

REDUCING THE BURDENS OF INQUIRY

A PRESS PACKET TO ACCOMPANY THE RELEASE OF
NOMINATION FORMS ONLINE

A SOFTWARE PRODUCT OF THE
WHITE HOUSE 2001 PROJECT

Embargo until 2/5/02
software located at <http://whitehouse2001.org/nfo>

*Funded by the **PEW CHARITABLE TRUSTS***

through its presidential transition initiatives
THE TRANSITION TO GOVERNING PROJECT
&
THE PRESIDENTIAL APPOINTEE INITIATIVE

CONTACT INFORMATION

FOR THE WHITE HOUSE 2001 PROJECT

Dr. Terry Sullivan, Associate Director and Program Coordinator, *NFO*
University of North Carolina at Chapel Hill

email Sullivan@ibiblio.org

phone 919/962-0413

mobile 512/633-6500

press contact: Laura Toler, *UNC News Service*

laura_toler@unc.edu

919/962-8589

FOR THE PRESIDENTIAL APPOINTEE INITIATIVE

Dr. Paul Light, Senior Advisor, *PAI*
Brookings Institution

press contact: Gina Russo

grusso@brookings.edu

202/797-6405

FOR THE TRANSITION TO GOVERNING PROJECT

Dr. Norman Ornstein, Director, *TGP*
American Enterprise Institute

press contact: Veronique Rodman

vrodman@aei.org

202/862-4871

FOR BOSTON EDUCATIONAL SOFTWARE AND TECHNOLOGIES, LTD.

Dr. Apu Shah, CEO, *BEST*
Mumbai, India

press contact: J. P. Nag, *NFO Project/Program Manager*

91/22/824 4222

TABLE OF CONTENTS

Click on the page numbers to jump to that section

Contents	page
CONTACT INFORMATION.....	I
for the White House 2001 Project	i
for the Presidential Appointee Initiative	i
for the Transition to Governing Project	i
for Boston Educational Software and Technologies, Ltd.	i
THE <i>NOMINATION FORMS ONLINE</i> CD-ROM.....	III
Also on the <i>NFO</i> CD-Rom	iii
BASIC DESCRIPTION OF NOMINATION FORMS ONLINE.....	1
<i>The Problems of Inquiry</i>	1
The Basics of Inquiry	1
Intrusive Inquiry	2
Imprecision of Inquiry	3
<i>What NFO Does</i>	4
Additional Uses	4
Security	4
Some Examples of <i>NFO</i> at Work	5
<i>Getting HELP with NFO</i>	6
Privacy Under <i>NFO</i>	6
If You Represent the Nominee	6
Help within the Program	6
Form Help	6
General Help	7
Query Help	7
How to Contact CallNFO	8
CallNFO 1-888-388-1015	8
CallNFO Hours see whitehouse2001.org/callinfo	8
Email <i>NFO</i> helpnfo@whitehouse2001.org	8
WHO BUILT <i>NOMINATION FORMS ONLINE</i> ?.....	9
Four Institutions and a Business	9
Individuals Involved	9
A Word from Boston Education & Software Technologies LTD.	10
PUBLISHED STUDIES ON PRESIDENTIAL APPOINTMENTS	11

THE *NOMINATION FORMS ONLINE* CD-ROM

The White House 2001 Project makes Nomination Forms Online software available in two forms. Nominees can download the software from the White House 2001 Project website at:

<http://www.whitehouse2001.org/nfo>

Or they can obtain a copy of our *NFO* CD-ROM. The nominee merely inserts the CD into the drive and *NFO* does the rest.

ALSO ON THE *NFO* CD-ROM

The White House 2001 Project also includes a range of useful support materials on the CD-ROM. These include:

- *Read First, Please.pdf*: an up to the minute description of useful news about the software, including highlighting for the nominee any problems that they need to check while using the software.
- *User Guide to NFO.pdf*: an easy to read introduction and detailed description of the software and how it works.
- *PAI – Appointee Survival Guide.pdf*: the highly touted guide released by the Presidential Appointee Initiative at the Brookings Institution describing the life of presidential appointees and how they can succeed at their jobs.
- *Bush Administration Instructions to Nominees*: a set of instructions given to nominees on filing forms.
- *Government Documents*: a collection of pdf versions of the most used government forms nominees must file.

Use your Windows Explorer program (typically found on your Start Menu/Programs/Accessories Menu) to view the contents of the *NFO* CD-ROM.

BASIC DESCRIPTION OF NOMINATION FORMS ONLINE

The White House 2001 Project and the Boston Education and Software Technology programming group proudly present *Nomination Forms Online* a software package designed to aid presidential nominees navigate the difficult and time consuming (and yes, frustrating) process of filing the paperwork necessary for a presidential appointment. The Pew Charitable Trusts has funded the development of this software and a number of institutions, both public and private, have participated. You will find these institutions listed on *NFO's* opening panel.

THE PROBLEMS OF INQUIRY

Nothing challenges a new President's team more than its need to fill out the Executive. The White House 2001 Project played a significant role in this aspect of the presidential transition. Its *Nomination Forms Online* Program detailed for the first time the exact particulars of the inquiry process. See references at the end of this packet.

THE BASICS OF INQUIRY

Nominees start with four separate forms. The first originates with the White House. Called the "Personal Data Statement" [PDS], it covers some 23 questions. The second form comes from the FBI. Standard Form (SF) 86, commonly called the "FBI background check," develops information for national security clearances. The SF-86 contains three forms: the standard questionnaire covering some 79 questions, a "supplemental questionnaire" which repackages previous questions into ten broader topic areas, and an "immigration addendum" presenting an additional 26 questions about each non-US born person in the nominee's household or family. The third questionnaire comes from the U.S. Office of Government Ethics [OGE]. The Standard Form 278 gathers information for financial disclosure. For many nominees, a fourth form comes from the Senate committee of jurisdiction.

Nominees face an inquiry process that is more complex than filling out their income taxes. They must vary and modify their basic answers to scores of questions simply because no one accepts exactly the same information. It is as if the IRS made you calculate your gross income five different ways, sometimes excluding part of your bank interest, some of your wages, and a portion of your business costs, and sometimes not.

In filing forms, nominees must provide information on several topics. The inquiries involved unnecessarily invade a nominee's privacy and often require information that plays no significant role in determining nominee qualifications. Two of the most recent studies on the appointments process, from the Century Fund's Task Force and from the Presidential Appointees Initiative, have called for finding ways to restrain the intrusiveness and diminish the burdens of inquiry.

INTRUSIVE INQUIRY

The problem of intrusive inquiry seems obvious.¹ Take the situation involving information on property. The government asks nominees to reveal not only the general value of properties but also to report those values with unnecessary precision, specifying values in one of *eleven* ranges. Table 1 summarizes these categories. A nominee’s inventory must draw a distinction between properties worth \$99,999 or \$100,010, for example, as if the change from the previous category to the next reflects a definable increase in conflicts of interest. This approach clearly reflects an assumption that disclosure of these specific values will provide useful information with which to discern an appropriate remedy for any apparent conflicts. On its face, this assumption seems flawed.²

On its face, this regulatory assumption seems flawed.

Table 1. Asset Values Found on SF-278 Financial Disclosure Statement	
<p>Place a value on assets owned by spouse or dependent children up to “over \$1,000,000.” For assets owned by the nominee, place value on asset up through “over \$50,000,000.”</p>	<ul style="list-style-type: none"> • \$1,001 - \$15,000 • \$15,001 - \$50,000 • \$50,001 - \$100,000 • \$100,001 - \$250,000 • \$250,001 - \$500,000 • \$500,001 - \$1,000,000 • Over \$1,000,000 • \$1,000,001 - \$5,000,000 • \$5,000,001 - \$25,000,000 • \$25,000,001 - \$50,000,000 • Over \$50,000,000

¹ Paul C. Light and Virginia Thomas, April 2000, *The Merit and Reputation of an Administration: Presidential Appointees on the Appointments Process*, Washington: Presidential Appointees Initiative, page 10.

² See 5 U.S.C., Appendix §102(a)(1)-(3) for SF278’s statutory basis. Using narrowly defined amounts rests on a “principal/agent” theory of control inherent to the legislative branch. An elected representative avoids conflicts of interests by anticipating the adverse reaction of an aroused and informed public who must, in turn, judge and vote on the representative’s qualifications. Disclosing with such precision, therefore, acts as a deterrent to potentially undesirable behavior.

Yet, presidential nominees face a different situation. They come into government from the private world where they may not have lived their lives in anticipation of governing. They cannot set their past behavior in response to future restrictions they could not properly anticipate. Thus, they enter public service with likely conflicts of interests inadvertently acquired. In response, the government must find a resolution rather than a deterrent for these extant conflicts. For the purposes of resolution, then, detailed figures provide no particular guidance because they do not necessarily provide any useful information about the nature of potential resolutions. See *In Full View*.

IMPRECISION OF INQUIRY

The degree of burden on nominees generated by repetitive questions seems harder to fathom. The principal burden comes from the fact that the Executive and Congress request a wide variety of information all in drastically different formats. The subsequent inquiry presents nominees with a blizzard of questions covering the same topic but requiring tedious reshaping of information from one answer to the next. No wonder nominees consider this part of the process “embarrassing,” “confusing,” or at best “a necessary evil.”

Take real property ownership, nominees must muster information over four forms, in three different time periods, designating three separate classes of owners, sorting on at least two separate types of transactions, and, in some cases, indicating values across the 15 distinct values.

Developed by the White House 2001 Project’s *Nomination Forms Online* Program, Table 2 details this burden. It distributes inquiries into three categories defined by how much common information they require. Questions inquiring into the same subject and requiring the same information constitute “identical” inquiries (e.g., “last name”). Call these questions “redundant.” Those questions concerned with the same subject but which vary information along at least one dimension constitute “similar” questions. Call these questions “repetitive.” Those questions seeking distinct information represent “non-repetitive” questions. Call these questions “unique.”³

Table 2. Repetitiveness Among Inquiries*				
<i>Administration</i>	<i>Clinton**</i>		<i>G. W. Bush</i>	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
<i>Identical (redundant)</i>	<i>19</i>	<i>8</i>	<i>23</i>	<i>14</i>
<i>Similar (repetitive)</i>	<i>99</i>	<i>42</i>	<i>40</i>	<i>24</i>
<i>Non-Repetitive (unique)</i>	<i>120</i>	<i>50</i>	<i>104</i>	<i>62</i>
<i>Totals</i>	<i>238</i>		<i>167</i>	<i>λ=29.83</i>

Notes:

*Compiled by author from four Executive Branch forms and supplements, plus a representative Senate committee of jurisdiction.

**Clinton numbers do not include the SF86 — Immigration Addendum added in October 2000.

Among the four questionnaires Table 2 summarizes, including a representative Senate committee questionnaire,⁴ Clinton nominees responded to approximately 238 inquiries. They answered 120 unique questions (those without an analog). They answered another 99 repetitive questions (those with analogs). And they regularly repeated the answers to about 20 redundant

³ The typical distinction relies on analysis developed in programming the Nomination Forms Online software and uses the degree to which a question required no changes (redundant) or minor changes (repetitive) in common information or if the information required to answer a question had no connections to other questions (unique). See Terry Sullivan, *A Guide to Inquiry, White House 2001 Project, Nomination Forms Online Program*, Report Number 7.

⁴ The analysis uses the Commerce Committee during the Clinton administration and the Select Committee on Intelligence during the Bush administration.

questions. Thus, by these estimates, nearly half of the questions Clinton nominees answered have some analog elsewhere while the other half have no analog anywhere.

For current nominees, some recent changes have modified the situation somewhat. Because of the Bush White House changed the Personal Data Statement, nominees answer nearly 30% fewer inquiries. They respond to more identical questions (23), fewer repetitive questions (40), and fewer unique questions (104). Thus, the Bush nominees answer only 167 inquiries. These changes appear similar to those recommended by the White House 2001 Project to the Bush planners in August, 2000 which emphasized reducing the amount of repetitiveness in favor of improved redundancy, generating a total reduction of around 31%.⁵

WHAT *NFO* DOES

Nomination Forms Online program provides a software package that nominees can use to complete the myriad of forms required by the White House, the FBI, the US Office of Government Ethics, and, where appropriate, the Senate committee of jurisdiction.

The software uses innovative programming techniques to distribute repetitive information across the several forms nominees must complete. It transfers useful information to other similar questions and then allows for editing of the transferred information so the nominee can customize answers to questions.

Basic Facts About *NFO*

- * *Programmed in JAVA*
- * *Two years to complete*
- * *890,000 lines of code*
- * *printout of code stands 9 feet high*

Nomination Forms Online uses the freeware printing facilities of Adobe® Acrobat® in order to make it easy to print out forms on any printer.

ADDITIONAL USES

The software allows the nominee to store information for future use in completing annual reports. It also makes available a portable file of data in standard formats so the nominee can share information, at his or her discretion, with the White House Office of Presidential Personnel and other agencies.

Nomination Forms Online is freeware and the American Enterprise Institute owns the copyright.

SECURITY

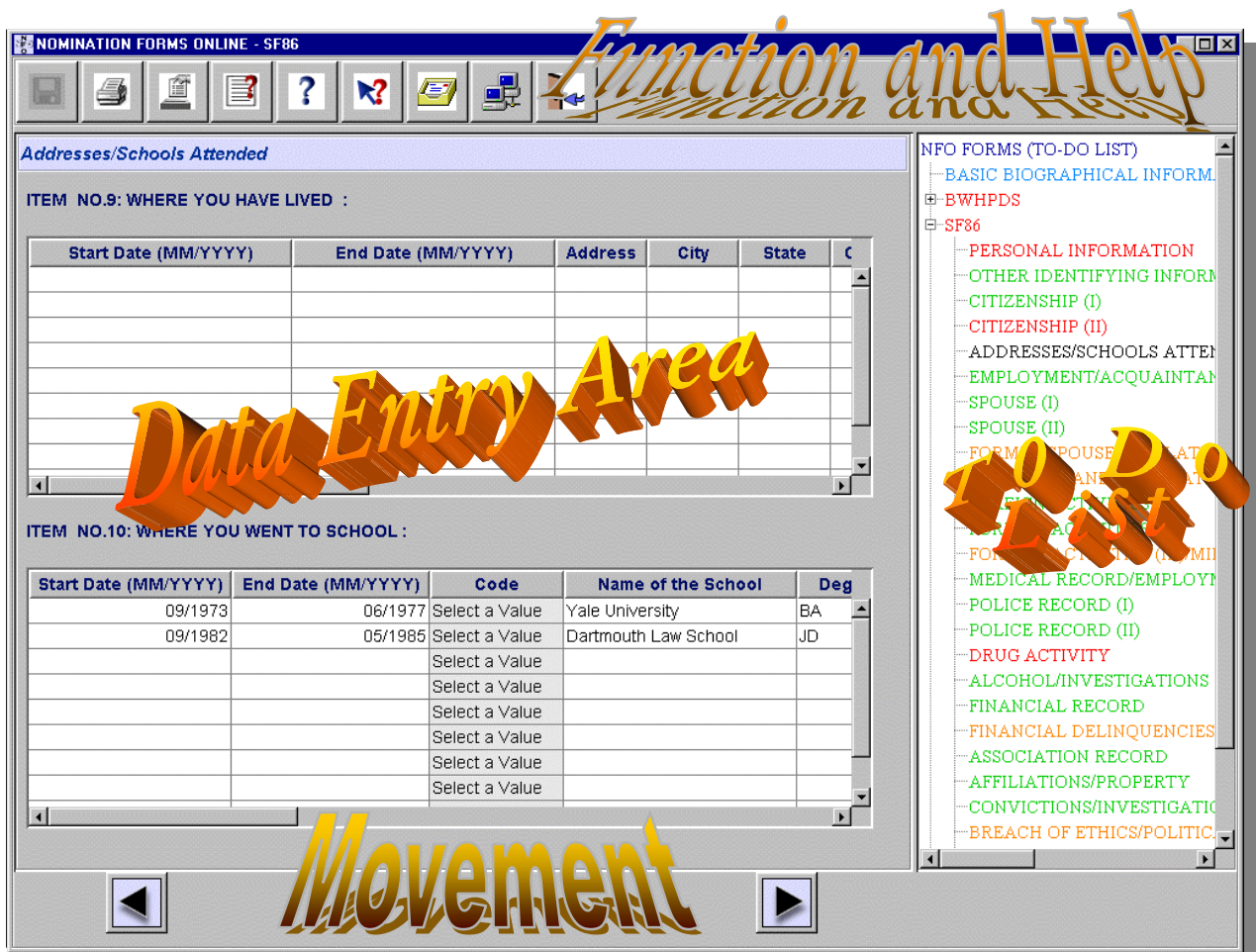
Since *Nomination Forms Online* runs on the nominee's own computer, the nominee has complete control over information.

⁵ See Terry Sullivan, *Refining the White House Personal Data Statement*, White House 2001 Project, *Nomination Forms Online* Program, Report number 14(released March 2001). Drastic reductions among the unique questions seems unlikely as nearly 60% of the unique questions come from the national security questionnaire.

SOME EXAMPLES OF NFO AT WORK

Nominees divide their work between four elements of *NFO*. Figure 1 shows a typical screen from the software at work. In this screen, our test subject nominee has begun to fill in the national security profile document (the SF-86) with information about previous education using the “Data Entry Area.” Our test nominee could track his process by locating his current task in the “To Do” List and noting its color. If the nominee needs help with the question or wants to save the current information, he would use the buttons along the top of the screen in the “Function and Help” area. These buttons represent the full functionality of *Nomination Forms Online* as well as provide the three kinds of assistance available from within the program. Once the nominee enters data, he can move on to the next screen in the To Do list by either clicking on the next screen in the list or by clicking on the movement buttons at the bottom of the screen.

Figure 1. The *NFO* Workspace



GETTING HELP WITH *NFO*

In addition to the help facilities embedded within the program itself, *Nomination Forms Online* offers a range of assistance to you. After talking about our philosophy about your privacy, this section reviews those helpful options.

PRIVACY UNDER NFO

Maintaining the security of your information represents one of the most important operating principles of *Nomination Forms Online* Program and the White House 2001 Project. That principle led us to program *NFO* as a stand-alone program on your machine so that you could control all of the relevant information. It also constitutes a major consideration in how we provide assistance for nominees having difficulty with the program.

In order to resolve your problem, we *will* need some basic contact information, however. The White House 2001 Project will not divulge the name of any callers to any sources outside of the *NFO* staff required to service your request. We require contact information for two reasons:

- 1) In case we lose our connection, we will have the means of getting back to you.
- 2) In rare instances, we will need time to diagnose your problem and research an effective solution. In those situations, we will need contact information in order to provide you with this solution in a timely fashion. Since we have staff working virtually around the clock, it should be possible to get back to you in a reasonable amount of time.

If You Represent the Nominee

The White House 2001 Project recognizes that not every nominee files their own forms and so we will work with a nominee's representative. We respect your responsibilities as a representative to protect the identity of your principal and will do everything that we can to preserve that relationship. We will, however, need *some* information that allows us to keep unique records on your problem or help call so that we can contact you. When you call, please have devised some way to maintain the unique identity of your client for our record keeping.

HELP WITHIN THE PROGRAM

NFO carries a full line of helpful assistance on board and accompanying the program itself. This manual represents one obvious source of assistance. In addition, the software carries with three separate assistance functions

Form Help



The first, called "Form help" provides useful information from the sources of the forms you must file. The program itself carries all of the instructions found on the hard copy forms you have received. *NFO* correlates these instructions to each of its questions, so that wherever you have difficulty you can quickly access the instructions that came with the form.

Press Packet for Release of *NFO*

Please note that we have not attempted to clarify the instructions that appear on these government forms. Their clarity rests entirely with the originating agencies. To find further interpretations on the mean of the form's instructions, you will have to refer either to the White House Counsel's Office or the Designated Agency Ethics Officer or to the agency (like the FBI) that authored the form.

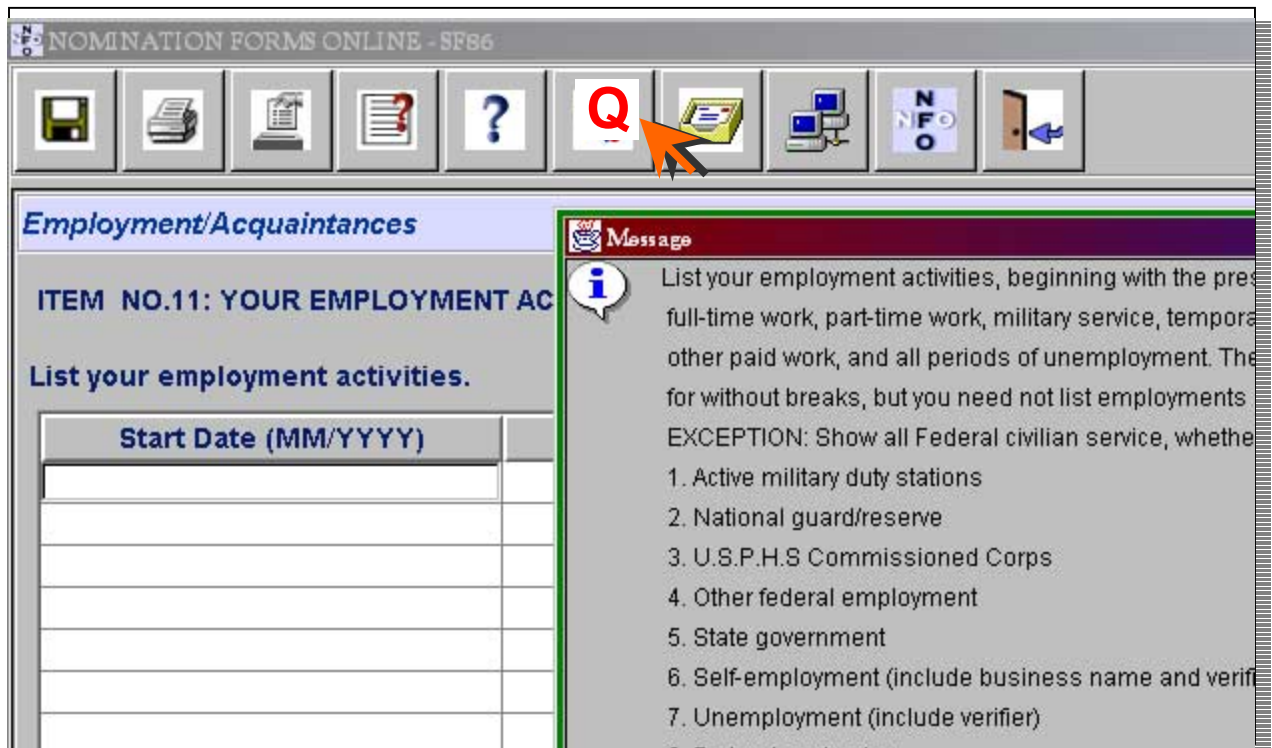
General Help

? *NFO* carries its own comprehensive help function which describes the program and which provides in one place all of the government help and instructions from each of the forms presented to nominees. This help function allows you to go through all of the instructions provided by the government in one place without having to go from form to form. In effect, this function provides help outside of the context of the form you have before you in the program. As in Form Help, we have not attempted to interpret the government instructions. To find further interpretations on a form's instructions, you will have to refer either to the White House Counsel's Office or the Designated Agency Ethics Officer or to the agency author (e.g., the FBI for the SF-86).

Query Help

Q This button lets you find out more details for some questions. Where a question took up too much space on the screen, *NFO* will condense the text. Clicking on the Query button restores the full text to the screen. Figure 2 illustrates the use of Query help while using the SF-86. In this case, the employment history question took up too much space. A query question replaced the full text and left the full text under the Query Help. Clicking on the task bar released the full text. Clicking again, toggles the information off the screen. For most situations, the shorter version of the question will suffice.

Figure 2. Illustrating the Use of Query Help



HOW TO CONTACT CALLNFO

CallNFO

1-888-388-1015

You can use our 888-service to get toll-free phone help from our help desk at the University of North Carolina at Chapel Hill. *CallNFO* handles calls directly or through a call-back system depending on what time of the day and day of the week you call.

CallNFO Hours

see www.whitehouse2001.org/callinfo

You can find out the hours of the CallNFO help desk by checking our website: whitehouse2001.org/callinfo.

Email NFO

helpnfo@whitehouse2001.org

You can get a good turn-around response with our email system. You write us and we check out the problem. If we can find a ready-made solution, we will email that back to you. If not then we will promptly call you back or email you to help out.

WHO BUILT *NOMINATION FORMS ONLINE?*

FIVE INSTITUTIONS AND A BUSINESS

Five institutions have played pivotal roles in supporting the software development of *Nomination Forms Online*: First and foremost, The Pew Charitable Trusts provided the critical support that allowed the other organizations to build the software. The funding for the project comes from two Pew initiatives, the Transition to Governing Project at the American Enterprise Institute and the Brookings Institution, Co-chaired by Drs. Norman Ornstein and Thomas Mann, and the Presidential Appointee Initiative at the Brookings Institution, Dr. Paul Light, Senior Advisor. The American Enterprise Institute owns the copyright for the software under an agreement with Pew that it will make it freely available.

Using its support, the Pew Charitable Trusts obtained the support and cooperation of two other institutions. The University of North Carolina at Chapel Hill and the James A. Baker III Institute for Public Policy of Rice University. Without their support, the *NFO* program would have failed.

The software itself was produced by Boston Educational and Software Technologies, a leading software company in India.

INDIVIDUALS INVOLVED

A very talented group of people have worked on *Nomination Forms Online* for the White House 2001 Project. These include a team at the University of North Carolina at Chapel Hill led by Jennifer Hora. This team includes Christine Kelleher, Daniel Kono, Andrea McAtee, Todd McNoldy, Adam Newmark, and Christopher Witko. The original programming designs resulted from work done by Professor Stephanie Haas of UNC's School of Information and Library Sciences (SILS), Terry Sullivan, the *NFO* Director, and Anna Kemp, a graduate student in SILS.

The website delivery system for *NFO* comes from the Ibiblio.org consortium at UNC Chapel Hill, Professor Paul Jones, Director, and Kelly Jo Garner. Visit this interesting consortium.

In Washington, Dr. Martha J. Kumar, the Director of the White House 2001 Project has played an important role coordinating the support of government agencies and the administration in providing us with useful information.

A large number of people, both inside and outside the current government have lent us assistance in understanding the inquiry process and how this software could play a role in making things easier. These include most of the previous Directors of Presidential Personnel — Mr. Pendleton James, Mr. Chase Untemeyer, and Mr. Robert Nash. It also includes those involved in the clearance process and the financial disclosure processes; particularly, Ms. Jan Naylor Cope, Mr. A. B. Culvahouse, Mr. Kenneth Duberstein, and Ms. Constance Horner.

Press Packet for Release of *NFO*

In the current government, Ms. Jane Ley of the US Office of Government Ethics has provided tremendous expertise.

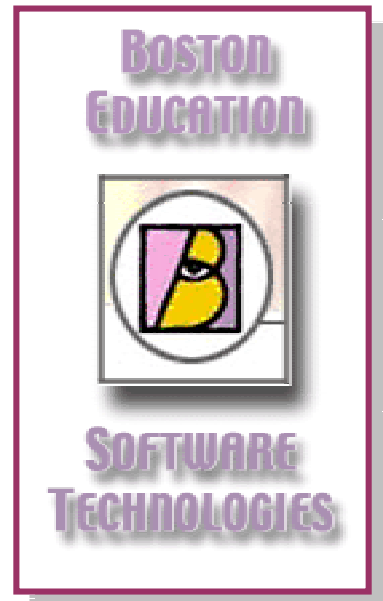
In the George W. Bush White House, we have received not only assistance but encouragement from Ms. Laura Flippin, Clearance Counsel and Mr. Clay Johnson, Director of Presidential Personnel.

A WORD FROM BOSTON ***EDUCATION & SOFTWARE TECHNOLOGIES LTD.***

Like technology companies everywhere, the staff at Boston is young. Everyone working on *NFO* was born after Indian independence. Though our culture has roots in unrecorded history, our political democracy is an infant by Anglo-American standards. At a very personal level, then, we saw this project as an opportunity for one of the youngest democracies to lend a hand to one of the world's oldest. As such, we understood this project as a special responsibility, felt a special bond to it, and wanted to realize it as a unique "business" opportunity.

We specialize in training and software development with more than 150 operational centers and a state of the art software development facility in Mumbai. Boston has adopted "Total Excellence" as its principal guiding light, around which revolves its entire spectrum of activities. With this unique vision, Boston is a forerunner in the emerging technologies market place and architect of high value end-to-end I.T. solutions, education and services to a list of global clients.

Beyond *Nomination Forms Online*, Boston has developed software for D. P. Solutions Inc. USA, the *Economic Times*, Identitech USA, Coca Cola, WebOman, to name but a few. Please visit Boston on the world wide web at one of our newly launched portals: www.testvarsity.com (our IT testing portal) or www.eduunlimited.com (our online learning portal).



WHITE HOUSE 2001 PROJECT

PUBLISHED STUDIES ON PRESIDENTIAL APPOINTMENTS

You can find White House 2001 Project studies of the inquiry process through the Nomination Forms Online program office, contact Terry Sullivan.

Terry Sullivan, "Already Buried and Sinking Fast: Presidential Nominees and Inquiry," special symposium in *PS – Politics and Political Science*, coming in March 20002.

Terry Sullivan, "Repetitiveness, Redundancy, and Reform – Rationalizing the Inquiry of Presidential Nominees, in G. Calvin Mackenzie, editor, *Innocent Until Nominated*, Washington: The Brookings Institution, 2001:196-230.

Terry Sullivan, "In Full View – The Inquiry of Presidential Nominees," *Reports from the White House 2001 Project*, *Nomination Forms Online* Program, Study number 15(April 2001), also testimony for the U.S. Senate Committee on Governmental Affairs, 5 May 2001. at <http://whitehouse2001.org>

Terry Sullivan, "Fabulous Formless Darkness – Presidential Nominees and the Morass of Inquiry," *The Brookings Review*, 12,2(Spring 2001):22-27.

Terry Sullivan, "Analyzing Questionnaires for Nominees," *Reports from the White House 2001 Project*, *Nomination Forms Online* Program, Study number 8(December 2000). at <http://whitehouse2001.org>

BIOGRAPHICAL INFORMATION ON TERRY SULLIVAN, *NFO* COORDINATOR

Professor Terry Sullivan is associate Professor of Political Science at the University of North Carolina at Chapel Hill. A native of Texas, Professor Sullivan received his PHD from the University of Texas at Austin. He has served on the UNC faculty since 1988.

Professor Sullivan has two scholarly specialties: congressional rules and presidential leadership. Two of his books focus on congressional rules: *Procedural Structure: Success and Influence in Congress* and *Congress: Structure and Policy*. On the subject of presidential leadership, Professor Sullivan has written a number of articles including: “The *Bank Account Presidency*, the Temporal Path of Presidential Influence” and “Bargaining with the President: A Simple Game.” His current book project focuses on presidential bargaining called *Making A Difference: LBJ, Presidential Bargaining and Leadership*.

Professor Sullivan has served as an American Political Science Association Congressional Fellow. He is a Lilly Endowment Teaching Fellow, a past Carl Albert Fellow, and a Post-Doctoral Fellow in Political Economy at the Carnegie-Mellon Graduate School of Industrial Administration. He is past President of the Presidency Research Group, a worldwide association of scholars whose professional focus is on the American Presidency. Currently, Professor Sullivan is Features Editor of *Presidential Studies Quarterly*.



Professor Sullivan is Associate Director of the White House 2001 Project and just finished a two year assignment as Edwards Chair in Democracy at the James A. Baker III Institute for Public Policy of Rice University, a supporting institution of WH2001. Funded by the Pew Charitable Trusts, the White House 2001 Project prepared materials to smooth the 2001 presidential transition. It has two programs, one building an institutional memory for the core White House offices and a second developing software to smooth the appointments process for presidential nominees – *Nomination Forms Online*. Professor Sullivan is completing two books based on work from the White House 2001 Project: a co-edited volume entitled *The White House World* (Texas A&M Press) which includes all of the briefing materials the project developed for use by the Bush White House and *Nerve Center – Managing to Govern from the White House* (Johns Hopkins University Press) which analyzes the White House Chief of Staff and is based on a project he headed at the James A. Baker III Institute.