



USS Santa Barbara (AE-28)

October 28, 1974

Dear Admiral Zumwalt,

I don't know if you remember me or not; but, on the chance that you might, I am writing to ask a tremendous favor, i.e. a recommendation for the White House Fellows program. I know that you have taken a personal interest in the program and since the Bureau strongly encourages the solicitation of a recommendation by a Flag Officer I thought it would be appropriate to ask. I was the NILO at Ben Luc from October 1969 thru June 1970 and on several occasions when you brought visitors to examine the Navy's role in Vietnam I had the privilege of presenting a brief on Giant Slingshot operations. I also remember vividly the day on which I almost ran over you in the stairwell in Saigon and how I was amazed when you calmly said "Slow down, Mr. Woerner."

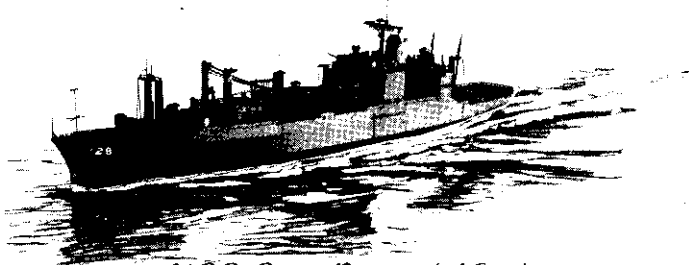
I have enclosed a rough draft of the application I will submit and although I am certain that it needs some revisions (your comments would be appreciated) I hope that it will give you a better idea of my qualifications.

If you feel that you are not in a position to make the recommendation that I have asked I shall understand. Please, in that case, advise me and return the forms so that I can ask Captain Fitzgerald, whom I believe you also know, to do me the favor.

Thank-you.

Very respectfully & sincerely,

James P. Woerner, Jr.
James P. Woerner, Jr.
LT, USN



USS Santa Barbara (AE-28)


October 29, 1974

Dear Admiral Zumwalt,

This morning I placed a registered letter, in which I asked you for your recommendation for the White House Fellows program, in the mail but inadvertently failed to include the rough copy of my application as I had intended. I am appending it to this letter and trust that you will forgive the oversight.

Very respectfully & sincerely,

James P. Woerner, Jr.
James P. Woerner, Jr.
LT, USN

 LT J. P. Woerner, Jr. USN
USS Sta. Barbara (AE-28)
Fleet Post Office
New York, NY 09501



POSTAGE AND FEES PAID
U.S. CIVIL SERVICE COMMISSION



**President's Commission on
White House Fellows
1900 E Street, N.W.
Washington, D.C. 20415**

THE WHITE HOUSE FELLOWS APPLICATION

In the following questions, indicate your answer or answers by circling the appropriate number or numbers at the right or by filling in the blanks provided.

1. Name (Last, First, Middle, Maiden)

James P. Woerner, Jr.

2. Address (Number, Street, City, State, Zip Code)

3. Home phone (include area code)

4. Office phone (include area code)

(803) 743-7545 (when in port)

5. Employer, job title, and total annual income

United States Navy
Lieutenant, USN
\$17,519.00/year

Are you a citizen of the United States of America?

Yes No

6. Workplace (City and State, or foreign country)

Wilmington, Delaware

7. Birth date (Month, day, year) Age

February 15, 1943 age: 31

8. Social Security Number

9. How did you hear about this program?

I first learned of the program in

1970 through the annual Bureau of Naval Personnel Notice which explains

it. I did not, however, take a

major interest until August 1974

when the Commanding Officer, USS

Santa Barbara (AE-28) encouraged me

to apply after he and other commanding

officers were asked by the Chief of Naval Personnel to identify potential candidates among active duty Navy personnel.

11. Regional Panel ATLANTA

(List the city nearest you: BOSTON, NEW YORK, PHILADELPHIA, WASHINGTON, D.C., ATLANTA, CHICAGO, DALLAS, ST. LOUIS, DENVER, SEATTLE, SAN FRANCISCO.)

12. Educational Level: Which one of the following represents the highest educational level you have attained or will have attained by the beginning date of the program. (No specific educational level or degree is required to apply for the program.)

Years of college	4	3	2	1	0
Bachelor's degree	1				
Some graduate work	2				
Master's degree	3				
Law degree	4				
Some work above the master's level	5				
Law degree (master)	6				
Doctorate	7				
Post doctorate	8				

13. If you have received a master's degree, give title of thesis.

La justicia social en tres novelas de Eduardo Caballero Calderón

14. If you have received a doctor's degree give title of dissertation.

NOT APPLICABLE

15. State your major field of study at your highest level of college work.

Spanish & Latin American Literature

16. Which of the following best represent your undergraduate and graduate class standings? Please indicate each in the appropriate column. If you are not positive of your standings, make the best estimates you can.

	U	L
Top 10 percent of your class	1	0
Top quarter, but not in top 10 percent	2	2
Second quarter - top half, but not in top 25 percent	3	3
Third quarter - below the top half, but above the lowest 25 percent	4	4
Fourth quarter - lowest 25 percent	5	5

(Social Justice in Three Novels by Eduardo Caballero Calderón)

17. List all colleges and universities attended.

(Do NOT send transcripts at this time.)

Name and location of college or university	Dates attended		Years completed		Degree Received	Year Received
	From	To	Day	Night		
University of Nebraska Lincoln, Nebraska	9/61	6/64	4	---	B.A.	1966
El Colegio de México Mexico City	7/64	6/65	1	---	---	---
Universidad de Antioquia Medellín, Colombia	6/66	6/67	1	---	---	---

(CONTINUED ON SEPERATE SHEET)

List other schools or training (for example, trade, vocational, Armed Forces, or business). Give for each the name and location of school, dates attended, subjects studied, certificates, and any other pertinent data.

- 1968 U.S. Navy short courses (1 week each) in Cryptographic Operations and Electronic Warfare.
- 1969 Amphibious Intelligence Course, 13 weeks, Naval Amphibious School; organization of naval and national intelligence communities; techniques of collection and analysis; reporting procedures and Vietnamese language training. Certificate of completion awarded.
- 1970 NROTC Seminar, 4 weeks, Purdue University; teaching methods, problems of contemporary higher education; review of subject matter to be taught.

CONTINUED ON SEPERATE SHEET

18. If you have taken the Graduate Record Examination, Law School Admissions Test, or any other test at the college senior or graduate school level, give the name of the test(s) and your score(s). (Scores on such tests as CEEB, ACT, AGCT, and AFQT are not appropriate.)

GRADUATE RECORD EXAMINATION (October 1970)

<u>Verbal</u>	<u>Quantitative</u>	<u>Spanish</u>
600	610	650

19. Please list the major college activities in which you participated. Specify which college and any offices held. Also list any major awards or recognition received (If relevant, you may list high school activities, awards, etc.)

UNIVERSITY OF NEBRASKA

Activities

- Newman Club: member, 4 years
- NROTC Battalion Recreation Council: Class representative, 2 years
- Tertulia Español (weekly cultural activity of the Spanish Club): Participant, 3 years
- Part-time employment(20 hours/week, work-study program), 2 years

Awards/Recognition

- Elected to Phi Sigma Iota (National Romance Language Honor Society)
- Honorable Mention Latin American Essay Contest: 1963
- First Prize Latin American Essay Contest: 1964
- State Department Undergraduate Scholarship for Foreign Study under University of Nebraska-El Colegio de México Exchange Program
- Selected for Nebraska Career Scholars Program (Ford Foundation Accelerated Masters Degree Program for students demonstrating potential for teaching at the University level); Participation was limited to senior year seminar due to pending Naval service
- Fulbright Scholarship for study at Universidad de Antioquia

Attach additional sheets, if necessary.

CONTINUED ON SEPERATE SHEET

Name and location of College or University	Dates attended		Years completed		Degree received	Year received
	From	To	Day	Night		
University of South Carolina; Columbia, S.C.	9/70	5/73	3 [*]	---	M.A.	1973

* Studies pursued during non-duty hours while assigned full time as Assistant Professor of Naval Science, NROTC Unit, University of South Carolina

1973 Executive Seminar, AE-28; examination of minority problems onboard USS Santa Barbara for increased racial awareness.

Item 19 (continued)

SALESIANUM HIGH SCHOOL, Wilmington, Delaware

Activities

1. Part-time employment (18 hours/week & full time during summer for 4 years)

20. From what sources was your education financed? Please indicate scholarships or assistantships by name, e.g., "National Student Defense Loans."

Undergraduate

1. NROTC Scholarship (University of Nebraska)
2. Part-time employment (University of Nebraska)
3. U.S. State Department Undergraduate Scholarship for Foreign Study (El Colegio de México)

Graduate

1. Fulbright Scholarship (Universidad de Antioquia)
2. U.S. Veterans Administration Assistance for Active Duty Personnel (University of South Carolina)

21. Please list the major civic, social, business, and professional activities in which you have participated during the past five years. Describe your participation ("helped organize," "served as president," etc.), list any awards or special recognition you have received for these activities, and cite what you consider your most significant contribution to your: (1) community, and (2) professional field.

1. Member U.S. Naval Institute since 1961
2. Member of University of Nebraska Alumni Association since 1966
3. Member of University of South Carolina Alumni Association since 1973
4. Member American Association of Teachers of Spanish & Portuguese since 1973
5. Member National Geographic Society since 1974
6. Member University of South Carolina Student-Faculty Committee on Academics
7. Frequent attendance as non-voting member of University of South Carolina Faculty Senate
8. Chairman, Combined Federal Campaign, NROTC University of South Carolina, 1971
9. Chairman, Combined Federal Campaign, USS Santa Barbara (AE-28), 1973
10. Member Pineview Elementary School PTA, West Columbia, SC since 1973

I do not believe that the above list adequately reflects my desire and potential for community involvement since in most cases the participation noted is of a relatively passive nature. I would, however, point out that two of the past five years were spent away from the community, i.e. one year in the Republic of Vietnam and one year assigned to sea duty. Preoccupation with my NROTC assignment and off-duty pursuit of a Masters degree further limited opportunity for community involvement. I sincerely hope and trust that the very submission of this application might be interpreted as a new expression of a commitment to social service outside of my ordinary milieu.

I do not believe, in spite of the personal awards that I have received, that my achievements as a Naval officer have been extraordinary. I do believe, however, that I have consistently performed to the very best of my ability and thus have ensured the achievement of the goals of the units to which I have been assigned. I would particularly like to think that the most meaningful contribution I have made has been the instilling of a sense of pride and dedication to duty in those with whom I have been associated and especially in the NROTC midshipmen who I had the privilege of teaching at the University of South Carolina.

22. List any outstanding accomplishments in other fields of endeavor (e.g., literary awards, inventions, patents, prizes for architectural design, etc.)

NOT APPLICABLE

24. List below, or list on an attached sheet of paper, any of your publications that you consider of particular significance or importance. (Do not enclose actual publication)

NOT APPLICABLE

23. Describe briefly any news stories, editorials, radio or television announcements, etc., showing evidence of your recognition by community, cultural, business, or other groups. Enclose pertinent news clippings only when germane.

25. Have you lived or traveled in any foreign countries?

Yes
 No 2

If "Yes", give names of countries, dates and length of time spent there and reason or purpose (military service, business, education, or vacation.)

NOT APPLICABLE

LISTED ON SEPERATE SHEET

26. List below the languages other than English of which you have any knowledge, and indicate your present level of proficiency—excellent, good, fair.

SPANISH: Essentially bilingual

<u>Listening comprehension</u>	<u>Reading comprehension</u>	<u>Speaking ability</u>	<u>Writing ability</u>
Excellent	Excellent	Excellent	Excellent

Portuguese

<u>Listening comprehension</u>	<u>Reading comprehension</u>	<u>Speaking ability</u>	<u>Writing ability</u>
Good	Good	None	None

27. If you have applied for one of the following Federal Government examinations or programs, give the information requested. Place a check in the appropriate column(s).

NOT APPLICABLE

	Applied for	Passed	Did not meet qualifications requirements
Federal Service Entrance Examination	_____	_____	_____
Federal Management Intern Examination	_____	_____	_____
Foreign Service Officer	_____	_____	_____
Peace Corps	_____	_____	_____

<u>Country</u>	<u>Length of Visit</u>	<u>Period</u>	<u>Purpose</u>
México	1 year	7/64-6/65	Education
	1 week	6/66	Vacation
	1 week	6/67	Vacation
	1 week	2/69	Vacation
Colombia	1 year	6/66-6/67	Education
	1 week	7/67	Naval Service
Ecuador	1 week	12/66	Education/Vacation
	1 week	8/67	Naval Service
Peru	1 week	8/67	Naval Service
Chile	2 weeks	9/67	Naval Service
Argentina	1 week	9/67	Naval Service
Brazil	2 weeks	9/67	Naval Service
Trinidad	2 days	11/67	Naval Service
Venezuela	1 week	11/67	Naval Service
Norway	1 week	6/68	Naval Service
England	4 weeks	7/68-12/68	Naval Service
Denmark	1 week	7/68	Naval Service
Germany	1 week	8/68	Naval Service
Netherlands	3 weeks	7/68-8/68	Naval Service
Belgium	3 days	9/68	Naval Service
Scotland	2 weeks	9/68-11/68	Naval Service
Northern Ireland	1 week	10/68	Naval Service
France	1 week	10/68	Naval Service
Portugal	1 week	11/68	Naval Service
Spain	1 week	11/68	Vacation
	2 weeks	4/74-9/74	Naval Service
Republic of Vietnam	1 year	6/69-6/70	Naval Service
Italy	6 weeks	5/74-9/74	Naval Service
Greece	6 weeks	6/74-7/74	Naval Service

Start with your PRESENT position and work back. If necessary, attach a chronological list.

1 Dates of employment (month, year) From July 1973 To present time		Exact title of position Operations Officer	Number and kind of employees you supervise 2 officers & 30 enlisted personnel of
Salary or earnings Starting \$ _____ per Present \$ 17,519 per year	Place of employment (City and State) USS Santa Barbara (AE-28)	Kind of business or organization, (Manufacturing, US Navy accounting, insurance, etc.) United States Navy	
Name and address of employer (firm, organization, etc.) USS Santa Barbara (AE-28) Fleet Post Office New York, N.Y. 09501		Name, title, and present address of immediate supervisor Commander Paul H. Bassin, USN Commanding Officer, USS Santa Barbara (AE-28) Fleet Post Office New York, N.Y.	

Description of work (Explain any outstanding contributions made by you in this work.) (Have you received any citations, awards, or unusual promotions?) **USS Santa Barbara (AE-28) is a multi-million dollar logistics ship designed in the late 1960's to provide a platform for rapid underway transfer of naval ordnance to fleet units by conventional (i.e., alongside) and vertical replenishment. As Operations Officer I am personally responsible for the overall coordination of the ship's operations, training and tactical planning. Thus I am required to conduct continuous and effective liaison not only with the Commanding Officer, Executive Officer and other Department Heads of this ship but also with**
(CONTINUED ON SEPERATE SHEET)

2 Dates of employment (month, year) From _____ To _____		Exact title of position	Number and kind of employees you supervise
Salary or earnings Starting \$ _____ per Final \$ _____ per	Place of employment (City and State)	Kind of business or organization, (Manufacturing, accounting, insurance, etc.)	
Name and address of employer (firm, organization, etc.)		Name, title, and present address of immediate supervisor	
Reason for leaving			
Description of work (See explanation above)			

3 Dates of employment (month, year) From _____ To _____		Exact title of position	Number and kind of employees you supervise
Salary or earnings Starting \$ _____ per Final \$ _____ per	Place of employment (City and State)	Kind of business or organization, (Manufacturing, accounting, insurance, etc.)	
Name and address of employer (firm, organization, etc.)		Name, title, and present address of immediate supervisor	
Reason for leaving			
Description of work (See explanation above)			

responsible personnel of other fleet units and shore commands. Combining a through knowledge of pertinent tactical publications and message traffic together with a careful analysis of information derived from the ship's sensors I serve as the command's principal advisor for required tactics and ships movements. In addition I am responsible for the control of the ship's helicopters when airborne and overall supervision of the operation and maintenance of radar, communications and other electronics equipment assigned to my department. During Santa Barbara's summer, 1974 deployment to the Mediterranean Sea as a part of the United States Sixth Fleet I was intimately involved in the planning and execution of extremely successful salvage operations in Rhodes, Greece as well as highly classified contingency operations associated with the Cyprus crisis. Prior to his being relieved by Commander Bassin in May 1974 my Commanding Officer during this assignment was Captain I.J. Johnson, USN now retired and living at

2. FROM JULY 1970 TO JUNE 1973

As Assistant Professor of Naval Science, NROTC Unit, University of South Carolina I was directly responsible for the academic preparation and counseling of future naval officers in the important areas of Navigation and Operations Analysis. My duties, like those of other University Professors centered around the organization and conduct of classroom lectures, demonstrations, laboratories and the evaluation process. During a survey conducted by students of the College of Arts & Sciences in 1970 I was ranked within the top 5% of those University professors evaluated. I take particular pride in my efforts to improve the curricula of these courses by extensive use of audio-visual aids and programmed texts, selection of additional reference texts and frequent reproduction of pertinent articles from periodical literature as class handouts. As a result I was nominated for both the Standard Oil (Indiana) award for distinguished teaching and the American Ordnance Association, Leo A. Codd Memorial Award as the outstanding NROTC Instructor of the Year nationwide. Upon completion of this tour of duty I was further honored by the award of the Navy Commendation Medal, the citation of which made note of my efforts to aid educationally underprivileged minority students to acquire the academic skills essential to successful completion of the NROTC curriculum. My Commanding Officer throughout this period was Captain J.H. Fitzgerald, USN whose present address ~~is NROTC UNIT, University of South Carolina,~~

3. FROM MARCH 1969 TO JUNE 1970

From March to June of 1969 I attended the Amphibious Intelligence Course taught at the Naval Amphibious School, Coronado, California in anticipation of my subsequent assignment to duty in the Republic of Vietnam. Administratively attached from June 1969 to June 1970 to the Headquarters Staff, Commander U.S. Naval Forces, Vietnam, at the time then Vice-Admiral Elmo R. Zumwalt, Jr., I was in actuality assigned as a NILO (Naval Intelligence Liaison Officer) at NAM CAN (OPERATION SEA FLOAT: 3 months) and BEN LUC (OPERATION GIANT SLINGSHOT: 9months). As Nilo I was responsible for the collection, processing, analysis and dissemination of intelligence relating to enemy capabilities and intentions which was of tactical and strategic value to both the operating forces in the field and the headquarters in Saigon. In January 1970, based upon my analysis of available

raw intelligence concerning an increase in enemy activity on the Upper Vam Co Dong river, GIANT SLINGSHOT assets were shifted to meet the thrust and the enemy threat was neutralized. For this I was awarded the Bronze Star Medal. Other awards received during this period include:

- 1) Air Medal (3 strike/flight awards)
- 2) Navy Unit Commendation (2 awards)
- 3) Vietnam Service Medal
- 4) Republic of Vietnam Meritorious Unit Citation (Gallantry Cross Medal Color with Palm)
- 5) Republic of Vietnam Meritorious Unit Citation (Civil Actions Medal, First Class Color with Palm)
- 6) Republic of Vietnam Campaign Medal

4. FROM JULY 1967 TO FEBRUARY 1969

This period was spent onboard USS GLENNON (DD-840) as Electronic Material Officer, a position in which I held the responsibility for the preventive maintenance and, when required, the repair, modification and installation of shipboard electronics equipment. During my tenure as Electronic Material Officer GLENNON completed two major deployments without serious electronic equipment failure. My Commanding Officers during this assignment were: *W. B. MAGEE AND G. M. Johnson (I am in the process of obtaining their present address from BuPers)*

5. FROM JUNE 1966 TO JUNE 1967

Following graduation and commissioning on 4 June 1966 I was administratively assigned to the office of the U.S. Naval Attache in Bogotá while attending the Universidad de Antioquia as a Fulbright Scholar.

Have you ever been a consultant to a foreign country?

Yes1

No(2)

If "Yes", specify country and type of work done:

Have you ever been a consultant to a company or organization in this country?

Yes1

No(2)

If "Yes", specify company or organization and type of work done:

31. Discuss the White House Fellows program from the point of view of such questions as: What motivated you to apply? What do you consider to be your major qualifications for the program? What benefits are likely to result from your participation? (Please type in the space provided and answer in 300 words or less.)

I have decided to apply for the White House Fellows Program because I believe it provides an unique opportunity for individuals, such as myself, who have dedicated themselves to national service to make a lasting contribution to our nation and the society which forms it. Today the American people, following the traumatic experience of Watergate, are continuously being told that there is a crisis in our leadership. I do not believe this for if it were so our nation would soon cease to exist. What has happened, in my opinion, is that many among the American people have lost their sense of pride and hence their desire to excel. It is precisely these qualities, i.e. pride and dedication to excellence in the performance of duty, that lead me to believe that I am very highly qualified for this program. If chosen I would particularly ask to become involved in the solution of problems relating to American education and ~~foreign relations~~ *Interamerican relations* two areas which bear very directly upon our future. Additionally the effect of these problems upon the Navy ~~is~~ very significant and I would be much better prepared to help solve their impact upon the Navy when I return to Naval service.

IN THESE AREAS

...been discharged from any job, or have you ever been discharged from any job?
Employer intended to discharge you?
If your answer is "Yes", give details: Yes1
No2

33. Have you ever been arrested since your 16th birthday? (Exclude traffic violations for which you were fined \$30 or less.) If your answer is "Yes", give details: Yes1
No2

34. Are you now, or have you ever been, a member of the Communist Party, U.S.A., the Communist Political Association, the Young Communist League, or any Communist organization? Yes2
No2

35. Are you now or have you ever been a member of any foreign or domestic organization, association, movement, group, or combination of persons which is totalitarian, Fascist, Communist, or subversive, or which has adopted, or shows, a policy of advocating or approving the commission of acts of force or violence to deny other persons their rights under the Constitution of the United States, or which seeks to alter the form of government of the United States by unconstitutional means? Yes1
No2

(If your answer to 34 and/or 35 above is "Yes," state on a separate sheet attached to and made a part of this application the names of all such organizations, associations, movements, groups or combination of persons and dates of membership. Give complete details of your activities therein and make any explanation you desire regarding your membership or activities.)

36. Have you any physical handicap, chronic disease, or other disability? Yes1
No2

37. Have you ever had a nervous breakdown? Yes1
No2

38. Are you presently undergoing medical treatment of any kind? Yes1
No2

If your answer to 36, 37 and/or 38 is "Yes," give details:

39. Have you ever been barred by the U.S. Civil Service Commission from taking examinations or accepting civil service appointment? Yes1
No2

If your answer is "Yes", give dates of and reasons for such debarment:

40. List Dates, Branch, and Serial or Service Number of all Active Military Service

From	To	Branch of Service	Serial or Service Number
4 June 1966	Present	United States Navy	

41. Have you ever been discharged from the Armed Forces under other than honorable conditions? Yes1
No2

If your answer is "Yes", give details:

If "Yes", specify: _____

43. References. List at least three persons living in the United States or territories of the United States who are NOT RELATED TO YOU AND WHO HAVE DIRECT KNOWLEDGE of your qualifications. At least one person listed should have professional competence in your field. Do not repeat names of supervisors listed under question 28. Persons listed may not include those whom you have asked to complete the Personal Evaluation forms enclosed with this application. In addition to the persons named here, the Commission may wish to solicit references from other individuals who have knowledge of your qualifications. May such inquiry be made?

Yes 1
No 2

Full Name	Present Business or Home Address	Telephone Number (Include area code)	Business or Occupation and title
DR Roberto Esquivel-Mayo			Director, INSTITUTE for LATIN AMERICAN and INTERNATIONAL STUDIES UNIVERSITY of NEBRASKA
DR NESTOR A MORENO			Professor of Spanish & LATIN American Literature University of South Carolina
LCDR F.D. Warren			Executive officer USS SHAW BARKER
CAPTAIN MARTIN M. ZENZI			CONSERVATOR TWO
DR C. MARY BORELLI			Professor of Spanish University of South Carolina

44. If the address you have given on page one is not your permanent address, furnish the address where you can always be reached.

Address (Number, Street, City, State, Zip Code) My permanent legal residence is

CERTIFICATION

I CERTIFY that all of the statements made in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith.

Signature of applicant _____ Date _____

(Sign in ink)

**PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWS
THE WHITE HOUSE**

CONFIDENTIAL PERSONAL EVALUATION

The individual named on the enclosed form has applied for the White House Fellows program. The purpose of the program is to provide gifted and highly motivated young Americans with first-hand experience in the process of governing the nation, and with a sense of personal involvement in the leadership of the society.

For a year, a small group of carefully selected Fellows are assigned as assistants to senior White House staff members, the Vice President, Cabinet officers, or other top Government officials. These Fellows participate directly in the most important work of the Executive Branch.

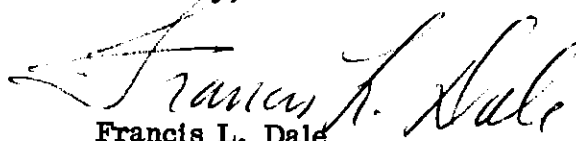
In order to evaluate this candidate, we need information from persons who have known him or her in his or her studies, work, or civic activities. Therefore, we request that you fill out this evaluation form as completely and frankly as possible. Since the description which you provide will be considered along with information from many other sources, we are interested in knowing both the strengths and weaknesses of the applicant. Final selection will be limited to persons who:

- (1) have demonstrated unusual ability, high moral character, outstanding motivation, and a broad capacity for leadership;
- (2) show exceptional promise of future development; and
- (3) are dedicated to the institutions of the United States and the values of American civilization.

Your reply will be held in strict confidence of course. Please return it in the enclosed self-addressed envelope by December 2, 1974.

Thank you for your cooperation.

Sincerely,



Francis L. Dale
Chairman



DEPARTMENT OF THE NAVY

BUREAU OF NAVAL PERSONNEL

WASHINGTON, D.C. 20370

IN REPLY REFER TO

29 NOV 1974

MEMORANDUM FOR ADM ZUMWALT

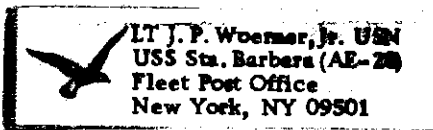
Subj: LT James P. Woerner, Jr.

1. This is written as a routinely outstanding report and done purely from his record.
2. LT Woerner was the NILO at Nam Can from the early days of SEAFLOAT till November 1969 and then was transferred to the NILO at Ben Luc for GIANT SLINGSHOT. I do not remember him; Rex was gone for most of his time in country; and Ott Sigmond does not specifically remember him.
3. His Navy career is as follows:
 - Fulbright Scholar at University of Antioquia, Columbia - 1 yr.
 - Division Officer, USS GLENNON (DD 840) with average marks in the 2 excellent columns - 2 yrs
 - NILO, Nam Can and NILO GIANT SLINGSHOT with average marks in the 2 outstanding columns - 1 yr
 - Navigation Instructor at Univ. of So. Carolina - 4.0 marks and recommended for accelerated promotion from PNS, CAPT Jay Fitzgerald (Emmet Bonner's Chief of Staff at Da Nang) "Best J.O. Jay had seen in the Navy." While there he received a Masters Degree in Spanish Literature. Did good job with disadvantaged minority students. - 3 yrs.
 - Ops Officer on AE-28 with 4.0 marks in everything but "speaking ability". Overall top 1%. Best officer on board. - 1 yr.
4. I think the attached is a fair assessment.
5. It was good to see you at your birthday luncheon; you look great. My best to Mouza.

Most sincerely,

C. F. RAUCH, JR.
Rear Admiral, U. S. Navy
Assistant Chief for Human Goals

PLEASE RETURN THIS FORM
BY DECEMBER 2, 1974



FORM APPROVED
BUDGET BUREAU NO. 116-R0189

Name of Applicant James P. Woerner, Jr. Regional Panel _____

How long, how well, and in what capacity have you known the applicant?

From June 1969 to May 1970, Lieutenant Woerner held two key intelligence positions in two of the most active sites of U. S. Naval involvement in Vietnam.

Your business title or occupation: Commander, U. S. Naval Forces, Vietnam

I feel that I am very well qualified fairly well qualified not qualified to evaluate his or her character, abilities, and accomplishments. (Check one)

Below are a series of descriptive statements. Based on your knowledge of the applicant, decide whether or not each statement is "very descriptive", "somewhat descriptive", or "not descriptive", and place a check mark in the appropriate column. Please use the "don't know" column only if you honestly feel you cannot provide another answer. Use the blank space at the end of each category, or extra sheets if you need them to amplify or explain your answers.

INTELLECTUAL ABILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
1. Thinks for him or herself _____	X			
2. Applies common sense to the solution of problems _____	X			
3. Quickly gets to the heart of a problem _____	X			
4. Understands new and complex ideas _____	X			
5. Writes clearly and convincingly _____	X			

REMARKS:

On one occasion, his analysis of various pieces of intelligence regarding declining enemy strength resulted in the initiation of a piece of psychological warfare that showed excellent results.

SELF-CONFIDENCE, POISE, ABILITY TO GET ALONG WITH OTHERS	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
6. Is poised and confident of his or her own ability _____	X			
7. Profits from constructive criticism _____	X			
8. Shows signs of instability under stress _____			X	
9. Is a "lone wolf" even when the situation calls for cooperation _____			X	
10. Is clear and persuasive in argument _____	X			

REMARKS:

Lieutenant Woerner is not easily discouraged. He has the strength to support his convictions regardless of the consequences to himself; yet he is very respectful of those with different opinions. He also accepts constructive criticism well.

WOERNER, J.P.

PERSONAL INTEGRITY AND RESPONSIBILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
11. Has the courage of his or her convictions	X			
12. Is willing to accept the blame when it is his or hers	X			
13. Keeps his or her word	X			
14. Is inclined to bluff			X	
15. Assumes credit which he or she may not deserve			X	
16. Inspires trust on the part of his or her associates	X			

REMARKS:

He is able to back up his beliefs with action. He is well liked by both contemporaries and seniors.

DECISIVENESS, ENERGY, AND VIGOR	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
17. Talks about what he or she is going to do but fails to follow through			X	
18. Is reluctant to assume additional responsibility			X	
19. Constantly seeks new and better ways of getting things done	X			
20. Has so many commitments that it's impossible for him or her to fulfill them all				X

REMARKS:

He was an innovative and energetic intelligence liaison officer on two major operations, and he diligently attempted numerous and various means to ensure timely information was available to the operations personnel and the riverine forces.

LEADERSHIP	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
21. Inspires the confidence of others				X
22. Can channel and direct efforts of others to accomplish tasks	X			
23. Tries to convince by force or bravado rather than with sound reasons				X
24. Takes responsibility for the decisions he or she makes	X			
25. Gives subordinates full credit for what they do	X			
26. Is respected for the wisdom and courage of his or her leadership				X

REMARKS:

Some of these traits were not observed because the position of Naval Intelligence Liaison Officer, which Lieutenant Woerner held, did not include more than a very few assistants; however, he did coordinate the efforts of several other Navy Intelligence Liaison Officers in the second of his two positions in Vietnam, and he did so quite successfully.

CIVIC-MINDEDNESS AND SENSE OF RESPONSIBILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
27. Believes firmly in the ideals and principles of American government	X			
28. Feels and demonstrates a strong sense of obligation to his or her community	X			

REMARKS:

See paragraph 29.

29. What, in your opinion, are the applicant's major strengths? Lieutenant Woerner is a destroyer, line officer who was ordered in-country in Vietnam to act as a Navy Intelligence Liaison Officer. It is a testimony to his dedication to his country and to the Navy that he performed in such an outstanding manner in a combined US/Vietnam Navy outpost built on pontoons and anchored in a river directly in the midst of enemy territory that when his turn for rotation came up, he was moved to a similar job involving coordination of intelligence information in the extremely key operation that interdicted the major enemy infiltration routes between the Cambodian border and Saigon. Thus, his tour in Vietnam involved riverine operations in the two hottest areas of U. S. Naval Forces, in-country action. His work in these challenging positions was superb.

30. What are his or her weaknesses?

Not observed.

31. What do you consider to be the major impact the applicant has made in his or her work and in his or her community?
What is the applicant's potential?

Lieutenant Woerner is a fine young Naval Officer who has a superb combat record and who, I understand, is doing a magnificent job presently aboard one of our large ships after having completed a brilliant tour as a Navy ROTC instructor at the University of South Carolina. He is one of the Navy's highly intelligent, versatile young officers. He displayed quite an interest in Vietnam that, I understand, stems from an overall interest in the developing nations and their people.

In summary, how do this applicant's ability and potential compare with those of other young people with whom you are acquainted?

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OUTSTANDING <i>(top 5%)</i>	EXCELLENT <i>(top 15%)</i>	GOOD <i>(top third)</i>	AVERAGE <i>(middle third)</i>	POOR <i>(bottom third)</i>

NAME <i>(Please print)</i> Admiral E. R. Zumwalt, Jr., USN(Ret.)	
HOME ADDRESS <i>(Number, Street, City, State, Zip Code)</i>	
HOME PHONE <i>(Include Area Code)</i>	OFFICE PHONE <i>(Include Area Code)</i> 678-3492
SIGNATURE /s/ E. R. ZUMWALT, JR.	DATE 30 Nov 1974