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Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 107th Congress

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Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 107th Congress

Summary

During the 107th Congress, 109 nominations to full-time positions in independent and other agencies were submitted to the Senate. Of these nominations, three were submitted by President Clinton before he left office and were withdrawn by President Bush on March 19, 2001. President Bush submitted 106 nominations, of which 94 were confirmed, 10 were returned to him, and two were withdrawn.

President Clinton made three recess appointments to these positions during the intersession between the 106th and 107th Congresses; all expired at the end of the first session of the 107th Congress. President Bush did not make any recess appointments to these positions between the beginning of his Administration and the end of the 107th Congress.

This report discusses nominations to full-time positions in 37 executive branch organizations (25 independent agencies, six agencies in the Executive Office of the President (EOP), and six multilateral banking organizations) and four legislative branch agencies. It excludes appointments to executive departments and to regulatory and other boards and commissions, which are covered in other reports.

Information for this report was compiled from data from the Senate nominations database of the Legislative Information System at [<http://www.congress.gov/nomis/>], the *Congressional Record* (daily edition), the *Weekly Compilation of Presidential Documents*, and telephone discussions with agency officials. The report will not be updated.

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Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 107th Congress

Introduction

This report provides an overview of the process for filling positions to which the President makes appointments with the advice and consent of the Senate.¹ It also identifies, for the 107th Congress, all nominations to full-time positions requiring Senate confirmation in 37 organizations in the executive branch (25 independent agencies, six agencies in the Executive Office of the President (EOP), and six multilateral banking organizations) and four agencies in the legislative branch.² A profile of each agency tracks the agency's nominations, providing information on Senate activity (confirmations, rejections, returns to the President, and elapsed time between nomination and confirmation) as well as further related presidential activity (including withdrawals and recess appointments). The profiles also identify, for each agency, positions requiring Senate confirmation, the incumbents in those positions as of January 3, 2003, dates they were confirmed, dates their terms expire, if applicable, and pay levels.

¹This report was built on research by (name redacted) and (name redacted). Significant portions of the text presented here were written by Dr. Garcia for earlier versions of this report.

²For information and data on appointments during the 107th Congress to positions in the executive departments, regulatory bodies, and federal judiciary, see the following reports: CRS Report RL31346, *Presidential Appointments to Full-Time Positions in Executive Departments During the 107th Congress, 2001-2002*, by (name redacted); CRS Report RL30910, *Presidential Appointments to Full-Time Positions on Regulatory and Other Collegial Boards and Commissions, 107th Congress*, by (name redacted); and CRS Report RL31868, *U.S. Circuit and District Court Nominations by President George W. Bush During the 107th Congress*, by (name redacted) and (name redacted). For similar reports for previous Congresses, see CRS Report 94-473 GOV, *Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 103rd Congress*, by (name redacted) (archived); CRS Report 96-985 GOV, *Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 104th Congress*, by (name redacted) (archived); CRS Report RL30124, *Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 105th Congress*, by (name redacted) (archived); and CRS Report RL30564, *Presidential Appointments to Full-Time Positions in Independent and Other Agencies During the 106th Congress*, by (name redacted) and (name redacted). For archived reports, contact (name redacted).

Appointments During the 107th Congress

During the 107th Congress, 109 nominations to full-time positions in independent and other agencies were submitted to the Senate. Of these nominations, three were submitted by President Clinton before he left office and were withdrawn by President Bush on March 19, 2001. President Bush submitted 106 nominations, of which 94 were confirmed, 10 were returned, and two were withdrawn. President Clinton made three recess appointments to these positions during the intersession between the 106th and 107th Congresses, all of which expired at the end of the first session of the 107th Congress. President Bush did not make any recess appointments to these positions between the beginning of his Administration and the end of the 107th Congress. **Table 1** summarizes the appointment activity. The number of nominations submitted to the Senate exceeds the number of individual nominees because, due to the return of pending nominations at the August 2001 recess, as discussed below, eight nominees were nominated twice to the same position. In addition, two individuals, Sean O’Keefe and Mark W. Everson, were nominated to two different positions.

Table 1. Nomination and Appointment Action in the 107th Congress, January 3, 2001 - January 3, 2003

| | |
|---|-----|
| Total positions | 118 |
| Positions held by incumbents appointed under a previous administration | 18 |
| Nominations submitted to the Senate | 109 |
| Nominations confirmed by the Senate | 94 |
| Unduplicated nominations ^a | 101 |
| Nominations returned to the President | 10 |
| Nominations submitted by Clinton, withdrawn by Bush | 3 |
| Nominations submitted and withdrawn by Bush | 2 |
| Intersession recess appointments between 106 th and 107 th Congresses (Clinton) | 3 |
| Intrasession recess appointments (Bush) | 0 |
| Intersession recess appointments (Bush) | 0 |

^a The figure for unduplicated nominations excludes instances in which the President submitted a second nomination of the same person for the same position.

Average Time to Confirm a Nomination

The length of time a given nomination may be pending in the Senate varies widely. Some nominations are confirmed within a few days, others may not be confirmed for several months, and some are never confirmed. This report provides, for each agency nomination that was confirmed in the 107th Congress, the number of days between nomination and confirmation (“days to confirm”). Some Senate recess days are not included in this sum because Senators are unable to take up nominations on these days. For practical reasons, only days from the longer recesses around August and between congressional sessions are excluded. These recesses are often longer than 30 days. This cutoff point is suggested by the Senate rules, which provide that “if the Senate shall adjourn or take recess for more than thirty days, all nominations pending and not finally acted upon” shall be returned to the President,

although this rule is often waived.³ The 32 days during the August 2002 recess and the 33 days between the first and second sessions of the 107th Congress were subtracted from the “days to confirm” for those nominations that spanned one or both recesses. No days were subtracted for the August 2001 recess, because, as discussed below, all pending nominations were returned prior to that recess.

An accurate calculation of the average time the Senate took to confirm a nomination in the 107th Congress is made more challenging by an unusual characteristic of the session. Senate rules provide that “if the Senate shall adjourn or take a recess for more than thirty days, all nominations pending and not finally acted upon at the time” shall be returned to the President.⁴ Usually the Senate agrees, by unanimous consent, to waive this rule and retain pending nominations over their recesses. Prior to the 31-day August 2001 recess, however, the Senate did not reach such an agreement, and 162 pending nominations, eight of which are among those covered by this report, were returned to the President.⁵ The President sent forward some of these nominees again after the recess. Those nominations were considered to be new nominations, rather than continuations of the pre-recess nominations. As a result, when such nominations are confirmed, the length of the confirmation process, as shown in the tables of this report as “days to confirm,” does not include any pre-recess time during which the nominee was under consideration in the Senate. Consequently, the average is smaller than it would be if the pre- and post-recess nomination times were added together. For example, the average number of days to confirm for nominations to the positions covered by this report is 60 days, but if the pre-recess days during which a nominee was under consideration in the Senate were included for all confirmed nominees, this average would be 61 days. Footnotes for appointment action tables for each agency (below) provide figures that take such pre-recess time into account. In general, however, comparisons between average confirmation times from this report and those from previous reports should be made cautiously.

³U.S. Congress, Senate Committee on Rules and Administration, *Senate Manual*, 106th Cong., 1st sess., S.Doc. 106-1 (Washington: GPO, 1999), p. 55, Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

⁴U.S. Congress, Senate Committee on Rules and Administration, *Senate Manual*, S.Doc. 106-1, 106th Cong., 1st sess. (Washington: GPO, 1999), p. 55, Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

⁵See Sen. Harry Reid and Sen. Trent Lott, “Unanimous Consent Request — Executive Calendar,” colloquy, *Congressional Record*, daily edition, vol. 147, August 3, 2001, p. S8888. Such a unanimous consent agreement was reached, however, for the recess between the first and second sessions of the 107th Congress. Sen. Harry Reid, “Nominations to Remain in Status Quo Notwithstanding the Adjournment of the Senate,” *Congressional Record*, daily edition, vol. 147, Dec. 20, 2001, p. S14049. Under this agreement, only two nominations, Otto Reich, to be Assistant Secretary of State for Western Hemisphere Affairs, and Colonel David R. Leffarge, to be Brigadier General, were returned to the President.

The Appointments Process

The President and the Senate share the power to appoint the principal officers of the United States.⁶ The Constitution (Article II, Section 2) empowers the President to nominate and, by and with the advice and consent of the Senate, to appoint the principal officers of the United States. Three distinct stages mark the appointment process — selection and nomination, confirmation, and appointment.

Selection and Nomination. In this stage, the President selects the nominee and sends the nomination to the Senate. There are a number of steps in the President's selection. First, with the assistance of the White House Office of Presidential Personnel, the President selects a candidate for the position. The candidate then prepares and submits several forms: the "Public Financial Disclosure Report" (Standard Form (SF) 278), the "Questionnaire for National Security Positions" (SF 86), and the White House "Personal Data Statement Questionnaire." The Office of the Counsel to the President oversees the clearance process, with background investigations conducted by the Federal Bureau of Investigation (FBI), Internal Revenue Service (IRS), Office of Government Ethics (OGE), and ethics official for the agency to which the candidate is to be appointed. If conflicts are found during the background check, OGE and the agency ethics officer may work with the candidate to mitigate the conflicts. Once the Counsel has cleared the candidate, the nomination is ready to be submitted to the Senate. The selection and vetting stage is often the longest part of the appointment process. There can be lengthy delays, particularly if many candidates are being processed, as they are at the beginning of an Administration, or if conflicts need to be resolved. Candidates for higher-level positions are often accorded priority in this process.

For positions located within a state (U.S. attorney, U.S. marshal, and U.S. district judge), the President, by custom, normally nominates an individual recommended by the Senator or Senators (if they are from the same party as the President) from that state. If neither Senator is from the President's party, he usually defers to the recommendations of party leaders from the state. Occasionally, the President solicits recommendations from Senators of the opposition party because of their positions in the Senate. Before making a nomination to a federal position at the state or national level, the President must consider how it will fare in the confirmation process.

A nominee has no legal authority to assume the duties and responsibilities of the position; the authority comes with Senate confirmation and presidential appointment. A nominee who is hired as a consultant while awaiting confirmation may serve only in an advisory capacity. If circumstances permit and conditions are met, the President may give the nominee a recess appointment or a temporary appointment to the position (see below). Recess appointments may have political consequences, however, particularly if Senators perceive that an appointment is an effort to circumvent their constitutional role.

⁶A succinct historical and contemporary overview of the appointment power is found in (name redacted), "Appointment Powers," in his *Constitutional Conflicts between Congress and the President*, 4th ed. (Lawrence, KS: University Press of Kansas, 1997), pp. 22-48.

Confirmation.⁷ In the confirmation or second stage, the Senate alone determines whether to approve or disapprove a nomination. The way the Senate acts on a nomination depends largely on the importance of the position involved, existing political circumstances, and policy implications. Generally, the Senate shows particular interest in the nominees' views and how they are likely to affect public policy.⁸ Two other factors may also affect the scrutiny with which a nominee's personal and professional qualities are examined: whether or not the President's party controls the Senate and the degree to which he becomes involved in supporting the nomination.

Although the Senate confirms most nominations, no President can safely assume that his nominees will be approved routinely. Rarely, however, does a rejection occur on the Senate floor. Nearly all rejections occur in committee, either by committee vote or by committee inaction. Rejections in committee occur for a variety of reasons, including opposition to the nomination, inadequate amount of time for consideration of the nomination, or factors that may have nothing to do with the merits of the nomination. The most recent study of Senate confirmation action, which looked at the period between 1981 and 1992, found that the Senate failed to confirm 11% of all nominations to full-time positions in independent agencies. During the same period, 9% of nominations to the executive departments and 22% of nominations to boards and commissions also failed.⁹

Appointment. In the final stage, the confirmed nominee is given a commission signed by the President, with the seal of the United States affixed thereto, and is sworn into office. The President may sign the commission at any time after confirmation. Under unusual circumstances, he may not sign it at all, thus preventing the appointment. Once the appointee is given the commission and sworn in, he or she has full authority to carry out the responsibilities of the office.

Recess Appointments

The appointment process also enables the President to make an appointment without Senate confirmation when the Senate is in recess, either during a session

⁷For a more detailed description of the confirmation process, see CRS Report RL31980, *Senate Consideration of Presidential Nominations: Committee and Floor Procedure*, by (name redacted). For more information on the history of the confirmation process, see CRS Report RL31948, *Evolution of the Senate's Role in the Nomination and Confirmation Process: A Brief History*, by (name redacted).

⁸G. Calvin Mackenzie, *The Politics of Presidential Appointments* (New York: The Free Press, 1981), pp. 97-189.

⁹CRS Report 93-464 GOV, *Senate Action on Nominations to Policy Positions in the Executive Branch, 1981-1992*, by (name redacted) (archived; contact Henry Hogue for more information). The study did not include nominations submitted by Presidents Carter and Reagan in the last months of their administrations, or nominations submitted within a month of the Senate's adjournment at the end of a session. It also excluded nominations to the judiciary, military services, Foreign Service, National Oceanic and Atmospheric Administration Officer Corps, and Public Health Service Officer Corps, as well as nominations to all ambassadorial, U.S. attorney, U.S. marshal, and part-time positions.

(intrasession recess appointment) or between sessions (intersession recess appointment). Recess appointments expire at the end of the next session of Congress.¹⁰

Presidents have occasionally used the recess appointment power to circumvent the confirmation process. In response, Congress has placed restrictions on the President's authority to make a recess appointment. Under 5 U.S.C. 5503(a), if the position to which the President makes a recess appointment falls vacant while the Senate is in session, the recess appointee may not be paid from the Treasury until he or she is confirmed by the Senate. The salary prohibition does not apply: (1) if the vacancy arose within 30 days before the end of the session; (2) if a nomination for the office (other than the nomination of someone given a recess appointment during the preceding recess) was pending when the Senate recessed; or (3) if a nomination was rejected within 30 days before the end of the session and another individual was given the recess appointment. A recess appointment falling under any one of these three exceptions must be followed by a nomination to the position not later than 40 days after the beginning of the next session of the Senate.¹¹ For this reason, when a recess appointment is made, the President generally submits a new nomination for the nominee even when an old nomination is pending.¹² In addition, although recess appointees whose nominations to a full term are subsequently rejected by the Senate may continue to serve until the end of their recess appointment, a provision of the Treasury and General Government Appropriations Act may prevent them from being paid after their rejection.¹³

Temporary Appointments

Congress has provided limited statutory authority for the temporary filling of vacant positions requiring Senate confirmation. Under the Federal Vacancies Reform Act of 1998,¹⁴ when an executive agency position requiring confirmation becomes vacant, it may be filled temporarily in one of three ways: (1) the first assistant to such a position may automatically assume the functions and duties of the office; (2) the President may direct an officer in any agency who is occupying a position requiring Senate confirmation to perform those tasks; or (3) the President may select any

¹⁰Art. II, Sec. 2, Cl. 3 of the Constitution.

¹¹Congress placed limits on payments to recess appointees as far back as 1863. The current provisions date from 1940 (ch. 580, 54 Stat. 751, 5 U.S.C. 56, revised, and recodified at 5 U.S.C. 5503, by P.L. 89-554, 80 Stat. 475). For a legal history and overview of recess appointments, see CRS Report 87-832 A, *Recess Appointments: Legal Overview*, by Richard C. Ehlke (archived; contact the author for more information).

¹²For further information on recess appointments, see CRS Report RS21308, *Recess Appointments: Frequently Asked Questions*, by (name redacted); and CRS Report RL30821, *Recess Appointments Made by President Clinton*, by (name redacted).

¹³P.L. 108-7, sec. 609; 117 Stat. 465. The provision reads, "No part of any appropriation for the current fiscal year contained in this or any other Act shall be paid to any person for the filling of any position for which he or she has been nominated after the Senate has voted not to approve the nomination of said person." This provision has been part of this annual funding activity since at least 1950.

¹⁴P.L. 105-277, Div. C, Title I, sec. 151; 5 U.S.C. 3345-3349d

officer or employee of the subject agency who is occupying a position, for which the rate of pay is equal to or greater than the minimum rate of pay at the GS-15 level, and who has been with the agency for at least 90 of the preceding 365 days. The temporary appointment is for 210 days, but the time restriction is suspended if a first or second nomination for the position is pending. In addition, during a presidential transition, the 210-day restriction period does not begin to run until either 90 days after the President assumes office, or 90 days after the vacancy occurs, if it is within the 90-day inauguration period. The act does not apply to positions on multi-headed regulatory boards and commissions and to certain other specific positions which may be filled temporarily under other statutory provisions.¹⁵

Organization of this Report

Agency Profiles. The agency profiles provide data on presidential nominations and appointments to full-time positions requiring Senate confirmation, and Senate action on the nominations. Data¹⁶ on appointment actions during the 107th Congress appear in two tables for each agency, “Appointment Action During 107th Congress” and “Positions and Incumbents in Department.” As noted, some agencies had no appointment activity during this period of time.

The appointment action table provides, in chronological order, information concerning each nomination. It shows the name of the nominee, position involved, date of nomination or appointment, date of confirmation, and number of days between receipt of a nomination and confirmation. As discussed earlier (see “Average Time to Confirm a Nomination,” above), the numbers of days shown in the tables in this report exclude days during the longer recesses around August and between sessions of Congress. Actions other than confirmation (i.e., nominations rejected by the Senate and nominations returned to or withdrawn by the President) are also noted. Some nominees are nominated more than once for the same position, either because the first nomination is returned to the President, as discussed below, or because of a recess appointment. When a nominee is awaiting Senate action and he or she is given a recess appointment, a second, follow-up, nomination is usually submitted to comply with the requirements of 5 U.S.C. 5503(b).

¹⁵For more on the Vacancies Act, see CRS Report 98-892, *The New Vacancies Act: Congress Acts to Protect the Senate’s Confirmation Prerogative*, by (name redacted).

¹⁶This report was compiled from data from the Senate nominations database of the Legislative Information System at [<http://www.congress.gov/nomis/>], the *Congressional Record* (daily edition), the *Weekly Compilation of Presidential Documents*, and telephone discussions with agency officials. Information concerning position incumbents was also drawn from nomination and confirmation data supplemented by information from the following two federal agency directories: Carroll Publishing, *Carroll’s Federal Directory: November/December 2002* (Bethesda, MD: Carroll Publishing, 2002) and CQ Press, *2002/Fall Federal Staff Directory*, 40th ed. (Washington: CQ Press, 2002). Where information from the two directories was in conflict, the information from *Carroll’s Federal Directory*, which was more consistent with data from the Senate nominations database, was used.

Where there has been more than one confirmed nomination in an agency, this table also shows the average number of days the Senate has taken to confirm the agency's nominations. This figure is determined by calculating the number of days between the nomination and confirmation dates, adding these numbers for all confirmed nominations, and dividing the result by the number of nominations confirmed. This average should be used cautiously. As discussed earlier, the Senate took the unusual step of returning all nominations to the President prior to the August 2001 recess. Many of those whose nominations were returned were re-nominated after the recess. Consequently, these individuals were nominated twice, and the days that elapsed while their first nominations were pending in the Senate are not included in the calculation of the average days to confirm a nomination. As a result, this average time is shorter than it would be otherwise.

The second table of each profile identifies the agency's full-time positions requiring Senate confirmation and the incumbents in those positions as of January 3, 2003. An incumbent's name followed by "(A)" indicates an official who is serving in an acting capacity. A blank space indicates that either the position is vacant or current information about the position-holder was not available. The table also includes the pay level for each position. For presidentially-appointed positions requiring Senate confirmation, the pay levels generally fall under the Executive Schedule, which ranges from Level I (\$171,900) for cabinet level offices to Level V (\$125,400) for the lowest-ranked positions.¹⁷

Additional Appointment Information. Appendix A presents a table of all nominations to positions in all of the agencies covered by this report, alphabetically organized and following a similar format to that of the agency appointment action tables. It identifies the agency involved and the dates of nomination and confirmation. The table also indicates if a nomination was confirmed, withdrawn, returned, or rejected. The average number of days taken to confirm a nomination is calculated as described above, and the same caution is advised.

Appendix B provides a table with summary information on appointments and nominations by four agency categories: independent executive agencies, agencies in EOP, multilateral banking organizations, and agencies in the legislative branch. For each of these categories, the table provides the number of positions, nominations, individual nominees, confirmations, nominations returned, and nominations withdrawn. The table also provides the average number of days to confirm a nomination.

A list of department abbreviations can be found in Appendix C.

¹⁷The salary figures are as of Jan. 2003. For information on pay for federal officials, see CRS Report 98-53, *Salaries of Federal Officials: A Fact Sheet*, by Sharon Gressle.

NOMINATIONS AND INCUMBENTS: FULL-TIME POSITIONS IN INDEPENDENT AGENCIES

Appalachian Regional Commission

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|---|----------------------------|-----------|-----------|-----------------|
| Anne B. Pope | Federal Co-Chair | 09/05/02 | 11/18/02 | 74 |
| Richard J. Peltz | Alternate Federal Co-Chair | 09/05/02 | 11/18/02 | 74 |
| Average number of days to confirm a nomination | | | | 74 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------------------------|------------------|-------|
| Federal Co-Chair | ^a | III |
| Alternate Federal Co-Chair | Richard J. Peltz | IV |

^a Pope was sworn in on Feb. 3, 2003.

Central Intelligence Agency/ Intelligence Community

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-------------------|-----------|-----------|-----------------|
| John L. Helgerson | Inspector General | 02/27/02 | 04/26/02 | 58 |
| Scott W. Muller | General Counsel | 09/03/02 | 10/17/02 | 44 |
| Average number of days to confirm a nomination | | | | 51 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---|---------------------------------|-------|
| Director ^a | George J. Tenet ^b | II |
| Deputy Director ^a | John E. McLaughlin ^b | III |
| Deputy Director ^a - Community Management | Joan A. Dempsey ^b | III |
| Assistant Director - Administration | | IV |
| Assistant Director - Analysis and Production | Mark M. Lowenthal ^c | IV |
| Assistant Director - Collections | Charles E. Allen ^c | IV |
| General Counsel | Scott W. Muller | IV |
| Inspector General | John L. Helgerson | IV |

^a Not more than one of the individuals serving in the positions of Director, Deputy Director, or Deputy Director for Community Management may be a commissioned officer of the Armed Forces, whether in active or retired status (50 U.S.C. 403(c)(1)(A)).

^b The incumbent was appointed under a previous Administration.

^c The incumbents of the positions of Assistant Director for Administration and Assistant Director for Collections were never formally nominated by the President nor confirmed by the Senate for those positions. See "Hearing of the Senate Select Intelligence Committee: Nomination for Inspector General of the Central Intelligence Agency," *Federal News Service*, April 17, 2002.

Corporation for National and Community Service

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm ^a |
|--|-------------------------|-----------|--------------------------------|------------------------------|
| Leslie Lenkowsky | Chief Executive Officer | 07/31/01 | Returned 08/03/01 ^b | |
| Leslie Lenkowsky | Chief Executive Officer | 09/04/01 | 10/02/01 | 28 |
| J. Russell George | Inspector General | 02/27/02 | 07/29/02 | 152 |
| Michelle Guillermin | Chief Financial Officer | 06/25/02 | 09/26/02 | 61 |
| Average number of days to confirm a nomination | | | | 80 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---|---------------------|-------|
| President and Chief Executive Officer | Leslie Lenkowsky | III |
| Chief Financial Officer | Michelle Guillermin | IV |
| Managing Director | | IV |
| Managing Director - Domestic Volunteer Programs | | IV |
| Inspector General | J. Russell George | IV |

^a If the number of days the first (pre-recess) Lenkowsky nomination was pending in the Senate were included, Lenkowsky's total would be 31, and the average number of days to confirm would be 81.

^b Returned to the President at the beginning of a 31-day Senate recess under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules for the Senate.

Court Services and Offender Supervision Agency to the District of Columbia

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|-----------------|----------|-----------|-----------|-----------------|
| Paul A. Quander | Director | 12/04/01 | 07/25/02 | 200 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-----------------------|----------------------|-------|
| Director ^a | Paul A. Quander, Jr. | IV |

^a Six-year term; incumbent may be removed from office prior to the expiration of term only for neglect of duty, malfeasance in office, or other good cause shown. (*District of Columbia Code 24-1233(b)(1)*).

Environmental Protection Agency

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm ^a |
|---|---|-----------|---------------------------------|------------------------------|
| Edwin A. Levine | Asst. Admin. - Environmental Information | 01/05/01 | Withdrawn 03/19/01 ^b | |
| James V. Aidala | Asst. Admin. - Prevention Pesticides and Toxic Substances | 01/05/01 | Withdrawn 03/19/01 ^b | |
| Christine Todd Whitman | Administrator | 01/20/01 | 01/30/01 | 10 |
| Stephen L. Johnson | Asst. Admin. - Prevention Pesticides and Toxic Substances | 04/26/01 | 06/14/01 | 49 |
| Linda J. Fisher | Deputy Administrator | 04/30/01 | 05/24/01 | 24 |
| Jeffrey R. Holmstead | Asst. Admin. - Air and Radiation | 04/30/01 | 08/03/01 | 95 |
| G. Tracy Mehan III | Asst. Admin. - Water | 05/14/01 | 08/03/01 | 81 |
| Robert E. Fabricant | General Counsel | 05/17/01 | 08/03/01 | 78 |
| Donald R. Schregardus | Asst. Admin. - Enforcement and Compliance Assurance | 06/28/01 | Returned 08/03/01 ^c | |
| Judith E. Ayres | Asst. Admin. - International Affairs | 06/29/01 | 08/03/01 | 35 |
| Marianne L. Horinko | Asst. Admin. - Solid Waste and Emergency Response | 07/25/01 | Returned 08/03/01 ^b | |
| Marianne L. Horinko | Asst. Admin. - Solid Waste and Emergency Response | 09/04/01 | 10/01/01 | 27 |
| Donald R. Schregardus | Asst. Admin. - Enforcement and Compliance Assurance | 09/04/01 | Withdrawn 09/25/01 | |
| Kimberly T. Nelson | Asst. Admin. - Environmental Information | 09/21/01 | 11/09/01 | 49 |
| J. Paul Gilman | Asst. Admin. - Research/Development | 11/15/01 | 03/22/02 | 94 |
| Morris X. Winn | Asst. Admin. - Administration and Resources Management | 11/15/01 | 02/13/02 | 57 |
| Linda M. Combs | Chief Financial Officer | 12/20/01 | 02/13/02 | 22 |
| John P. Suarez | Asst. Admin. - Enforcement and Compliance Assurance | 04/09/02 | 08/01/02 | 114 |
| Average number of days to confirm a nomination | | | | 57 |

^a If the number of days the first (pre-recess) Horinko nomination was pending in the Senate were included in these figures, her total would be 36, and the average number of days to confirm a nomination for the agency would be unchanged.

^b The nomination was submitted by President Clinton and withdrawn by President Bush.

^c Returned to the President at the beginning of a 31-day Senate recess under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

Environmental Protection Agency (cont.)

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|-------------------------------|--------------|
| Administrator | Christine Todd Whitman | II |
| Deputy Administrator | Linda J. Fisher | III |
| Assistant Administrator - Administration and Resources Management | Morris X. Winn | IV |
| Assistant Administrator - Air and Radiation | Jeffrey R. Holmstead | IV |
| Assistant Administrator - Enforcement and Compliance Assurance | John P. Suarez | IV |
| Assistant Administrator - Environmental Information | Kimberly T. Nelson | IV |
| Assistant Administrator - International Affairs | Judith E. Ayres | IV |
| Assistant Administrator - Prevention Pesticides and Toxic Substances | Stephen L. Johnson | IV |
| Assistant Administrator - Research and Development | J. Paul Gilman | IV |
| Assistant Administrator - Solid Waste and Emergency Response | Marianne L Horinko | IV |
| Assistant Administrator - Water | G. Tracy Mehan III | IV |
| Chief Financial Officer ^a | Linda M. Combs | IV |
| General Counsel | Robert E. Fabricant | IV |
| Inspector General | Nikki L. Tinsley ^b | IV |

^a The chief financial officer may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for another position (31 U.S.C. 901(a)(1)).

^b The incumbent was appointed under a previous Administration.

Federal Emergency Management Agency^a

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|--|-----------|-----------|-----------------|
| Joe M. Allbaugh | Director | 02/06/01 | 02/15/01 | 9 |
| R. David Paulison | Administrator - U.S. Fire Administration | 10/16/01 | 11/30/01 | 45 |
| Michael D. Brown | Deputy Director | 03/21/02 | 08/01/02 | 133 |
| Anthony Lowe | Federal Insurance Administrator | 03/22/02 | 07/25/02 | 125 |
| Average number of days to confirm a nomination | | | | 78 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|------------------------|-------|
| Director | Joe M. Allbaugh | II |
| Deputy Director | Michael D. Brown | IV |
| Administrator - Federal Insurance Administration | Anthony Lowe | IV |
| Administrator - U.S. Fire Administration | R. David Paulison | IV |
| Associate Director - Mitigation | | IV |
| Associate Director - Response, Readiness, and Recovery | | IV |
| Inspector General | Richard L. Skinner (A) | IV |

^a Functions of the Federal Emergency Management Agency were transferred to the Department of Homeland Security, effective Mar. 1, 2003.

Federal Mediation and Conciliation Service

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|------------------|----------|-----------|-----------|-----------------|
| Peter J. Hurtgen | Director | 06/06/02 | 07/29/02 | 53 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------|------------------|-------|
| Director | Peter J. Hurtgen | III |

General Services Administration

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-------------------|-----------|-----------|-----------------|
| Stephen A. Perry | Administrator | 04/04/01 | 05/24/01 | 50 |
| Daniel R. Levinson | Inspector General | 06/12/01 | 08/03/01 | 52 |
| Average number of days to confirm a nomination | | | | 51 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-------------------|--------------------|-------|
| Administrator | Stephen A. Perry | III |
| Inspector General | Daniel R. Levinson | IV |

National Aeronautics and Space Administration

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|----------------------|-----------|--------------------|-----------------|
| Sean O'Keefe | Administrator | 11/27/01 | 12/20/01 | 23 |
| Robert W. Cobb | Inspector General | 02/26/02 | 04/11/02 | 44 |
| Charles F. Bolden | Deputy Administrator | 02/26/02 | Withdrawn 03/12/02 | |
| Frederick D. Gregory | Deputy Administrator | 07/09/02 | 08/01/02 | 23 |
| Average number of days to confirm a nomination | | | | 30 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--------------------------------------|----------------------|-------|
| Administrator | Sean O'Keefe | II |
| Deputy Administrator | Frederick D. Gregory | III |
| Chief Financial Officer ^a | Gwendolyn Brown (A) | IV |
| Inspector General | Robert W. Cobb | IV |

^a The chief financial officer may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for another position (31 U.S.C. 901(a)(1)).

National Archives and Records Administration

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|------------------------|-----------------------------|-------|
| Archivist ^a | John W. Carlin ^b | III |

^a The President may remove the archivist at any time, but must communicate the reasons for such removal to Congress (44 U.S.C. 2103).

^b The incumbent was appointed under a previous Administration.

National Foundation on the Arts and Humanities

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm ^a |
|--|---|-----------|--------------------------------|------------------------------|
| Robert S. Martin | Director - Institute of Museum and Library Services | 06/05/01 | 07/12/01 | 37 |
| Bruce Cole | Chair - National Endowment for the Humanities | 07/25/01 | Returned 08/03/01 ^b | |
| Bruce Cole | Chair - National Endowment for the Humanities | 09/04/01 | 09/14/01 | 10 |
| Michael Hammond | Chair - National Endowment for the Arts | 11/27/01 | 12/20/01 | 23 |
| Average number of days to confirm a nomination | | | | 23 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|------------------|-------|
| Chair - National Endowment for the Arts ^c | ^d | III |
| Chair - National Endowment for the Humanities ^e | Bruce Cole | III |
| Director - Institute of Museum and Library Services | Robert S. Martin | III |

^a If the number of days the first (pre-recess) Cole nomination was pending in the Senate were included in these figures, his total would be 19, and the average number of days to confirm a nomination for the foundation would be 26.

^b Returned to the President at the beginning of a 31-day Senate recess under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

^c Term of office is four years; when term expires, incumbent may remain in office until a successor is appointed (20 U.S.C. 954(b)).

^d Michael Hammond died on January 29, 2002, a week after taking office.

^e Term of office is four years; when term expires, incumbent may remain in office until a successor is appointed (20 U.S.C. 956(b)).

National Science Foundation

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-----------------------|------------------------------|-------|
| Director ^a | Rita R. Colwell ^b | II |
| Deputy Director | Joseph Bordogna ^c | III |

^a Term of office is six years, but the President may remove the incumbent at any time. The incumbent must leave office when term expires (42 U.S.C. 1864(a)).

^b Colwell was appointed under a previous Administration, and her term expires May 21, 2004.

^c The incumbent was appointed under a previous Administration.

Office of Government Ethics

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-----------------------|------------------------------|-------|
| Director ^a | Amy L. Comstock ^b | III |

^a Term of office is five years; the incumbent must leave office when the term expires (5 U.S.C. Appendix, 401).

^b Comstock was appointed Nov. 3, 2000 under the previous Administration.

Office of Personnel Management

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-----------------|-----------|-----------|-----------------|
| Kay Coles James | Director | 04/30/01 | 07/11/01 | 72 |
| Dan G. Blair | Deputy Director | 12/20/01 | 02/13/02 | 22 |
| Average number of days to confirm a nomination | | | | 47 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-----------------------|-----------------------------------|-------|
| Director ^a | Kay Coles James | II |
| Deputy Director | Dan G. Blair | III |
| Inspector General | Patrick E. McFarland ^b | IV |

^a Term of office is four years, but the President may remove the incumbent at any time. The incumbent must leave office when term expires (5 U.S.C. 1102(a)).

^b The incumbent was appointed under a previous Administration.

Office of Special Counsel

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|------------------------------|-------------------------------|-------|
| Special Counsel ^a | Elaine D. Kaplan ^b | V |

^a Term of office is five years; incumbent may continue to serve for one year after his or her term expires. The President may remove incumbent from office only for inefficiency, neglect of duty, or malfeasance in office (5 U.S.C. 1211(b)).

^b Kaplan was appointed under a previous Administration, and her term expires Apr. 1, 2003.

Overseas Private Investment Corporation

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|------------------|--------------------------|-----------|-----------|-----------------|
| Peter S. Watson | President | 04/30/01 | 05/25/01 | 25 |
| Ross J. Connelly | Executive Vice President | 07/10/01 | 08/03/01 | 24 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--------------------------|------------------|-------|
| President | Peter S. Watson | III |
| Executive Vice President | Ross J. Connelly | IV |

Peace Corps

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-----------------|-----------|-----------|-----------------|
| Gaddi H. Vasquez | Director | 10/03/01 | 01/25/02 | 81 |
| Josephine K. Olsen | Deputy Director | 11/05/01 | 01/25/02 | 48 |
| Average number of days to confirm a nomination | | | | 65 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-----------------|--------------------|-------|
| Director | Gaddi H. Vasquez | II |
| Deputy Director | Josephine K. Olsen | IV |

Selective Service System

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|---------------|----------|-----------|-----------|-----------------|
| Alfred Rascon | Director | 04/30/01 | 05/22/01 | 22 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------|---------------|-------|
| Director | Alfred Rascon | IV |

Small Business Administration

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|----------------------------|-----------|--------------------------------|-----------------|
| Hector V. Barreto | Administrator | 05/01/01 | 07/25/01 | 85 |
| Thomas M. Sullivan | Chief Counsel for Advocacy | 09/21/01 | 01/25/02 | 93 |
| Melanie Sabelhaus | Deputy Administrator | 11/15/01 | 04/08/02 | 111 |
| Harold Damelin | Inspector General | 09/03/02 | Returned 11/20/02 ^a | |
| Average number of days to confirm a nomination | | | | 96 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------------------------|-------------------------|-------|
| Administrator | Hector V. Barreto | III |
| Deputy Administrator | Melanie Sabelhaus | IV |
| Chief Counsel for Advocacy | Thomas M. Sullivan | IV |
| Inspector General | Peter L. McClintock (A) | IV |

^a Returned to the President at the end of the 107th Congress under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

Social Security Administration

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm ^a |
|--|---------------------|-----------|--------------------------------|------------------------------|
| Jo Anne B. Barnhart | Commissioner | 07/17/01 | Returned 08/03/01 ^b | |
| Jo Anne B. Barnhart | Commissioner | 09/04/01 | 11/02/01 | 59 |
| James B. Lockhart III | Deputy Commissioner | 09/14/01 | 01/25/02 | 100 |
| Average number of days to confirm a nomination | | | | 80 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------------------------------|---------------------------------|-------|
| Commissioner ^c | Jo Anne B. Barnhart | I |
| Deputy Commissioner ^d | James B. Lockhart III | II |
| Inspector General | James G. Huse, Jr. ^e | IV |

^a If the number of days the first (pre-recess) Barnhart nomination was pending in the Senate were included in these figures, her total would be 76, and the average number of days to confirm a nomination for the agency would be 88.

^b Returned to the President at the beginning of a 31-day Senate recess under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

^c Term of office is six years. When a term expires, the incumbent may continue in office until a successor is appointed. The President may remove an incumbent only for neglect of duty or malfeasance in office (42 U.S.C. 902(a)).

^d Term of office is six years. (42 U.S.C. 902(b)). There is no provision regarding removal or continuing in office after a term expires.

^e The incumbent was appointed under a previous Administration.

Trade and Development Agency

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|-----------------|----------|-----------|-----------|-----------------|
| Thelma J. Askey | Director | 04/06/01 | 05/26/01 | 50 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------|-----------------|-------|
| Director | Thelma J. Askey | III |

U.S. Agency for International Development^a

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm ^b |
|---|---|-----------|--------------------------------|------------------------------|
| Andrew S. Natsios | Administrator | 03/22/01 | 04/26/01 | 35 |
| Lori A. Forman | Asst. Admin. - Asia/Near East | 05/16/01 | 07/12/01 | 57 |
| Patrick M. Cronin | Asst. Admin. - Policy and Program Coordination | 07/25/01 | 08/03/01 | 9 |
| Kent R. Hill | Asst. Admin. - Europe/Eurasia | 07/31/01 | Returned 08/03/01 ^c | |
| Kent R. Hill | Asst. Admin. - Europe/Eurasia | 09/04/01 | 10/30/01 | 56 |
| J. Edward Fox | Asst. Admin. - Legislative/Public Affairs | 09/12/01 | 10/30/01 | 48 |
| E. Anne Peterson | Asst. Admin. - Global Health | 09/12/01 | 10/30/01 | 48 |
| Constance B. Newman | Asst. Admin. - Sub-Saharan Africa | 10/16/01 | 11/15/01 | 30 |
| John Marshall | Asst. Admin. - Management | 10/23/01 | 11/15/01 | 23 |
| Adolpho A. Franco | Asst. Admin. - Latin America/Caribbean | 11/09/01 | 01/25/02 | 44 |
| Roger P. Winter | Asst. Admin. - Democracy/Conflict/Humanitarian Assistance | 11/27/01 | 01/25/02 | 26 |
| Frederick W. Schieck | Deputy Administrator | 11/27/01 | 01/25/02 | 26 |
| Emmy B. Simmons | Asst. Admin. - Economic Growth/Agriculture/Trade | 12/18/01 | 03/20/02 | 59 |
| Wendy J. Chamberlain | Asst. Admin. - Asia/Near East | 08/01/02 | 11/12/02 | 71 |
| Average number of days to confirm a nomination | | | | 41 |

^a The United States Agency for International Development (USAID) is an independent establishment as defined by 5 U.S.C. 104, with certain limitations (22 U.S.C. 6563 (a)). The USAID director “shall report to and be under the direct authority and foreign policy guidance of the Secretary of State” (22 U.S.C. 6592).

^b If the number of days the first (pre-recess) Hill nomination was pending in the Senate were included in these figures, his total would be 59, and the average number of days to confirm a nomination for the agency would be unchanged.

^c Returned to the President at the beginning of a 31-day Senate recess under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

U.S. Agency for International Development (cont.)

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|--------------------------------|-------|
| Administrator | Andrew S. Natsios | II |
| Deputy Administrator | Frederick W. Schieck | III |
| Assistant Administrator - Sub-Saharan Africa | Constance B. Newman | IV |
| Assistant Administrator - Asia and Near East | Wendy J. Chamberlain | IV |
| Assistant Administrator - Latin American and Caribbean | Adolpho A. Franco | IV |
| Assistant Administrator - Europe and Eurasia | Kent R. Hill | IV |
| Assistant Administrator - Global Health | E. Anne Peterson | IV |
| Assistant Administrator - Economic Growth/Agriculture/Trade | Emmy B. Simmons | IV |
| Assistant Administrator - Democracy/Conflict/Humanitarian Assistance | Roger P. Winter | IV |
| Assistant Administrator - Management | John Marshall | IV |
| Assistant Administrator - Legislative and Public Affairs | J. Edward Fox | IV |
| Assistant Administrator - Policy and Program Coordination | Patrick M. Cronin | IV |
| Inspector General | Everett L. Mosley ^a | IV |

^aThe incumbent was appointed under a previous Administration.

NOMINATIONS AND INCUMBENTS: FULL-TIME POSITIONS IN THE EXECUTIVE OFFICE OF THE PRESIDENT

Council of Economic Advisors

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|----------|-----------|-----------|-----------------|
| R. Glenn Hubbard | Member | 04/23/01 | 05/10/01 | 17 |
| Mark B. McClellan | Member | 06/05/01 | 07/19/01 | 44 |
| Randall S. Kroszner | Member | 11/05/01 | 11/28/01 | 23 |
| Average number of days to confirm a nomination | | | | 28 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--------------------|---------------------|-------|
| Chair ^a | R. Glenn Hubbard | II |
| Member | Randall S. Kroszner | IV |
| Member | | IV |

^aThe chair and vice-chair are designated by the President (15 U.S.C. 1023(a)). No vice-chair had been designated at the time of this writing.

Council on Environmental Quality^a

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|----------------------|----------|-----------|-----------|-----------------|
| James L. Connaughton | Member | 04/30/01 | 06/14/01 | 45 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------|----------------------|-------|
| Chair | James L. Connaughton | II |

^a P.L. 106-65, Title III, reduced the number of members on the council from three to one, with this member “serving as chairman and exercising all powers, functions, and duties of the Council.” Thus, Connaughton was nominated and confirmed as member, and automatically serves as chair.

Office of Management and Budget

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|---|-----------|--------------------------------|-----------------|
| Mitchell E. Daniels, Jr. | Director | 01/20/01 | 01/23/01 | 3 |
| Sean O'Keefe | Deputy Director | 02/15/01 | 03/01/01 | 14 |
| John D. Graham | Admin. - Office of Information and Regulatory Affairs | 03/28/01 | 07/19/01 | 113 |
| Angela Styles | Admin. - Federal Procurement Policy | 04/23/01 | 05/24/01 | 31 |
| Mark W. Everson | Controller - Federal Financial Management | 09/14/01 | 11/14/01 | 61 |
| Nancy Dorn | Deputy Director | 12/18/01 | 02/14/02 | 25 |
| Mark W. Everson | Deputy Director for Management | 05/06/02 | 08/01/02 | 87 |
| Linda M. Springer | Controller - Federal Financial Management | 09/03/02 | Returned 11/20/02 ^a | |
| Average number of days to confirm a nomination | | | | 48 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|--------------------------|-------|
| Director | Mitchell E. Daniels, Jr. | I |
| Deputy Director | Nancy Dorn ^b | II |
| Deputy Director - Management | Mark W. Everson | II |
| Controller - Office of Federal Financial Management | | III |
| Administrator - Office of Federal Procurement Policy | Angela Styles | IV |
| Administrator - Office of Information and Regulatory Affairs | John D. Graham | IV |

^a Returned to the President at the end of the 107th Congress under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

^b Sean O'Keefe resigned from this position to become NASA administrator in December 2001.

Office of National Drug Control Policy

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm ^a |
|--|---------------------------------|-----------|--------------------------------|------------------------------|
| John P. Walters | Director | 06/05/01 | Returned 08/03/01 ^b | |
| Scott M. Burns | Dep. Dir. - State/Local Affairs | 08/03/01 | Returned 08/03/01 ^b | |
| John P. Walters | Director | 09/04/01 | 12/05/01 | 92 |
| Scott M. Burns | Dep. Dir. - State/Local Affairs | 09/04/01 | 04/12/02 | 187 |
| Barry D. Crane | Dep. Dir. - Supply Reduction | 09/14/01 | 04/22/02 | 187 |
| Mary Ann Solberg | Deputy Director | 09/21/01 | 04/22/02 | 180 |
| Andrea G. Barthwell | Dep. Dir. - Demand Reduction | 12/13/01 | 01/25/02 | 10 |
| Average number of days to confirm a nomination | | | | 131 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|------------------------------------|---------------------|-------|
| Director | John P. Walters | I |
| Deputy Director | Mary Ann Solberg | III |
| Deputy Director - Demand Reduction | Andrea G. Barthwell | III |
| Deputy Director - Supply Reduction | Barry D. Crane | III |
| Deputy Director - State and Local | Scott M. Burns | III |

^a If the number of days the first (pre-recess) Walters nomination was pending in the Senate were included in these figures, his total would be 151, and the average number of days to confirm a nomination for the agency would be 143.

^b Returned to the President at the beginning of a 31-day Senate recess under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

Office of Science and Technology Policy

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|---------------------------------|-----------|-----------|-----------------|
| John H. Marburger III | Director | 09/21/01 | 10/23/01 | 32 |
| Kathie L. Olsen | Associate Director - Science | 03/20/02 | 08/01/02 | 134 |
| Richard M. Russell | Associate Director - Technology | 04/25/02 | 08/01/02 | 98 |
| Average number of days to confirm a nomination | | | | 88 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---------------------------------|-----------------------|-------|
| Director | John H. Marburger III | II |
| Associate Director - Science | Kathie L. Olsen | III |
| Associate Director - Technology | Richard M. Russell | III |

Office of the U.S. Trade Representative

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|--------------------------------|-----------|--------------------|-----------------|
| Gregory M. Frazier | Chief Agricultural Negotiator | 01/05/01 | Withdrawn 03/19/01 | |
| Robert B. Zoellick | U.S. Trade Representative | 01/29/01 | 02/06/01 | 8 |
| Peter F. Allgeier | Dep. U.S. Trade Representative | 04/23/01 | 05/26/01 | 33 |
| Linnet F. Deily | Dep. U.S. Trade Representative | 04/30/01 | 05/26/01 | 26 |
| Allen F. Johnson | Chief Agricultural Negotiator | 05/17/01 | 07/19/01 | 63 |
| Jon M. Huntsman, Jr. | Dep. U.S. Trade Representative | 06/21/01 | 08/03/01 | 43 |
| Average number of days to confirm a nomination | | | | 35 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------------------------------|----------------------|-------|
| U.S. Trade Representative | Robert B. Zoellick | I |
| Deputy U.S. Trade Representative | Peter F. Allgeier | III |
| Deputy U.S. Trade Representative | Linnet F. Deily | III |
| Deputy U.S. Trade Representative | Jon M. Huntsman, Jr. | III |
| Chief Agricultural Negotiator | Allen F. Johnson | III |

NOMINATIONS AND INCUMBENTS: FULL-TIME POSITIONS IN MULTILATERAL ORGANIZATIONS

African Development Bank

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|------------------|---------------|-----------|-----------|-----------------|
| Cynthia S. Perry | U.S. Director | 09/10/01 | 11/15/01 | 66 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------------------------|------------------|-------|
| U.S. Director ^a | Cynthia S. Perry | V |

^a Term of office is five years; incumbent may continue in office when a term expires until a successor is appointed (22 U.S.C. 290i-1(a)).

Asian Development Bank

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|----------------|-------------------------|-----------|-----------|-----------------|
| Paul W. Speltz | U.S. Executive Director | 06/05/02 | 08/01/02 | 57 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-------------------------|----------------|-------|
| U.S. Executive Director | Paul W. Speltz | V |

European Bank for Reconstruction and Development

No Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|---------------|---------------|-----------|-----------|-----------------|
| Mark Sullivan | U.S. Director | 04/25/02 | 08/01/02 | 98 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---------------|---------------|--------------------|
| U.S. Director | Mark Sullivan | n. a. ^a |

^a The statutory basis for this position, 22 U.S.C. 2901-I, makes no provision regarding the compensation of the position holder.

Inter-American Development Bank

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-----------------------------------|-----------|-----------|-----------------|
| Jorge L. Arrizurieta | U.S. Alternate Executive Director | 09/05/01 | 01/28/02 | 112 |
| Jose A. Fourquet | U.S. Executive Director | 09/12/01 | 11/15/01 | 64 |
| Average number of days to confirm a nomination | | | | 88 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---|----------------------|--------------------|
| U.S. Executive Director ^a | Jose A. Fourquet | n. a. ^b |
| U. S. Alternate Executive Director ^a | Jorge L. Arrizurieta | n. a. ^b |

^a Term of office is three years; incumbent may remain in office when a term expires until a successor is appointed (22 U.S.C. 2831(b)).

^b The incumbent is not paid by the U.S. government (22 U.S.C. 283a(c)).

International Bank for Reconstruction and Development

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-----------------------------------|-----------|-----------|-----------------|
| Carole Brookins | U.S. Executive Director | 06/28/01 | 08/03/01 | 36 |
| Robert B. Holland III | U.S. Alternate Executive Director | 12/13/01 | 03/20/02 | 64 |
| Average number of days to confirm a nomination | | | | 50 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|-----------------------|-------|
| U.S. Executive Director ^a | Carole Brookins | IV |
| U.S. Alternate Executive Director ^a | Robert B. Holland III | V |

^a Term of office is two years; the incumbent may remain in office when a term expires until a successor is appointed (22 U.S.C. 286a(a)).

International Monetary Fund

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|--|-------------------------|-----------|-----------|-----------------|
| Randal Quarles ^a | U.S. Executive Director | 06/29/01 | 08/03/01 | 35 |
| Nancy P. Jacklin | U.S. Executive Director | 07/31/02 | 11/12/02 | 72 |
| Average number of days to confirm a nomination | | | | 54 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|--|----------------------------------|-------|
| U.S. Executive Director ^b | Nancy Jacklin | IV |
| U.S. Alternate Executive Director ^b | Margrethe Lundsager ^c | V |

^a Quarles served in this position until March 2002. He became Assistant Secretary of the Treasury for International Affairs in April 2002.

^b Term of office is two years; the incumbent may remain in office when a term expires until a successor is appointed (22 U.S.C. 286a(a)).

^c The incumbent was appointed under a previous Administration.

NOMINATIONS AND INCUMBENTS: FULL-TIME POSITIONS IN LEGISLATIVE BRANCH AGENCIES

Architect of the Capitol

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---------------------------------------|------------------------------|-------|
| Architect of the Capitol ^a | Alan M. Hantman ^b | III |

^a The architect is appointed to a 10-year term.

^b The incumbent was appointed under a previous Administration. His term expires Jan. 30, 2007.

General Accounting Office

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|---|------------------------------|-------|
| Comptroller General ^a | David M. Walker ^b | II |
| Deputy Comptroller General ^c | | III |

^a The Comptroller General is appointed to a 15-year term, with no hold-over provision when the term expires. He may be removed before the term expires only by a joint resolution of Congress, for permanent disability, inefficiency, neglect of duty, malfeasance, or a felony or conduct involving moral turpitude (31 U.S.C. 703(e)(1)).

^b The incumbent was appointed under a previous Administration. His term expires Oct. 20, 2013.

^c The term of the deputy comptroller general expires upon the appointment of a new Comptroller General, or when a successor is appointed.

Government Printing Office

Appointment Action

| Nominee | Position | Nominated | Confirmed | Days to confirm |
|----------------|----------------|-----------|-----------|-----------------|
| Bruce R. James | Public Printer | 08/01/02 | 11/20/02 | 79 |

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|----------------|----------------|-------|
| Public Printer | Bruce R. James | IV |

Library of Congress

No Appointment Action

Positions and Incumbents in Agency

| Position | Incumbent | Level |
|-----------------------|----------------------------------|-------|
| Librarian of Congress | James H. Billington ^a | III |

^a The incumbent was appointed under a previous Administration.

Appendix A. Alphabetical Listing of Nominees and Appointees, January 3, 2001 – January 3, 2003

| Nominee | Position | Agency ^a | Nomination Date | Confirmation Date | Days to confirm |
|--------------------------|---|---------------------|-----------------|-------------------|-----------------|
| James V. Aidala | Asst. Admin. - Prevention Pesticides and Toxic Substances | EPA | 01/05/01 | Withdrawn | 03/19/01 |
| Joe M. Allbaugh | Director | FEMA | 02/06/01 | 02/15/01 | 9 |
| Peter F. Allgeier | Deputy U.S. Trade Representative | OUSTR | 04/23/01 | 05/26/01 | 33 |
| Jorge L. Arrizurieta | U.S. Alternate Executive Director | IADB | 09/05/01 | 01/28/02 | 112 |
| Thelma J. Askey | Director | TDA | 04/06/01 | 05/26/01 | 50 |
| Judith E. Ayres | Asst. Admin. - International Affairs | EPA | 06/29/01 | 08/03/01 | 35 |
| Jo Anne B. Barnhart | Commissioner | SSA | 07/17/01 | Returned | 08/03/01 |
| Jo Anne B. Barnhart | Commissioner | SSA | 09/04/01 | 11/02/01 | 59 |
| Hector V. Barreto | Administrator | SBA | 05/01/01 | 07/25/01 | 85 |
| Andrea G. Barthwell | Deputy Director - Demand Reduction | ONDCP | 12/13/01 | 01/25/02 | 10 |
| Dan G. Blair | Deputy Director | OPM | 12/20/01 | 02/13/02 | 22 |
| Charles F. Bolden | Deputy Administrator | NASA | 02/26/02 | Withdrawn | 03/12/02 |
| Carole Brookins | U.S. Executive Director | IBRD | 06/28/01 | 08/03/01 | 36 |
| Michael D. Brown | Deputy Director | FEMA | 03/21/02 | 08/01/02 | 133 |
| Scott M. Burns | Deputy Director - State/Local Affairs | ONDCP | 08/03/01 | Returned | 08/03/01 |
| Scott M. Burns | Deputy Director - State/Local Affairs | ONDCP | 09/04/01 | 04/12/02 | 187 |
| Wendy J. Chamberlain | Asst. Admin. - Asia/Near East | USAID | 08/01/02 | 11/12/02 | 71 |
| Robert W. Cobb | Inspector General | NASA | 02/26/02 | 04/11/02 | 44 |
| Bruce Cole | Chair - National Endowment for the Humanities | NFAH | 07/25/01 | Returned | 08/03/01 |
| Bruce Cole | Chair - National Endowment for the Humanities | NFAH | 09/04/01 | 09/14/01 | 10 |
| Linda M. Combs | Chief Financial Officer | EPA | 12/20/01 | 02/13/02 | 22 |
| James L. Connaughton | Member | CEQ | 04/30/01 | 06/14/01 | 45 |
| Ross J. Connelly | Executive Vice President | OPIC | 07/10/01 | 08/03/01 | 24 |
| Barry D. Crane | Deputy Director - Supply Reduction | ONDCP | 09/14/01 | 04/22/02 | 187 |
| Patrick M. Cronin | Asst. Admin. - Policy and Program Coordination | USAID | 07/25/01 | 08/03/01 | 9 |
| Harold Damelin | Inspector General | SBA | 09/03/02 | Returned | 11/20/02 |
| Mitchell E. Daniels, Jr. | Director | OMB | 01/20/01 | 01/23/01 | 3 |
| Linnet F. Deily | Deputy U.S. Trade Representative | OUSTR | 04/30/01 | 05/26/01 | 26 |
| Nancy Dorn | Deputy Director | OMB | 12/18/01 | 02/14/02 | 25 |
| Mark W. Everson | Controller - Federal Financial Management | OMB | 09/14/01 | 11/14/01 | 61 |
| Mark W. Everson | Deputy Director for Management | OMB | 05/06/02 | 08/01/02 | 87 |
| Robert E. Fabricant | General Counsel | EPA | 05/17/01 | 08/03/01 | 78 |
| Linda J. Fisher | Deputy Administrator | EPA | 04/30/01 | 05/24/01 | 24 |

| Nominee | Position | Agency ^a | Nomination Date | Confirmation Date | Days to confirm |
|-----------------------|---|---------------------|-----------------|--------------------|-----------------|
| Lori A. Forman | Asst. Admin. - Asia/Near East | USAID | 05/16/01 | 07/12/01 | 57 |
| Jose A. Fourquet | U.S. Executive Director | IADB | 09/12/01 | 11/15/01 | 64 |
| J. Edward Fox | Asst. Admin. - Legislative/Public Affairs | USAID | 09/12/01 | 10/30/01 | 48 |
| Adolpho A. Franco | Asst. Admin. - Latin America/Caribbean | USAID | 11/09/01 | 01/25/02 | 44 |
| Gregory M. Frazier | Chief Agricultural Negotiator | OUSTR | 01/05/01 | Withdrawn 03/19/01 | |
| J. Russell George | Inspector General | CNCS | 02/27/02 | 07/29/02 | 152 |
| J. Paul Gilman | Asst. Admin. - Research/Development | EPA | 11/15/01 | 03/22/02 | 94 |
| John D. Graham | Admin. - Office of Information/Regulatory Affairs | OMB | 03/28/01 | 07/19/01 | 113 |
| Frederick D. Gregory | Deputy Administrator | NASA | 07/09/02 | 08/01/02 | 23 |
| Michelle Guillermin | Chief Financial Officer | CNCS | 06/25/02 | 09/26/02 | 61 |
| Michael Hammond | Chair - National Endowment for the Arts | NFAH | 11/27/01 | 12/20/01 | 23 |
| John L. Helgeson | Inspector General | CIA | 02/27/02 | 04/26/02 | 58 |
| Kent R. Hill | Asst. Admin. - Europe/Eurasia | USAID | 07/31/01 | Returned 08/03/01 | |
| Kent R. Hill | Asst. Admin. - Europe/Eurasia | USAID | 09/04/01 | 10/30/01 | 56 |
| Robert B. Holland III | U.S. Alternate Executive Director | IBRD | 12/13/01 | 03/20/02 | 64 |
| Jeffrey R. Holmstead | Asst. Admin. - Air and Radiation | EPA | 04/30/01 | 08/03/01 | 95 |
| Marianne L. Horinko | Asst. Admin. - Solid Waste and Emergency Response | EPA | 07/25/01 | Returned 08/03/01 | |
| Marianne L. Horinko | Asst. Admin. - Solid Waste and Emergency Response | EPA | 09/04/01 | 10/01/01 | 27 |
| R. Glenn Hubbard | Member | CEA | 04/23/01 | 05/10/01 | 17 |
| Jon M. Huntsman, Jr. | Deputy U.S. Trade Representative | OUSTR | 06/21/01 | 08/03/01 | 43 |
| Peter J. Hurtgen | Director | FMCS | 06/06/02 | 07/29/02 | 53 |
| Nancy P. Jacklin | U.S. Executive Director | IMF | 07/31/02 | 11/12/02 | 72 |
| Bruce R. James | Public Printer | GPO | 08/01/02 | 11/20/02 | 79 |
| Kay Coles James | Director | OPM | 04/30/01 | 07/11/01 | 72 |
| Allen F. Johnson | Chief Agricultural Negotiator | OUSTR | 05/17/01 | 07/19/01 | 63 |
| Stephen L. Johnson | Asst. Admin. - Prevention Pesticides and Toxic Substances | EPA | 04/26/01 | 06/14/01 | 49 |
| Randall S. Kroszner | Member | CEA | 11/05/01 | 11/28/01 | 23 |
| Leslie Lenkowsky | Chief Executive Officer | CNCS | 07/31/01 | Returned 08/03/01 | |
| Leslie Lenkowsky | Chief Executive Officer | CNCS | 09/04/01 | 10/02/01 | 28 |
| Edwin A. Levine | Asst. Admin. - Environmental Information | EPA | 01/05/01 | Withdrawn 03/19/01 | |
| Daniel R. Levinson | Inspector General | GSA | 06/12/01 | 08/03/01 | 52 |
| James B. Lockhart III | Deputy Commissioner | SSA | 09/14/01 | 01/25/02 | 100 |
| Anthony Lowe | Federal Insurance Administrator | FEMA | 03/22/02 | 07/25/02 | 125 |
| John H. Marburger III | Director | OSTP | 09/21/01 | 10/23/01 | 32 |
| John Marshall | Asst. Admin. - Management | USAID | 10/23/01 | 11/15/01 | 23 |

| Nominee | Position | Agency ^a | Nomination Date | Confirmation Date | Days to confirm |
|-----------------------|---|---------------------|-----------------|--------------------|-----------------|
| Robert S. Martin | Director - Institute of Museum and Library Services | NFAH | 06/05/01 | 07/12/01 | 37 |
| Mark B. McClellan | Member | CEA | 06/05/01 | 07/19/01 | 44 |
| G. Tracy Mehan III | Asst. Admin. - Water | EPA | 05/14/01 | 08/03/01 | 81 |
| Scott W. Muller | General Counsel | CIA | 09/03/02 | 10/17/02 | 44 |
| Andrew S. Natsios | Administrator | USAID | 03/22/01 | 04/26/01 | 35 |
| Kimberly T. Nelson | Asst. Admin. - Environmental Information | EPA | 09/21/01 | 11/09/01 | 49 |
| Constance B. Newman | Asst. Admin. - Sub-Saharan Africa | USAID | 10/16/01 | 11/15/01 | 30 |
| Sean O'Keefe | Deputy Director | OMB | 02/15/01 | 03/01/01 | 14 |
| Sean O'Keefe | Administrator | NASA | 11/27/01 | 12/20/01 | 23 |
| Josephine K. Olsen | Deputy Director | PC | 11/05/01 | 01/25/02 | 48 |
| Kathie L. Olsen | Associate Director - Science | OSTP | 03/20/02 | 08/01/02 | 134 |
| R. David Paulison | Administrator - U.S. Fire Administration | FEMA | 10/16/01 | 11/30/01 | 45 |
| Richard J. Peltz | Alternate Federal Co-Chair | ARC | 09/05/02 | 11/18/02 | 74 |
| Cynthia S. Perry | U.S. Director | AfDB | 09/10/01 | 11/15/01 | 66 |
| Stephen A. Perry | Administrator | GSA | 04/04/01 | 05/24/01 | 50 |
| E. Anne Peterson | Asst. Admin. - Global Health | USAID | 09/12/01 | 10/30/01 | 48 |
| Anne B. Pope | Federal Co-Chair | ARC | 09/05/02 | 11/18/02 | 74 |
| Paul A. Quander | Director | CSOSA | 12/04/01 | 07/25/02 | 200 |
| Randal Quarles | U.S. Executive Director | IMF | 06/29/01 | 08/03/01 | 35 |
| Alfred Rascon | Director | SSS | 04/30/01 | 05/22/01 | 22 |
| Richard M. Russell | Associate Director - Technology | OSTP | 04/25/02 | 08/01/02 | 98 |
| Melanie Sabelhaus | Deputy Administrator | SBA | 11/15/01 | 04/08/02 | 111 |
| Frederick W. Schieck | Deputy Administrator | USAID | 11/27/01 | 01/25/02 | 26 |
| Donald R. Schregardus | Asst. Admin. - Enforcement and Compliance Assurance | EPA | 06/28/01 | Returned 08/03/01 | |
| Donald R. Schregardus | Asst. Admin. - Enforcement and Compliance Assurance | EPA | 09/04/01 | Withdrawn 09/25/01 | |
| Emmy B. Simmons | Asst. Admin. - Economic Growth/ Agriculture/Trade | USAID | 12/18/01 | 03/20/02 | 59 |
| Mary Ann Solberg | Deputy Director | ONDCP | 09/21/01 | 04/22/02 | 180 |
| Paul W. Speltz | U.S. Executive Director | AsDB | 06/05/02 | 08/01/02 | 57 |
| Linda M. Springer | Controller - Federal Financial Management | OMB | 09/03/02 | Returned 11/20/02 | |
| Angela Styles | Admin. - Federal Procurement Policy | OMB | 04/23/01 | 05/24/01 | 31 |
| John P. Suarez | Asst. Admin. - Enforcement and Compliance Assurance | EPA | 04/09/02 | 08/01/02 | 114 |
| Mark Sullivan | U.S. Director | EBRD | 04/25/02 | 08/01/02 | 98 |
| Thomas M. Sullivan | Chief Counsel for Advocacy | SBA | 09/21/01 | 01/25/02 | 93 |

| Nominee | Position | Agency ^a | Nomination Date | Confirmation Date | Days to confirm |
|---|--|---------------------|-----------------|-------------------|-----------------|
| Gaddi H. Vasquez | Director | PC | 10/03/01 | 01/25/02 | 81 |
| John P. Walters | Director | ONDCP | 06/05/01 | Returned 08/03/01 | |
| John P. Walters | Director | ONDCP | 09/04/01 | 12/05/01 | 92 |
| Peter S. Watson | President | OPIC | 04/30/01 | 05/25/01 | 25 |
| Christine Todd Whitman | Administrator | EPA | 01/20/01 | 01/30/01 | 10 |
| Morris X. Winn | Asst. Admin. - Administration and Resources Management | EPA | 11/15/01 | 02/13/02 | 57 |
| Roger P. Winter | Asst. Admin. - Democracy/Conflict/ Humanitarian Assistance | USAID | 11/27/01 | 01/25/02 | 26 |
| Robert B. Zoellick | U.S. Trade Representative | OUSTR | 01/29/01 | 02/06/01 | 8 |
| Average number of days to confirm nomination^b | | | | | 60 |

^a Agency abbreviations are found in Appendix C.

^b All pending nominations were returned to the President prior to the August 2001 recess, and new nominations were submitted for most of the affected nominees in early September. If the pre-recess days during which a nominee was under consideration in the Senate were included for all confirmed nominees, the average number of days to confirm would be 61.

Appendix B. Appointment Action During the 107th Congress, by Agency Grouping

| Agency grouping | Positions | Nominations | Unduplicated nominations ^a | Confirm-ations | Returned | Withdrawn | Average days to confirm ^b |
|-----------------------------------|------------|-------------|---------------------------------------|----------------|-----------|-----------|--------------------------------------|
| Independent agencies | 81 | 71 | 65 | 60 | 7 | 4 | 56 |
| Executive Office of the President | 23 | 28 | 26 | 24 | 3 | 1 | 65 |
| Multilateral units | 9 | 9 | 9 | 9 | 0 | 0 | 67 |
| Legislative agencies | 5 | 1 | 1 | 1 | 0 | 0 | 79 |
| Total | 118 | 109 | 101 | 94 | 10 | 5 | 60 |

^a Figures in this column do not include repeat nominations of the same individual to the same position. Eight nominations to independent and other agencies were returned to the President on Aug. 3, 2001, prior to a 31-day Senate recess. The eight individuals were nominated a second time after the Senate reconvened, and these second nominations are not included in the figures in this column. In addition, two individuals, Sean O’Keefe and Mark Everson, were each nominated to two different positions during the 107th Congress. In each of these cases, both nominations are included in the figures in this column.

^b All pending nominations were returned to the President prior to the August 2001 recess, and new nominations were submitted for most of the affected nominees in early September. If the pre-recess days during which a nominee was under consideration in the Senate were included for all confirmed nominees, the average number of days to confirm would be 57 for independent agencies, 67 for the Executive Office of the President, 67 for multilateral units, 79 for legislative agencies, and 61 for all agencies combined.

Appendix C. Agency Abbreviations

Independent Agencies

| | |
|------------|---|
| ARC | Appalachian Regional Commission |
| CIA | Central Intelligence Agency |
| CNCS | Corporation for National and Community Service |
| CSOSA | Court Services and Offender Supervision Agency for the District of Columbia |
| EPA | Environmental Protection Agency |
| FEMA | Federal Emergency Management Agency |
| FMCS | Federal Mediation and Conciliation Service |
| GSA | General Services Administration |
| NARA | National Archives and Records Administration |
| NASA | National Aeronautics and Space Administration |
| NFAH | National Foundation on the Arts and Humanities |
| <i>IMS</i> | <i>Institute of Museum Sciences</i> |
| <i>NEA</i> | <i>National Endowment for the Arts</i> |
| <i>NEH</i> | <i>National Endowment for the Humanities</i> |
| NSF | National Science Foundation |
| OGE | Office of Government Ethics |
| OPM | Office of Personnel Management |
| OSC | Office of Special Counsel |
| OPIC | Overseas Private Investment Corporation |
| PC | Peace Corps |
| SBA | Small Business Administration |
| SSA | Social Security Administration |
| SSS | Selective Service System |
| TDA | Trade Development Agency |
| USAID | United States Agency for International Development |

Executive Office of the President (EOP)

| | |
|-------|---|
| CEA | Council of Economic Advisers |
| CEQ | Council on Environmental Quality |
| OMB | Office of Management and Budget |
| ONDCP | Office of National Drug Control Policy |
| OSTP | Office of Science and Technology Policy |
| OUSTR | Office of U.S. Trade Representative |

Multilateral Banking Organizations

| | |
|------|---|
| AfDB | African Development Bank |
| AsDB | Asian Development Bank |
| EBRD | European Bank for Reconstruction and Development |
| IADB | Inter-American Development Bank |
| IBRD | International Bank for Reconstruction and Development |
| IMF | International Monetary Fund |

Legislative Branch Agencies

| | |
|-----|----------------------------|
| AC | Architect of the Capitol |
| GAO | General Accounting Office |
| GPO | Government Printing Office |
| LC | Library of Congress |

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