetts Ave.
Washington, D.C. 20036
(202) 797-6246

EXPERIENCE

CABOT CORPORATION

Joined the Cabot Corporation, a privately owned specialty chemical, carbon black, and energy company, in 1948. Over the next 38 years, transformed this company to a publicly listed Fortune 300 company with plants in twenty-two countries around the world. Served as President from 1960 to 1969 and Chairman from 1969 to 1986. Now serves as Director Emeritus.

PUBLIC SERVICE, BOARDS AND DIRECTORSHIPS
(List Attached)

BROOKINGS INSTITUTION

Chairman from 1986 to 1992 and Trustee since 1962.

FEDERAL RESERVE BANK OF BOSTON

Chairman from 1975 to 1978.

PRESIDENTIAL CAMPAIGN

As a registered Republican, joined the Business Leaders for Clinton/Gore, recruited additional business support, spoke out in op-ed pieces, radio and television interviews, at public meetings, and otherwise actively campaigned for the ticket. Founding member, DLC's Progressive Policy Institute Round Table.

PERSONAL

BA from Harvard College, MBA from Harvard Business School. Served as a U.S. Navy Lieutenant during World War II.

Married to Mary Ellen Flynn, 9 children.

LOUIS W. CABOT (con't)

COMMISSIONS

President's Blue Ribbon Commission on Defense Management (the Packard Commission) 1985-86, member.

Defense Secretary's Base Realignment and Closure Commission, 1988, member.

19th Plenary Session of the United Nations Economic Commission for Europe, 1960, U.S. representative.

Business Ethics Advisory Council of the Department of Commerce, 1961-63.

Sloan Commission on Government and Higher Education, Chairman 1977-80.

DIRECTORSHIPS

Owens-Corning Fiberglas Corporation, 1961-91

R.R. Donnelley and Sons, 1965-91

New England Telephone & Telegraph Company, 1965-82

Arthur D. Little, Inc., 1955-68

Penn Central Railroad, 1969-70

Wang Laboratories, 1982-91

Federal Reserve Bank of Boston, 1970-78

New England Merchants Bank, 1954-70

Kendall Square Research Corporation, 1990-

U.S. Chamber of Commerce, Director 1978-80, Regional Vice-Chairman 1980-83

Chemical Manufacturers Association, 1983-87

BOARDS

Massachusetts Institute of Technology

Life Member of the Governing Board. Former Executive Committee member. Chaired Visiting Committee for International Studies Center; Material Sciences; Auditing Committee. Served on Visiting Committees for: Material Sciences; Nuclear Science; Aeronautics and Astronautics; Whitaker College; and Libraries.

Harvard University Board of Overseers (1970-76)

Member. Chaired Visiting Committees for Business School and Computer Sciences. Chairman for College Fund, 1963-65.

Louis W. Cabot (con't)

National Academy of Sciences.

Co-Chairman of the President's Circle.

Urban Coalition

New England Chairman of the National Alliance of
Businessmen, 1968-72.

Northeastern University

Trustee and Former Vice Chairman.

Norwich University

Trustee, 1952-77.

Committee for Corporate Support of Private Universities

Chairman, 1977-83.

Council for Financial Aid to Education

Trustee, 1983-86.

Association of Governing Boards

Trustee, 1988-91

Carnegie Corporation of New York

Trustee, 1966-78

Foundation for Management Education in Central America

Trustee. This is the U.S. supporting organization for
INCAE, the School of Management in Central America with
campuses in Nicaragua and Costa Rica.

America³ Foundation, winning America's Cup syndicate

Chairman, 1990-92

MEMBER

Business Council

Council on Foreign Relations

National Council on U.S. China Trade (ret.)

Conference Board (ret.)

American Academy of Arts and Sciences, Fellow

Phi Beta Kappa and Sigma Xi

Honorary L.L.D. Degree from Norwich University

REFERENCES

Mr. Lloyd Cutler

Ms. Pamela Harriman

Mr. Vernon Jordan

Sen. Edward Kennedy

Mr. Eli Segal

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

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

April 1992

BIOGRAPHICAL SKETCH

MICHAEL ZUBKOFF

PERSONAL

(b)(6)

HOME: RR 1 - 290
Lake Fairlee, Vermont 05045

CHILDREN: Steve
Joel
Lisa

(b)(6)

EDUCATION

Columbia University (Economics)
Dissertation: "Increasing Hospital Efficiency Through
Third Party Reimbursement Plans"

Ph.D.

1969

Columbia University (International Fellows Program)

Certificate

1967

Columbia University (Economics)
Thesis: "India's Utilization of Agricultural
Commodities Received Under PL 480"

M.A.

1966

American International College (Political Science)

B.A.

1965

HONORARY DEGREES

Dartmouth College

1980

American International College (Commencement speaker)

1981

[006]

CLINTON LIBRARY PHOTOCOPY

HONORS

- Member, Institute of Medicine, National Academy of Sciences (elected 1983)
- Who's Who in America, 1976-present

MAJOR RESEARCH INTEREST

Health Economics and Management

PROFESSIONAL EXPERIENCE

1975-present Professor and Chairman, Department of Community and Family Medicine, Dartmouth Medical School, Hanover, New Hampshire.

Professor of Health Economics and Management, Amos Tuck School of Business Administration, Dartmouth College, Hanover, New Hampshire.

Adjunct Professor of Economics and/or Policy Studies, (Title in effect during terms when teaching in Arts and Sciences), Dartmouth College, Hanover, New Hampshire.

- 1972-1975 Vice-Chairman and Associate Professor of Health Economics, Department of Family and Community Health, Meharry Medical College, Nashville, Tennessee.
- Associate Professor of Health Economics and Director of Health Services Research Training Program in Economics (Ph.D. and M.A.), Vanderbilt University, Nashville, Tennessee.
- 1970-1972 Assistant Professor of Health Economics, Meharry Medical College and Vanderbilt University; Director of Planning, Evaluation and Research, Tennessee Mid-South Regional Medical Program; and Chairman, Southeastern United States Regional Medical Program's Committee on Quality of Care Assessment.
- 1969-1970 Woodrow Wilson Fellowship Foundation's Teaching Fellows Program at Meharry Medical College and Fisk University, Nashville, Tennessee (Assistant Professor of Health Economics, Meharry Medical College, and Assistant Professor of Economics, Fisk University).
- 1967-1969 Instructor of Economics, Columbia University (Harvard-Yale-Columbia Summer Intensive Studies Program); Research Associate, Conservation of Human Resources Project, Columbia University; Department of HEW Public Health Service Fellow, (Sponsor: Professor Eli Ginzberg)
- 1965-1967 Woodrow Wilson Fellow, Department of Economics, Columbia University

RESEARCH IN PROGRESS

- TITLE:** **National Study of Medical Care Outcomes** (Study based at RAND Corporation)
- CO-INVESTIGATORS:** John Ware, New England Medical Center; Sheldon Greenfield, New England Medical Center; William Rogers, Rand; Eugene Nelson, Hospital Corporation of America; Edward Perrin, U. of Washington; Alvin Tarlov, New England Medical Center and Harvard University.
- FUNDERS:** Robert Wood Johnson Foundation, H.J. Kaiser Family Foundation, Pew Charitable Trusts, Agency for Health Care Policy and Research and Technology Assessment, National Institute on Mental Health, National Institute on Aging, FY 83-91 (\$15.5 million).
- GOAL:** To measure variations in the process, outcomes, and costs of medical care for chronic disease patients treated in different systems of care and by different medical specialties
- TITLE:** **Small Area Analysis of Medical Practice Studies**
- CO-INVESTIGATORS:** John Wennberg, Dartmouth.
- FUNDERS:** J. Hartford Foundation; Robert Wood Johnson Foundation; H.J. Kaiser Foundation; Agency for Health Care Policy and Research; Health Care Financing Administration.
- GOAL:** To systematically document the nature, extent, causes and cost implications of small area analysis variations in hospital and ambulatory medical care.
- TITLE:** **A Randomized Study of Prostatic Surgery for Benign Prostatic Hyperplasia in Elderly Men**
- CO-INVESTIGATORS:** John Wasson, VA Medical Center, White River Junction, VT; Reginald Bruskewitz, VA Medical Center, Madison, WI; Adam Keller, Dartmouth
- FUNDERS:** Veterans Administration Cooperative Study Protocol #246 FY 86-92 (\$2.8 million).
- GOAL:** To determine the cost effectiveness of transurethral resection of the prostate (TURP) compared to no TURP in moderately symptomatic men above the age 55.

TITLE: Cost-Effectiveness of Continuous Treatment Teams

CO-INVESTIGATORS: Robert Drake, Dartmouth; Greg Teague, Dartmouth; Robin Clark, Dartmouth; Adam Keller, Dartmouth

FUNDERS: National Institute of Mental Health: MH 47567 (\$625,000).

GOAL: To evaluate the cost-effectiveness of continuous treatment teams versus traditional care for the drug and alcohol-abusing mentally ill.

TITLE: Geriatric Assessment and Planning Program For the Elderly

CO-INVESTIGATORS: Carolee DeVito, U. of Miami; William Zubkoff, South Shore Medical Center

FUNDERS: Robert Wood Johnson Foundation; W.K. Kellogg Foundation; South Shore Hospital/Medical Ctr.

GOAL: To develop a system that can identify, assess and enroll persons with long term care needs; match needs with the most appropriate and efficient array of long term care services; periodically monitor those matches over time; and evaluate the impact of the model system on the enrolled population's functional health levels.

RECENT TEACHING RESPONSIBILITIES

Chairman, Curriculum Committee, Department of Community and Family Medicine, 1975-present

Member, Curriculum Committee, Dartmouth Medical School, 1977-1983; 1989-present.

"Medical Care and the Corporation", Amos Tuck School of Business Administration, Dartmouth College, (taught annually) 1975-present

"Introduction to Medical Care Organization and Public Policy", Policy Studies, Dartmouth College, (taught annually) 1977-1983

"Health Economics", Department of Economics, Dartmouth College (taught annually) 1976-1980

"Health, Society and the Physician", Fourth Year (160 hour) required course, Dartmouth Medical School, Course Co-Director, (taught annually) 1983-present

"Small Area Analysis of Medical Practice: A New Approach to Managing Medical Costs", Executive Workshops co-sponsored by Dartmouth Medical School, Amos Tuck School of Business Administration, and the Washington Business Group on Health; Course Co-Director, (taught semi-annually) 1983-present

SELECTED PUBLICATIONS

"Variations in resource utilization among medical specialties and systems of care: Results from the medical outcomes study". (Greenfield S, Nelson EC, Zubkoff M, Manning W, Rogers W, Kravitz RL, Keller A, Tarlov AR, Ware JE, Jr) JAMA, March 25, 1992; 267:12, 1624-30.

"Differences in the mix of patients among medical specialties and systems of care: Results from the medical outcomes study". (Kravitz RL, Greenfield S, Rogers W, Manning WG, Zubkoff M, Nelson EC, Tarlov AR, Ware JE, Jr.) JAMA, March 25, 1992; 267:12, 1617-23.

"Health, Society and the Physician: Problem-based Learning of the Social Sciences and Humanities". (Almy TP, Colby KK, Zubkoff M, Gephart DS, Moore-West M, Lundquist L) Annals of Internal Medicine, 1992;116:569-74.

"The COOP Function Charts: A System to Measure Patient Function in Physicians Offices", Nelson, E.C., Landgraf, J.M., Hays, R.D., Kirk, J.W., Wasson, J.H., Keller, A., Zubkoff, M., in Functional Status Measurement in Primary Care, WONCA Classification Committee, Froom/Fabb (eds.), Chapter 8, pp 97-131, 1990, Springer-Verlag.

- *The Medical Outcomes Study: An Application of Methods for Monitoring the Results of Medical Care* (Tarlov, A, Ware, J, Greenfield, S, Nelson, E, Perrin, E, Zubkoff, M) J. American Medical Association; Vol. 262, No. 7, pp. 925-930, 1989.
- *Primary Care Physicians: Financing Their GME in Ambulatory Settings* (Federman, D, Delco, E, Foster, H, Geyman, J, Gross, R, Hanft, R, Kindig, D, King, S, Moore, G, Pittinger, W, Rieselbach, V, Neal A, Zubkoff, M) Institute of Medicine National Academy Press, 1989.
- *America's Aging - The Social and Built Environment in an Older Society* (Bobbins, F., Altman, L., Bell, W., Binstock, R., Capron, A., Estes, C., Feldman, J., Henry, J., Lawton, M., Libassi, E., Lindheim, R., Moloney, T., Morgan, J., Myers, G., Neugarten, B., Pifer, A., Russell, E., Seidman, B., Williams, T., Zubkoff, M.) Institute of Medicine/National Research Council, National Academy Press, 1988.
- *Strategies to Promote Clinical Cost-Consciousness: The Dartmouth Primary Care COOP Project* (Nelson, E. Zubkoff, M, Kirk, J, Wasson, J, Keller, A, Dietrich, A) Stemming the Rising Costs of Medical Care: Answers and Antidotes. W.K. Kellogg Foundation, Battle Creek: 1988, pp 187-198.
- *Do Primary Physicians Actually Manage Their Patients' Fee-for-Service Care?* (Dietrich,A; Nelson,E; Kirk,J; Zubkoff,M; O'Connor,G.) J. American Medical Association, Vol 259, No. 21, pp 3145-3149, 1988.
- *Assessment of Function in Routine Clinical Practice: Description of the Coop Chart Method and Preliminary Findings*, (Nelson, E, Wasson, J, Kirk, J, Keller, A, Clark, D, Dietrich, A, Stewart, A, Zubkoff, M) J Chron Dis, Vol. 40, Suppl. 1, pp. 55S-63S, 1987.
- *Chief Complaint Fatigue: A Longitudinal Study From the Patient's Perspective*, (Nelson, E, Kirk, J, McHugo, G, Douglass, R, Ohler, J, Wasson, J, Zubkoff, M) Family Practice Research Journal, Vol. 6, No. 4, Summer 1987.
- *Problem-Based Learning of Social Science and Humanities by Fourth-Year Medical Students*, (Colby, K, Almy TP, Zubkoff, M) J. Med Education, 61:413-418, 1986
- *Small Area Analysis of Medical Practice: A New Approach to Managing Medical Costs*, (Caper,P, Zubkoff,M) Business & Health, Sept. 1985.
- *Functional Health Status Levels of Primary Care Patients*, (Nelson, EC, Conger, B, Douglass, R, Gephart, D, Kirk, J, Page, R, Clark, A, Johnson, K, Stone, K, Wasson, J, Zubkoff, M) J. American Medical Association, Vol. 2, No. 24:3331-3338, June 1983.
- *Professional Uncertainty in Clinical Decision-Making: Implications for National Health Policy* in National Health Policy: What Role for Government?, Hoover Institution on War, Revolution and Peace, Stanford University, 1983.
- *Professional Uncertainty and the Problem of Supplier-Induced Demand*, (Wennberg, J, Barnes, BA, Zubkoff, M) Social Science and Medicine, Vol. 16, pp. 811-824, 1982.
- *Public Choice in Health: Problems, Politics and Perspectives*, (James Blumstein and Michael Zubkoff) Journal of Health Policy, Politics and Law, 4:3, Duke University Press, 1981.
- Report of the Graduate Medical Education National Advisory Committee-GMENAC, (co-author) U.S. Department of Health and Human Services, PHS, Health Resources Administration, 1980.
- *Variations in Population-based Use Rates and Expenditures: Implication for Manpower Policy*, (Wennberg, J, Greene, R, Zubkoff, M, Lapenas, C) Report to Graduate Medical Education National Advisory Committee, U.S. Department of Health and Human Services, PHS, Health Resources Administration, 1981.
- *An Epidemiological Perspective on the Problem of Supplier-Induced Demand: The Case of Surgery and Surgical Second Opinions*, (Wennberg, J, Barnes, B, Zubkoff, M) Conference Proceedings: Physicians and Financial Incentives, Health Care Financing Administration, Baltimore, Maryland, 1981.

- *Incentives for Health Promotion: The Government Role*, (Nelson, E, Keller, A, Zubkoff, M) in Strategies for Public Health: Promoting Health and Preventing Disease, edited by Lorenz K.Y. Ng and Debra Lee Davis, NY: Van Nostrand and Reinhold, 1981.
- *Geographic Distribution Technical Panel Report* (Zubkoff, M, Carbeck, R, Morgan, BC) Report of the Graduate Medical Education National Advisory Committee, Vol. 3, 1980, U.S. Department of Health and Human Services, PHS, Health Resources Administration.
- Book review: Health Care Capital: Competition and Control: Proceedings of the Capital Investment Conference, Sponsored by the University of Pittsburgh, Graduate School of Public Health, edited by G.M. McLeod and M. Perlman. Journal of Economic Literature, 17:1503-1504, 1979.
- Medical Technology and the Health Care System: A Study of the Diffusion of Equipment-Embodied Technology, A Report by the Committee on Technology and Health Care, Assembly of Engineering, National Research Council and Institute of Medicine (Sanders, CA, Collen, MF, Etzioni, A, Flagle, CD, Gordon, GA, Romeo, AA, von Gierke, HE, Yamamoto, WS, Zubkoff, M) Washington, DC: National Academy of Sciences, 1979.
- *The Medical Marketplace: Health Policy Formulation in Consideration of Economic Structure* (Zubkoff, M, Blumstein, J) Proceedings: National Commission on the Costs of Medical Care, 1976-1977, American Medical Association, 1978.
- Hospital Cost Containment: Selected Notes for Future Policy, (Zubkoff, M, Raskin, I, Hanft, R, eds.) New York: Milbank Memorial Fund, Prodist, 1979.
- *Medical Technology and Hospital Cost*, (Wagner, J, Zubkoff, M) in Hospital Cost Containment: Selected Notes for Future Policy, New York: Milbank Memorial Fund, Prodist, 1979.
- *Physician Extenders: Divergent Views and Implications*, (Zubkoff, M, Reynolds, J, Zubkoff, S) Journal of Family Practice, May 1977.
- Health: A Victim or Cause of Inflation? (Zubkoff, M, editor) New York: Milbank Memorial Fund, Prodist, 1976.
- *Inflation and Consumer Behavior in the Health Sector* (Dunlop, D, Zubkoff, M) in Health: A Victim or Cause of Inflation? New York: Milbank Memorial Fund, Prodist, 1976.
- *The Impact of a Community Nutrition Program on the Nutritional Status of an Urban Population Group* (High, EG, Hines, ER, Carter, JP, Shute, E, Zubkoff, M) Journal of the National Medical Association, November 1976.
- *Report of HEW's Pre-Summit Conference on the Impact of Inflation on Health* Proceedings: White House Summit on Inflation, 1975, US GPO #4000-00316.
- *Rapporteur's Report on Health* The HEW Conference on Inflation: Summary, September 19-20, 1974, Washington, DC.
- *Consumer Behavior in Preventive Health Services* (Zubkoff, M, Dunlop, D) in Consumer Incentives for Health Care, Mushkin, Selma (ed), New York: Milbank Memorial Fund, Prodist, 1974.
- *Troubled Transition: From 'For Free' to 'Purchase*', Hospital Administration, Quarterly Journal of the American College of Hospital Administrators, Spring 1974.
- *Perspectives on Government Policy in the Health Sector* (Blumstein, J, Zubkoff, M) Milbank Memorial Fund Quarterly, Health and Society, Summer 1973.
- *Problems of Financing Health Maintenance Organizations in the University (Wolfe, S, Zubkoff, M) HMO Program Development in Academic Medical Centers, Journal of Medical Education Vol. 38, No. 4, April 1973.

Emergency Room Services in Urban Health Services: The Case of New York, Eli Ginzberg and Conservation of Human Resources Project Staff, Columbia University Press, 1971 (recipient of Blue Shield Plans' Norman A. Welch Memorial Award as the year's most scholarly and meritorious contribution to the literature of medical economics).

SELECTED OTHER PROFESSIONAL ACTIVITIES

Member, Institute of Medicine, National Academy of Sciences, elected 1983

Correspondent, Committee on Human Rights, National Academy of Sciences, 1983-present

Member, Committee to Study Computer Technology and Service Sector Productivity, National Research Council, National Academy of Sciences, 1991-present

Member, Committee to Study Strategies for Supporting Graduate Medical Education in Primary Care, Institute of Medicine, National Academy of Sciences, 1989-1990

Member, Committee on the Aging Society, National Research Council/Institute of Medicine, National Academy of Sciences, 1984-1989

Member, Veterans Administration Advisory Committee for the Evaluation of Health Services Research Centers in the United States, 1988-1989

Member, Graduate Medical Education National Advisory Committee (GMENAC), Department of Health and Human Services, 1977-1981

Consultant, Geriatric Assessment and Planning Program, South Shore Hospital and Medical Center, Miami Beach, FL, 1980-present

Consultant, Office of the Secretary of Health and Human Services

Consultant, Domestic Council, White House, 1976-1980

Consultant, (Expert Witness) Senate Subcommittee on Health

Consultant, (Expert Witness) House Subcommittee on Health and the Environment

Consultant, Health Care Financing Administration

Consultant, National Center for Health Services Research

Member, Health Services Research Study Section, Veterans Administration, 1979-1984

Member, Board of Directors, Association of Teachers of Preventive Medicine, 1980-1983

Member, Committee on Graduate Medical Education Programs of the Military Services, Institute of Medicine, National Academy of Sciences, 1980-1982

Member, Panel on National Needs for Biomedical and Behavioral Research Personnel, Commission on Human Resources, National Research Council, National Academy of Sciences, 1980-1984

Member, Committee on the Relationship of Technology to Improvements in the Productivity and Effectiveness of Health Care Systems, Assembly of Engineering and Institute of Medicine, National Academy of Sciences, 1977-79

Member, Board of Governors, United Health Systems Agency (New Hampshire HSA) 1976-1979

Director, Vanderbilt University Program in Israel, 1973

Rapporteur, HEW Pre-White House Summit Conference on Inflation, Washington, DC, 1974

Delegate and Health Spokesman, White House Summit on Inflation, Washington, DC, 1974

Chairman, Medical Committee for Human Rights (Southern Branch), 1966-1974

CARTER - MONDALE
TRANSITION PLANNING GROUP

*P.O. Box 2600
Washington, D.C. 20013*

December 29, 1976

Dr. Michael Zubkoff
Professor and Chairman, Department of
Community Medicine, Dartmouth Medical School
Professor of Health Economics,
Amos Tuck School of Business Administration
Dartmouth College
Hanover, New Hampshire 03755

Dear Mike:

I was sorry to learn that because of your weighty responsibilities at Dartmouth Medical School you were unable to be considered for a position in the Carter Administration.

I admire very much the work you are doing at Dartmouth and your dedication to it. I both understand and appreciate your need to remain at Dartmouth at this time.

This Administration would of course welcome any advice that you could provide on Health related matters.

It was indeed a pleasure to hear from you. I wish you the very best.

Sincerely,

Hamilton

Hamilton Jordan

HJ:abc



VANDERBILT REGISTER

The newspaper of the Vanderbilt community • Nov. 9-15, 1992

U.S., Swiss making high-tech progress with free-electron laser

by Jean P. Moore

Recent research findings with the free-electron laser at Vanderbilt University are expected to have a profound impact on the multi-billion dollar transistor and microchip industry and could lead to the development of faster computers, cheaper electronic components and ultra-thin television sets, according to Norman Tolk, director of Vanderbilt's Center for Molecular and Atomic Studies at Surfaces.

A team of U.S. and Swiss researchers working with the free-electron laser (FEL) at Vanderbilt University has developed a radical new approach to analyze the way electrons react at the point of interface when two semiconducting materials are joined to create an electronic device.

Under Tolk's direction, scientists from the Federal Polytechnic Institute of Lausanne and their Vanderbilt colleagues use FEL Internal Photoemission (FELIPE) to measure conduction band discontinuities with unprecedented accuracy — more than an order of magnitude better than has ever been done. The findings are to be published in the Nov. 15 edition of the journal *Physical Review B*.

The ongoing research promises to resolve long-standing disagreements between competing semiconductor band-lineup theories, Tolk declared. "We have developed a new technique to do something people have wanted to do for a long time, and it will have a revolutionary impact on the device industry."

All solid state electronic devices are created

by coupling at least two different semiconducting materials with electrons in bands of a particular energy. When the two materials are joined, it alters where the electrons are positioned in the energy bands. FELIPE allows physicists to look directly at the point of interface and actually measure the changes in these energy bands.

The new technique could have implications for the thousands of items that use transistor devices, including cars, computers and home

electronics. "A new car has as many as 10 to 15 of these devices in it — little computers to control the car's systems," Tolk continued. "This will allow us to make those devices better and could open up totally new applications, such as a wide-screen color television set less than a centimeter thick that could be hung on the wall like a painting."

The FELIPE research to date has focused on injecting a photon of light into common transistor combinations of materials: gallium arsenide and gallium aluminum arsenide; indium phosphide and gallium indium arsenide; and germanium and gallium arsenide. By increasing the energy of the photon, current begins to flow and the electron jumps to the

(Please see ELECTRON, page 2)



Norman Tolk

Blumstein receives 1992 Sutherland research award

by Adrienne Ewing-Roush

James F. Blumstein, Vanderbilt professor of law and senior fellow of the Vanderbilt Institute for Public Policy Studies, is the 1992 recipient of the Earl Sutherland Prize for Achievement in Research.

Established in 1976, the prize recognizes outstanding professionally acclaimed research and is named for the late Earl W. Sutherland Jr., a former Vanderbilt professor who won the 1971 Nobel Prize for Physiology or Medicine. The prize is given annually at the fall meeting of the Vanderbilt Board of Trust.

Blumstein is recognized as a leading U.S. scholar on constitutional law and health care law. Guido Calabresi, the Dean of Yale's School of Law, has said that Blumstein is "one of the most distinguished figures in law and medicine in this country and internationally." Harvard Law School Dean Robert C. Clark concurred, stating that Blumstein's "scholarship is simply excellent."

Fields in which Blumstein has made significant contributions include antitrust and health care, access to health care, rationing of medical care, reform of the system of compensation for medical injury, voting rights and civil rights. His work in the area of organ transplantation policy has been widely recognized. He is an advocate of patient autonomy and of the use of financial incentives to secure more organs for transplantation.

"Jim has succeeded in connecting legal doctrine to both empirical social science and contemporary public policy debate. Especially noteworthy is his ability to combine legal and economic research in such a way as to make concepts understandable to persons in many different disciplines without compromising the quality and rigor of his research and its explication," said Vanderbilt Chancellor Joe B. Wyatt.

(Please see SUTHERLAND, page 2)



(Photo by David Cresswell)

JUST DESSERTS: Law professor James Blumstein and his wife Andree share a light moment during the Board of Trust luncheon Friday, Nov. 6. Blumstein is the recipient of the 1992 Earl Sutherland Prize for Achievement in Research. The annual fall meeting of the Board of Trust was held Nov. 6-7. Additional coverage of the meeting will appear in next week's Register.

Former NEA head defends First Amendment

by Jamie Lawson

On the day after George Bush's defeat, the former National Endowment for the Arts chairman fired by the president emphasized the need to embrace controversy with discussion rather than stifle it through censorship.

Former NEA Chairman John Frohnmayer addressed a lunchtime group of journalists, scholars, legal experts and other defenders of First Amendment freedoms gathered last Wednesday in Branscomb South for "Censorship in Our Times." The address was part of "Facing the First Amendment," an inaugural summit sponsored by Vanderbilt's First Amendment Center Nov. 3-4.

Introduced as a "genuine First Amendment martyr" who says he was a moderate First Amendment advocate when he took over as NEA chairman and a First Amendment radical when he left, Frohnmayer described an exhibit of 120 formerly-censored works shown in Anchorage, Ala. this spring.

One work, originally shown at the Art Institute of Chicago, prompted a flood of letters, over half in protest. The piece raised the question "What is the appropriate way to display the flag?" In order to write their response, on-lookers had to walk over an American flag placed on the floor.

The VAC exhibit "was so diverse that even the censors of the works would not have agreed on what was offensive," Frohnmayer said. "Censorship is whimsical, de-

pending far more on what opinions the censor attaches to the work than the work itself."

The censor favors order over freedom, said Frohnmayer who fears the "demand for order in the former Soviet Union will quell the breath of freedom."

The issues represented at the VAC exhibit — including child rearing, patriotism and sexuality — "were a heavy list to lift if we are to exclude those works from our discourse," said Frohnmayer who emphasized the importance of open discussion.

"It is that glacial process by which we round off the rough edges of a social discourse," he said. "If we don't take the opportunities that the First Amendment allows, than it seems to me we will lose the social contract which holds our society together."

—John Frohnmayer

Frohnmayer urged a "prophylactic" rather than reactive

(Please see NEA, page 3)

"If we don't take the opportunities that the First Amendment allows, than it seems to me we will lose the social contract which holds our society together."

Chief backs student parking plan

Security Chief Saul Chafin told students Thursday he will be their advocate Nov. 11 when he goes before the Traffic and Parking Committee to push a proposal that students be given parking space closer to their dormitories now reserved for faculty and staff.

"I'm going to try to articulate the need to be sensitive to student needs. There has just been too much violence going on in too rapid succession," he told students gathered at a Student Government Association speakout in Rand Dining Hall.

"We've got to do everything we can to make the campus as safe as possible," Chafin said.

Students' recommendation that they be given closer parking space will be "the first thing on the agenda of the Traffic Committee" when it meets 1 p.m. Nov. 11 in Sarratt 203, Chafin said.

Since late summer, a number of what Chafin described as unusually violent crimes have occurred on or near campus involving Vanderbilt students. The calls for closer student parking came after a student visiting the campus was beaten and raped

(Please see CHIEF page 3)



Saul Chafin

Parking Office relocates, see story on page 3



1992 Sutherland Prize recipient James F. Blumstein.

SUTHERLAND

(Continued from page 1)

John Costonis, dean of Vanderbilt's Law School, also lauded the diverse and influential nature of Blumstein's research. "The signature of Jim's work lies in its brilliant interdisciplinary character. Jim works as effectively in economics and social science as he does in the law," Costonis said. "In consequence, his proposals regarding issues as diverse as health care policy and equal protection guarantees have proven insightful, durable and seminal."

Vanderbilt Law Professor Larry Soderquist noted the impact of Blumstein's work on society. "Jim's work in the area of health care policy has been brilliant and of tremendous influence. By the force of his intellect he has led his field, providing answers to some of society's most important and perplexing questions," he said.

Blumstein has been a participant in important organizations in his field, occupying several national and state leadership roles. Currently, he is a member of the National Academy of Science's Institute of Medicine.

Blumstein formerly chaired a Rand Corporation Task Force on Medical Care Cost Containment and Medical Malpractice, and in 1987 he served as a moderator for the Medical Malpractice Roundtable, Capitol Hill, Washington, D.C.

He is the co-editor of books including *Organ Transplantation Policy: Issues and Prospects*, *Uncompensated Hospital Care: Rights and Responsibilities and Cost*,

Quality and Access in Health Care: New Roles for Health Planning in a Competitive Environment.

Blumstein also has been recognized for his work in equal protection law, the interpretation of civil rights legislation and constitutional law. In 1982, Blumstein testified before Congress on the Voting Rights Act of that year and was the lead counsel and plaintiff in *Dunn v. Blumstein*, a 1972 U.S. Supreme Court case that struck down durational residency requirements for voting in Tennessee.

Blumstein has represented the League of Women Voters of Tennessee in voting rights challenges and has written broadly on civil rights and voting rights topics. Formerly, he served as chairman of the Tennessee State Advisory Committee for the U.S. Commission on Civil Rights.

A native of Brooklyn, N.Y., Blumstein came to Vanderbilt in 1970 as an assistant professor at the Vanderbilt Law School.

At Vanderbilt he served as associate director and director of the Vanderbilt Urban and Regional Development Center and was instrumental in the founding of the Vanderbilt Institute for Public Policy Studies (VIPPS), where he is a senior fellow in the Center for Health Policy.

Blumstein holds a B.A. in economics from Yale College, an M.A. in economics from Yale University and an LL.B. from Yale Law School.

ELECTRON

(Continued from page 1)

next energy level.

"What we've done is to increase the energy of the photon until just to the point where the current begins to flow," Tolk explained. "Then we can extrapolate back to a particular energy of the photon and that tells us what the change in the energy was. That tells you everything that you need to know about what the spectroscopy is — what the locations of the electrons are — in a way that is much better than anything before."

"We are able to measure things down to .001 eV," Tolk pointed out, adding that conventional methods of measurement, such as ultraviolet photoelectron spectroscopy (UPS) and x-ray photoelectron spectroscopy (XPS) were less accurate by a factor of approximately times (.02 eV). "And because FELIPE is a direct measurement, no complex modeling is required," he added.

"New technologies have led to the creation of smaller and smaller semiconductor devices for microelectronic chips. Thus, it becomes more important to more precisely know those energy values, the energy location of the electrons," Tolk explained. "Since so many electronic functions are carried out on a chip, it is important to know as accurately as possible their characteristics to ensure reliability."

"In designing such devices, it is important to know everything that you can about their tolerances," he added. "There is a certain range of values that you can live with and still have the device work, and the ability to test that range precisely helps scientists design these electronic devices."

"The free-electron laser at Vanderbilt University is the most powerful laser of its kind in existence, and this is the only place in the world these

measurements can be done with this unprecedented degree of accuracy," said Tolk. "We have a technique, made possible by the FEL, that is unique in the world."

Unlike most lasers, the light from an FEL is produced by "free" electrons which are not tied to an atom or molecule. Vanderbilt's FEL can be tuned to a variety of wavelengths and offers an unusual combination of high peak power and high average power. These features enable the international team of scientists to measure with unparalleled precision the energy distribution of electrons near the interface of two semiconducting materials joined to create a transistor.

The FEL Center at Vanderbilt University is unique in its ability to

"This is the only place in the world these measurements can be done with this unprecedented degree of accuracy ... This could open up totally new applications, such as a wide-screen color television set less than a centimeter thick that could be hung on the wall like a painting."

—Norman Tolk

support such research, according to Center Director Charles Brau. "We have the most powerful FEL in the existence today, and its performance is exceeding its design expectations," he said.

"We also have a variety of researchers in different fields — physics, molecular biology, engineering, medicine — all of whom are working together and provide support for people who come from elsewhere in the United States or abroad to do research here," Brau continued. "That kind of research would be very difficult under conditions far from home and without their usual laboratory and support equipment except that the research is conducted in collaboration with Vanderbilt faculty and students, who are world-class themselves."

The upcoming article in *Physical Review B* is the first major research paper to be published on research at the Vanderbilt FEL since the Center began research operations in the spring of 1992. The laser was purchased as part of a nearly \$8.9 million contract from the Office of Naval Research. A subsequent contract awarded Vanderbilt nearly \$5.7 million to support research projects using the free-electron laser. The FELIPE project receives nearly \$500,000 in funding annually from ONR and other sources.

A number of international groups are currently conducting research with the Vanderbilt FEL, including an Austrian team collaborating on a project in molecular biology and a group from Germany working with Vanderbilt's clinical ophthalmologists.

Tolk expects additional requests will be forthcoming in light of the new technique. "We now have people coming from throughout the world — more people than we can handle — who are requesting that we collaborate with them and apply this to systems they are interested in," he said.

The Swiss researchers working with Tolk on the FELIPE project are Carlo Colozza, Giorgio Margaritondo (also an adjunct professor of physics at Vanderbilt), Jean-Louis Staehli and Ada Tuncel of the Institute of Applied Physics at the Federal Polytechnic Institute. Other Vanderbilt collaborators on the project include Royal Albridge, professor of physics and astronomy; Alan Barnes, research assistant professor of physics and astronomy; Jim McKinley, a post-doctoral research scientist and graduate student Akira Ueda.

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**VANDERBILT
REGISTER**

Nov. 9-Nov. 15, 1992 Volume XIII, No. 6

The *Vanderbilt Register* is a publication of Vanderbilt University for faculty, staff, students and others of the University community.

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The *Vanderbilt Register* welcomes letters and brief commentary from the University community which must be signed. Letters must be less than 500 words; commentary should be no more than 1,000 words. Material containing personal attacks will not be published. When material accepted for publication warrants response from others on campus, the response may be published simultaneously, in the discretion of the Office of News and Public Affairs.

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Associate Director: Elizabeth P. Latt
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Contributors: Adrienne Ewing-Roush, Nathan Levy, Jean P. Moore, Ellie Shick.
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For more information, call the office at (615) 322-2706.

Vanderbilt University is an equal opportunity, affirmative action university.



JUDI GOLD

899 Pearl #19 Denver, Colorado 80203

January 29, 1993

Mr. Eli Segal, Director
National Public Service
Old Executive Office Building Room 146
Washington, D.C. 20500

Dear Eli,

At Anne Wexler's suggestion, I am writing for your advise and assistance in getting employment in Washington. I had hoped to get a chance to talk with you at the Duffey party, but our focus that night was somewhat different!

I have enclosed a copy of my resume which outlines my skills and experience. As you can see, I have been working for a local elected official for 17 years and so have developed not only knowledge of government and local issues, but dealing with elected and appointed officials.

I have been pursuing three areas of interest for jobs: Interior, Transportation and the DNC. Mike Driver as well as Anne has been extremely helpful. Mike has contacted Fred Duvall at Interior; I sent a copy of my resume to Fred and we worked together on the campaign in Colorado. I have talked directly with Ann Boromlini in Sec. Pena's office since we know each other quite well from Colorado. I have also talked directly with Craig Smith and Lottie Shackelford at the DNC and have left a message for David Willhelm. While I would be delighted with a position in any of the above areas, I believe I am perhaps best suited for political work at the DNC.

Any advice you might have about employment in the areas I've been looking at - or any others - would be most welcome. I have, in fact, been wanting to move back east for a few years and the opportunity does seem best right now! I would, of course, be very appreciative of any assistance you can provide.

Good luck with National Service. The program is lucky to have you.

Best regards,

A handwritten signature in cursive script, appearing to read 'Judi Gold', written in dark ink.

Judi Gold

Encl.
cc: Anne Wexler

CLINTON LIBRARY ETC COPY



JUDI GOLD

899 Pearl #19
Denver, Colorado 80203
303-831-7289



Since 1975

Administrative assistant to an elected city official with strong involvement in civic & political activities. Expertise in administrative, organizational & logistical areas, including the following:

MEETING PLANNING AND LOGISTICAL SUPPORT

Creating and managing events for elected officials such as council members, governors, legislators, and members of Congress.

Planning and managing events with celebrities in sports, films and other high profile areas.

- Includes coordinating activities with Secret Service, state and local law enforcement officials and private security.

Managing and coordinating large meetings and conventions (up to 5,000 participants).

- Includes plenary sessions, focus group meetings, specialized functions, and researching issues.
- Requires developing agenda, arrangements for sound systems, credentials, registration, physical layout, accommodations, transportation, food and other logistical support.

Preparing specialized briefing materials for individuals and events.

COMMUNICATIONS

Researching, writing, editing and publishing a variety of printed materials for the public as well as for governmental officials and employees.

- Includes preparing and editing training manuals for city government and political organizations.
- Involves production of printed information including substance, design and layout.

Creating newsletters (and mailing lists), researching and drafting articles.

Preparing material for electronic media and coordinating with media on local, state and national levels.

- Includes providing news releases, background and source materials on public interest issues.

Drafting and editing polling documents and analyzing results on candidates and issues.

Public speaking at government, community and political forums of varying sizes presenting issues, positions for individuals or groups, as well as training sessions.

Responding to inquiries or complaints from individuals and organizations.

- Includes responding by phone, letter or personal appearance to provide information, clarification, and/or intervention when needed. Facilitator for groups in public and private sectors.

Withdrawal/Redaction Marker

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
007. resume	[Personally Identifiable Information] [Partial] (1 page)	01/29/1993	b(6)

COLLECTION:

Clinton Presidential Records
National Service
Jim Kreidler
OA/Box Number: 1285

FOLDER TITLE:

Sponsor Requests [2]

2013-0661-F
jp4913

RESTRICTION CODES**Presidential Records Act - [44 U.S.C. 2204(a)]**

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

FINANCIAL ANALYSIS AND MANAGEMENT

Developing annual budgets

Includes narrative validating need for expenditures and explanation of revenues.

Developing special project budgets.

- Includes detailing expenses, developing fund raising techniques, monitoring for over-expenditures and realigning expenses.

Preparing budget policy and program amendments to revise operating budget for City and County of Denver and other organizations

- Includes adding new line items or making necessary changes to balance budget.
- Researching budget and revenues to provide new funding sources, validating budget projections and services.

Determining fiscal impact of proposed legislation

PARLIAMENTARY

Parliamentary consulting for government, community and political organizations.

Drafting specialized by-laws and providing expertise for a variety of organizations.

Providing interpretation of rules and laws, particularly in the field of election laws.

Chairing or serving as presiding officer in varying situations particularly to develop or implement rules.

[oot]

ADMINISTRATIVE AND RESEARCH

Supervising both professional and volunteer staff.

Negotiating and doing liaison work with a broad range of elected officials, community, professional, and special interest groups.

Examining complex public issues at national, state and local level and subsequent developing of legislation, staff action or additional research.

- Includes drafting legislation and analyzing other materials as well as supervising the research and clerical staff.

PERSONAL DATA

University of Denver
(graduation 1974, B.A. History)

University of Connecticut

(b)(6)

Marital Status: Single

Health: Excellent

Occupation

1975 - Present

Administrative Assistant to
Cathy Reynolds, Councilwoman At-Large
City & County of Denver

References upon request

CLINTON COUNTY TECHNOLOGY



RESUME FOR JUDI GOLD
ADDITIONAL INFORMATION

Temporary Residence
c/o Lowy
3414 Garfield Pl NW
Washington, DC 20007
(202) 337-8687

Employment: (In addition to work for Councilwoman Reynolds)

August 15, 1992 - November 15, 1992

Field Coordinator, Equal Protection Campaign, Colorado

The Equal Protection Campaign was the major effort to defeat Amendment #2 on the Colorado ballot.

◆ Responsibilities included identifying voters against the amendment.

- *Supervised paid and volunteer staff of approximately 15 field workers and office staff.

- *Developed written materials for door to door distribution.

- *Developed script for phone identification.

- *Drafted special constituency letters. Ex: Colorado Municipal League, Colorado Education Association local chapters.

- *Organized and implemented training sessions.

- *Developed, monitored and implemented \$20,000 budget (excluding salaries).

- *Liaison with Democratic Party, Clinton for President and other campaigns to develop mutual work areas.

- *Liaison with municipal officials, labor unions and other organizations.

◆ Assisted in contacting business organizations for endorsements and financial support.

November 22, 1992 - January 31, 1993

Presidential Inaugural Committee, Washington, D.C.

Deputy Director, Administration for Events

◆ Responsibilities included determining needs for supplies, computers, phones and other equipment in the main building and at site locations. Coordinated with Events directors for 28 different events.

- *Procurement of supplies and equipment as well as general maintenance.

- *Development of event site contact charts

- *Determination and procurement of furniture and space needs.

- *Liaison with other PIC Departments.

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
008. letter	Gary Hart to Personnel Office; re: Recommendation for Position (1 page)	01/19/1993	Personal Misfile

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Clinton Presidential Records
National Service
Jim Kreidler
OA/Box Number: 1285

FOLDER TITLE:

Sponsor Requests [2]

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PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
009. letter	F. Mark Modzelewski to Eli Segal; re: Position with Clinton Administration (2 pages)	01/19/1993	Personal Misfile

COLLECTION:

Clinton Presidential Records
National Service
Jim Kreidler
OA/Box Number: 1285

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
010. letter	Phil Angelides to Eli Segal; re: Recommendations of People (2 pages)	12/30/1992	Personal Misfile

COLLECTION:

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National Service
Jim Kreidler
OA/Box Number: 1285

FOLDER TITLE:

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
011. letter	Grantland Johnson to Warren Christopher; re: Position with Clinton Administration (2 pages)	12/27/1992	Personal Misfile

COLLECTION:

Clinton Presidential Records
National Service
Jim Kreidler
OA/Box Number: 1285

FOLDER TITLE:

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GRANTLAND JOHNSON

1773 Bannon Creek Drive, Sacramento, CA 95833

Home: (916) 929-6532 Office: (916) 440-5485

GOVERNMENT EXPERIENCE

COUNTY SUPERVISOR

SACRAMENTO COUNTY, CALIFORNIA

1987-PRESENT

- ☐ Represent growing, diverse district comprising more than 208,000 constituents
- ☐ Set Policy for large county government: \$1.1 billion annual budget; 9,000 employees in 35 departments; 1.1 million county population
- ☐ Formulate and implement new policy activities targeting a balance between economic growth, environmental protection and social equity
- ☐ Review and, where appropriate, reform, a wide range of programs within the county's responsibility; ranging from land use planning to prenatal care.
- ☐ Oversee the operation of Sacramento Metropolitan Airport, located in district
- ☐ Planning the extension of the existing light rail system to airport

Examples of Accomplishments

- ☐ Initiated a proactive program to reduce the rate of black infant mortality in the County
- ☐ Instituted the Del Paso Heights New Neighborhood Governance Demonstration Project
- ☐ Won approval of a comprehensive set of policies pertaining to the prevention and treatment of AIDS
- ☐ Led Sacramento County's efforts to obtain a recycling marketing zone designation by the State of California
- ☐ Negotiated agreements between school districts and developers to secure financing for new school construction

Sampling of Programs Initiated

- ☐ The Sacramento County Housing Trust Fund
- ☐ The joint city-county environmental commission
- ☐ The Sacramento County Environmental Management Department
- ☐ The Sacramento Area Flood Control Agency
- ☐ A proactive neighborhood nuisance abatement program
- ☐ The annual Neighborhood Cleanup Program

Official Memberships

Sacramento Regional Transit District Member, Board of Directors: 1976-1983 and 1987-Present
Sacramento Regional Transit District Chairman, Board of Directors: 1980, 1981, and 1991
Sacramento Transportation Authority Member, Board of Directors: 1988-Present
Sacramento Transportation Authority Chairman, Board of Directors: 1992-Present
Sacramento Area Flood Control Agency Member, Board of Directors: 1988-Present
Sacramento Area Flood Control Agency Chairman, Board of Directors: 1988-1990
Tanner State Hazardous Waste Appeals Board Member: 1989-Present
Sacramento AIDS Education Task Force Member
Sacramento Cable Commission Member
City County Joint Water Policy Coordinating Committee Member
Downtown Transportation System Task Force Member
Juvenile Justice System Task Force Member
Sacramento Sports Commission Member

COUNCIL MEMBER**CITY OF SACRAMENTO****1983-1986**

- ☐ Represented impoverished, urban district near downtown Sacramento
- ☐ Oversaw management of city government; \$300 million annual budget; 4,200 employees; 350,000 city population

Examples of Accomplishments

- ☐ Negotiated an agreement between the City and County of Sacramento to address the housing and social service needs of the area's homeless population
- ☐ Authored City ordinance prohibiting discrimination on the basis of sexual orientation
- ☐ Won City Council adoption of a selective purchasing ordinance precluding the city from contracting with firms that were based in the Republic of South Africa or Namibia
- ☐ Spear-headed effort to designate North Sacramento as the first enterprise zone in the state
- ☐ Negotiated an agreement whereby the City of Sacramento financed the final construction of the light rail transit system
- ☐ Expanded the Small Business Assistance Program
- ☐ Pushed for major neighborhood redevelopment project
- ☐ Directed major community planning growth management effort

Sampling of Programs Initiated

- ☐ The Office of Economic Development
- ☐ The City Toxics Substances Commission
- ☐ The Nuisance Abatement Division
- ☐ The Economic Development Corporation

Official MembershipsPersonnel and Public Employees Committee ChairmanPlanning and Transportation Committee ChairmanBudget Committee MemberSacramento Cable Commission MemberSacramento Employment and Training Agency Governing Board MemberSacramento Housing and Redevelopment Agency Member, Board of DirectorsSacramento Transit Development Authority Member, Board of Directors

NATIONAL AND STATE AFFILIATIONS

Environmental and Economic Recovery Coalition Present Member

(An unprecedented coalition of California's business, labor, environmental and civil rights communities. Formed to push the "Economic and Environmental Recovery Act"; a far-reaching package of legislation to revitalize California's troubled economy, manage California's skyrocketing growth, and protect California's environment and quality of life.)

California State Association of Counties Health and Human Services Policy Committee Chairman: 1992-Present**California State Association of Counties Youth Policy Task Force** Member: 1991-Present**California State University Sacramento Advisory Committee on Labor Studies** Member: 1992-Present**California State Democratic Party** Member, Executive Board: 1992-Present**Center for Integrated Services for Families and Neighborhoods** Member, Board of Directors: 1991-Present**California State Association of Counties** Member, Board of Directors: 1987-Present**Local Government Commission, Inc.** Member, Board of Directors: 1985-Present**President's Commission on the Regional University, California State University of Sacramento** Member: 1990-1992**Council of Governor's Policy Advisors** Participant, Wingspread Conference, "Improving Collaboration Between State Governments and Philanthropic organizations": November, 1992

Local Government Commission, Inc. Chairman of statewide conference on developing markets for recycled materials: October, 1992

Democratic National Convention Member, Credentials Committee: 1992

Council of Governors' Policy Advisors Participant in a national roundtable on changing governance in America: January, 1992

California State Association of Counties' Land-use, Housing and Transportation Policy Committee
Member: 1989-1992

Local Government Commission Chairman of statewide conference on local economic development: October, 1990

California State Association of Counties' Agriculture and Natural Resources Policy Committee Member: 1989-1990

California State Association of Counties' Task Force On Hazardous Waste Chairman: 1988-1990

American Public Transit Association Member, Board of Directors: 1980

Governor's Task Force On Public Investment Member: 1980-1981

COMMUNITY MEMBERSHIPS AND AFFILIATIONS

Golden Empire Health Planning Center Member, Board of Directors: 1987-1988

Cities In Schools Member, Board of Directors: 1990-Present

Sacramento Neighborhood Housing Services Co-founder and Member, Board of Trustees: 1986-Present

St. Hope Academy Member, Board of Directors: 1990-Present

Sacramento Building Industry Association Low-Income Housing Financing Task Force Member: 1988

Harold Washington/Fannie Lou Hamer Democratic Club Member: 1988-Present

Truman Democratic Club Member: 1984-Present

King Hall Foundation (University of California at Davis Law School) Member, Board of Trustees: 1979-1980

Del Paso Heights Redevelopment Project Area Committee Member: 1970-1972

AWARDS

Outstanding Alumnus Award, 1991 California State University at Sacramento Alumni Association .

Community Service Award, 1990 Sacramento Urban League

Outstanding Service Award, 1990 Sacramento Housing Alliance

Zellerbach Family Fund, 1990 Delivered paper entitled "The Politics of Change: Issues in Providing Neighborhood-Based Service" to the 12th annual Trustees meeting in San Francisco, California.

Outstanding Service Award, 1989 Progreso, Inc.

Outstanding Alumnus Award, 1988 California State University at Sacramento Government Department

Certificate of Appreciation, 1988 Human Rights/Fair Housing Commission of the City and County of Sacramento

Outstanding Service Award, 1987 Sacramento Urban League

Pott Award for Significant Achievement In Toxics, Honorable Mention, Legislator of the Year 1986
Sacramento Toxics Coordinating Committee

Marcus Garvey Achievement Award, 1985 WO'SE Community Church

ADDITIONAL EMPLOYMENT EXPERIENCE

Assistant Program Manager, Low Income Home Energy Assistance Program (under the auspices of the California State Office of Economic Opportunity) 1981-1983

Legislative Aide California State Assembly Majority consultants 1980

Researcher Institute of Human Services Management (affiliated with California State University at Sacramento) 1979-1980

Assistant to the Executive Director Sacramento Concilio, Inc. (A Hispanic community-based, non-profit multi-service agency) 1976-1979

Staff planner Golden Empire Comprehensive Health Planning Agency 1974-1976

EDUCATION

John F. Kennedy School of Government, Harvard University Program for Senior Executives in State and Local Government. June, 1988

California State University at Sacramento. Post-graduate coursework in Public Administration, 1975-1976

California State University at Sacramento B.A., Government, 1974

Grantland Johnson: Insider who was once an underdog

By Eric Mattson
Bee Staff Writer

As a student at Del Paso Junior High School, Grantland Johnson was having trouble in math — fractions, to be specific. His mother wasted no time in finding a tutor, a friend who happened to be one of the few blacks who worked for IBM.

The adolescent Johnson spent hours with his tutor and eventually figured out fractions. It was a minor victory in the never-ending education of the 41-year-old Sacramento County supervisor, but Johnson recalls it as a lesson in more than numbers.

"It taught me how serious my mother was about me going to school," Johnson said last week, "and it taught me never to quit."

It also illustrated that he could do anything he wanted to, even if the odds were against him. A case in point: Conventional wisdom said that a black man with Johnson's liberal background couldn't make the jump from the City Council and win the large, diverse 1st Supervisorial District in 1986.

But Johnson did win — by a razor-thin 738 votes out of more than 50,000 cast — and became the first black ever elected to the Sacramento County Board of Supervisors. Next to his daughter's birth, the victory was "the most

important thing that ever happened to me," he said.

Last week brought another first as Johnson rotated into the chairmanship of the board, and the Sacramento native now seems to be in a secure position for re-election to a second term this year.

No one has taken out petitions to challenge him in the June primary, and it doesn't appear that anyone who could attract large campaign contributions plans to run.

Such a situation would have been hard to imagine five years ago and almost unthinkable when Johnson was growing up. Raised mainly by his mother and grandmother in Del Paso Heights, Johnson grew up poor but not impoverished. By his own admission, he was not a gifted student.

"I'm convinced my mother willed me into college," he said. He finally received his bachelor's degree in government from California State University, Sacramento, in 1974.

Today, Johnson fears that the network of family and friends that prodded him onto a straight-and-narrow path is gone. He's a partisan Democrat, but he talks of "family values" as much as Ronald Reagan ever did.

"In many respects, he's quite conservative,"

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"I don't think Grantland is an orator, but when people feel that you mean what you say, I think that's a lot more important."

— campaign consultant Richard Ross

Johnson

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said campaign consultant Richard Ross, who ran Johnson's campaign in 1986. "He's old-fashioned in a way. Grantland is a very principled man. His word is his bond. (but) he's a very practical guy."

As a supervisor, Johnson has been a pleasant surprise for many of the people who voted for his opponent, Roger Dickinson.

"That was a race that really split the environmental community," said Mike Eaton, a board member of the Environmental Council of Sacramento. "It was a situation where there could have been a lot of awkwardness because so many of his supporters had voted for his opponent, but it wasn't even there."

"I think we've been — it's hard to use too strong a word — overwhelmed by Grantland's commitment and understanding of environmental issues and his willingness to work with us directly."

One crucial test was Johnson's vote on the controversial Huntington Lake housing subdivision, Eaton said. The developer dropped the idea when it became clear that it didn't have the votes, and Johnson was a key player in sinking the project.

At the same time, he hasn't alienated the developers who supplied much of his campaign war chest in 1986. John M. Taylor, the attorney who pushed for Huntington Lake, said Johnson has been a good supervisor.

In his own district, Johnson has won points for working tirelessly. He boasts, for instance, of pushing the bureaucracy to get a badly needed railroad overcrossing in the Antelope area approved.

A political junkie, Johnson has been known to stay up late at night reading eye-glazing county staff reports or watching the Congress on cable television.

Not everyone is happy with him, however.

One criticism is simply the way he talks — at times brusquely, other times grandiloquently and usually at great length. One critic added, "He should speak more clearly. He mumbles."

Ross agreed that speechmaking isn't Johnson's biggest asset.

"I don't think Grantland is an orator, but when people feel that you mean what you say, I think that's a lot more important than how glibly you say it," he said.

A more significant complaint comes from welfare-rights activists and advocates for the homeless. They had high expectations when Johnson was elected but have been disappointed.

"I think a lot of people thought that Grantland would be a leader on social justice issues when he went to the county," said one activist who asked that his name not be used. "He has not provided any leadership. In fact, it's been quite the opposite."

The example most often cited is Johnson's open hostility to general assistance, the welfare program of last resort for the poor. Johnson called the program "undignified" and "dehumanizing."

"There must be a better way to address the fact that people are poor and homeless," Johnson said. General assistance, he said, "just reinforces dependency."

He also has been a stalwart supporter of the controversial aid-in-kind program, which requires homeless people on general assistance to live in a shelter where they supposedly get help in finding jobs and permanent housing. The program has been blasted by some as a modern version of the poorhouse.

"It's pretty bad," said the activist, "when someone like Jim Streng, one of the more conservative members of the board, feels like more of a friend than Grantland."

Dan Delany, a board member of Loaves and Fishes, told Johnson, "Grantland, you are no friend of the poor." In an interview, Delany said, "Frankly, as far as I'm concerned, he might as well be a white Republican."

Those are harsh words for a man who considers himself a helper of the downtrodden, but the complaints don't surprise Johnson. He noted that the critics are a very small part of his constituency.

"It seems to me that was bound to happen," he said. "I have a different mission than that part of the constitu-



Bee/Dan Mills

Supervisor Grantland Johnson and his daughter, Patrice, at home. Now chairman of the board, Johnson seems to be in a secure position for re-election to a second term this year.

ency."

It's not that Johnson doesn't support government social programs. He just doesn't like the ones he thinks are useless.

"I think the key to getting along with Grantland is practicality," said Wendell Phillips, president of the Deputy Sheriffs' Association and a political junkie himself. "If you're going to convince Grantland Johnson of something, you don't go in and say, 'We know you're going to like this because it's a social program.' ... If it's full of holes, he'll tell you that."

Vincent Harris befriended Johnson shortly after coming to Sacramento 12 years ago. Both had been active in a national committee to overturn the Supreme Court's landmark Bakke decision, which was seen as a blow to affirmative action.

This is the man Harris remembers:

"Grantland was a very committed activist in the tradition of those who had been influenced by the civil rights and black power movements of the '60s and early '70s."

Back then, Johnson hovered on the edge of the mainstream. He was learning how to work the system, but he was not yet inside it.

Johnson is now an insider, but Harris said he still challenges the status quo.

"He always impressed me as someone who was willing to experiment with different approaches to solving problems and didn't stagnate, wasn't locked into any particular perspective — other than being of service to the working people, people who have to go out every day and earn a living."

To Johnson, there couldn't be a higher compliment.

Martin Luther King Jr. Holiday March route

st.	st.	st.	st.	st.	st.	st.	st.	st.	J	st.	st.	st.	st.		
9th	10th	11th	12th	13th	14th	15th	16th	K	st.	19th	20th	21st	22nd	23rd	

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