

PRESIDENTIALLY APPOINTED POSITIONS DATASET—2008

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This dataset includes all presidential appointments requiring Senate confirmation as of January 20, 2009. This includes positions in the Executive, Legislative, and Judicial branches and positions outside the U.S. government in Washington, DC government and international organizations.

CONSTRUCTION OF THE DATASET

The basic data for the dataset come from the 2008 U.S. Government publication *Policy and Supporting Positions* (i.e., the Plum Book). The U.S. Congress produces this publication every 4 years to coincide with presidential elections. The House of Representatives and the Senate take turns publishing the document. The Government Printing Office maintains a website that allows downloading the data in xlm. I took a raw version of this data form an open source in December, 2019 to start.¹ Once downloaded, I sorted the data by type of appointment and kept only the positions listing PAS (i.e., presidential appointment, Senate confirmation) as the type of appointment.

I supplemented the data from the Plum Book with information from Hogue et al. 2008, a Congressional Research Service publication that lists all Senate-confirmed positions by committee.² Specifically, I went through each position in Hogue et al. 2008 to make sure they were all included in the Plum Book. I added all positions included in Hogue et al. 2008 that were not included in the 2008 Plum Book.³

I also added positions listed in neither source but included in official Senate nominations data (https://www.senate.gov/legislative/nominations_new.htm).⁴ This includes positions created after the publication of the 2008 Plum Book or Hogue et al. 2008, positions excluded from those sources because they had never received a nominee previously, and other positions missed because of apparent oversights (see below for details).

Removing Positions

Since the focus of the dataset is executive positions, I removed several classes of positions from the positions in the 2008 Plum Book and Hogue et al. 2008. These include:

District of Columbia Judicial Positions (Superior Court, Court of Appeals):	70
Judicial Positions in Article I courts:	27

¹ Persons can download the data a zip file from the following website: <https://www.govinfo.gov/app/details/GPO-PLUMBOOK-2016/>, accessed December 16, 2019.

² Ultimately, there were 317 positions in Hogue et al. 2008 not included in the 2008 Plum Book.

³ While I use Hogue et al. 2008 as authoritative, there were a few cases of apparent errors in this document.

⁴ There were 3 positions included in the Senate nominations data that were excluded from the 2008 Plum book and Hogue et al. 2008 because the agencies were created in 2009, after the start of the new administration. These include Assistant Secretary of Commerce for Environment and Observation, Principal Deputy Undersecretary of Defense (Comptroller), and Ambassador to the Syrian Arab Republic.

1. U.S. Court of Appeals for the Armed Forces:	5	
2. U.S. Court of Appeals for Veterans Claims:	3	
3. U.S. Tax Court:	19	
Duplicates:		5
1. International Joint Commission	3	
2. U.S. International Trade Commission ⁵	1	
3. Internal Revenue Service Oversight Board ⁶	1	
Positions Filled by Other PAS personnel		29
1. Library of Congress Trust Fund Board	1	
2. American Folklife Center Board	8	
3. Federal Old-Age & Survivors Trust Fund & Disability Insurance Trust Fund ⁷	2	
4. Federal Supplementary Medical Insurance Trust Fund	2	
5. Asian Development Bank	3	
6. African Development Bank	3	
7. African Development Fund	2	
8. International Bank for Reconstruction & Development	1	
9. Commodity Credit Corporation ⁸	7	
Agencies eliminated after the publication of the sources		5
1. Federal Housing Finance Board	5	
TOTAL		136

The Special Case of Ambassadors

There are a number of ambassadorial positions where an ambassador confirmed to one position generally becomes ambassador to another country at the same time. For example, a recent nomination for Ambassador to Barbados reads:

Leandro Rizzuto, of New Jersey, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to Barbados, and to serve concurrently and without additional compensation as Ambassador Extraordinary and Plenipotentiary of the United States of America to the Federation of Saint Kitts and Nevis, Saint Lucia, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, and Saint Vincent and the Grenadines.

⁵ There are 6 positions but the Plum Book includes positions for Chair which make it look like there are 7 positions.

⁶ I exclude one IRS oversight board position since there are 6 rather than 7 “The Oversight Board shall be composed of nine members, as follows: six members shall be individuals who are not otherwise Federal officers or employees and who are appointed by the President, by and with the advice and consent of the Senate”

⁷ There are three trust funds that all appear to be run by the same appointees even though the positions are listed separately. I include only 2 positions out of the 6 since two people fill all six roles.

⁸ The Commodity Credit Corporation was not listed in the 2008 Plum Book but was listed in Hogue et al. 2008. The CCC Board is currently completely comprised of USDA officials (<https://www.usda.gov/ccc>, accessed January 26, 2020).

Among the ambassadorships that fall in this category are the following⁹:

1. AMB to Barbados (concurrently accredited to Dominica, Grenada, Antigua, St Kitts, St Nevis)
2. AMB for Senegal (Guinea-Bissau after 1998)
3. AMB for Sri Lanka (Maldives)
4. AMB for Mauritius (Seychelles after 1996)
5. AMB for Italy (San Marino)
6. AMB for Spain (Andorra)
7. AMB for Fiji (Tuvalu, Tonga, Kiribati)
8. AMB for Madagascar (Comoros)
9. AMB for Switzerland (Liechtenstein)
10. AMB for Gabon (Sao Tome and Principe)
11. AMB for Papua New Guinea (Solomon Islands and Vanuatu)
12. AMB for New Zealand (Samoa)
13. AMB for France (Monaco)

I did not remove the ambassadorial positions above from the dataset since, in principle, the president could nominate persons for these other positions (e.g., Ambassador to Monaco). Yet, users of the data may want to exclude these cases.

Under existing statutes, the number of PAS positions may vary. Notably, 22 U.S.C. SEC. 3942 reads:

APPOINTMENTS BY THE PRESIDENT.—(a)(1) The President may, by and with the advice and consent of the Senate, appoint an individual as a chief of mission, as an ambassador at large, as an ambassador, as a minister, as a career member of the Senior Foreign Service, or as a Foreign Service officer. (2)(A) The President may, by and with the advice and consent of the Senate, confer the personal rank of career ambassador upon a career member of the Senior Foreign Service in recognition of especially distinguished service over a sustained period. (B)(i) Subject to the requirement of clause (ii), the President may confer the personal rank of ambassador or minister on an individual in connection with a special mission for the President of a temporary nature not exceeding six months in duration. (ii) The President may confer such personal rank only if, prior to such conferral, he transmits to the Committee on Foreign Relations of the Senate a written report setting forth— (I) the necessity for conferring such rank, (II) the dates during which such rank will be held, (III) the justification for not submitting the proposed conferral of personal rank to the Senate as a nomination for advice and consent to appointment, and (IV) all relevant information concerning any potential conflict of interest which the proposed recipient of such personal rank may have with regard to the special mission. Such report shall be transmitted not less than 30 days prior to conferral of the personal rank of ambassador or minister except in cases where the President certifies in his report that urgent circumstances require the immediate conferral of such rank. (C) An individual upon whom a personal rank is conferred under subparagraph (A) or (B) shall not receive any additional compensation solely by virtue of such personal rank. (3) Except as provided in paragraph (2)(B) of this subsection or in clause 3, section 2, article II of the Constitution (relating to recess appointments), an individual may not be designated as ambassador or minister, or be designated to serve in any position with the title of ambassador or minister, without the advice and consent of the Senate.

⁹ I added positions for Tuvalu, Tonga, Kiribati and the Solomon Islands and Vanuatu based upon 2016 Plum Book even though these positions were not listed in 2008 (2 additional positions). The 2008 Plum Book also lists New Zealand and Samoa as one position. I separated them in this data (1 additional position).

This implies that through their unilateral choices presidents may alter the number of PAS positions. I will list the cases of persons nominated to positions that were not in existence on January 20, 2009 below.

Special Case of Chief Financial Officers

The Chief Financial Officers Act of 1990 details CFOs in 25 different departments or agencies. Of these 25 positions, 17 may be filled through presidential nomination and Senate confirmation. The law allows, however, that the president may designate other Senate-confirmed appointees to fill this role -- in addition to the position to which they were already confirmed. For example, an Assistant Secretary for Management might also serve as CFO.

In this data, I do not include all 17 possible Senate-confirmed CFO positions as distinct positions since this make determining their vacancy status and the date of nomination difficult. Rather, I use the Plum Book as the guide. If the CFO job is listed separately as a PAS position within the agency, I treat it as such in this data.

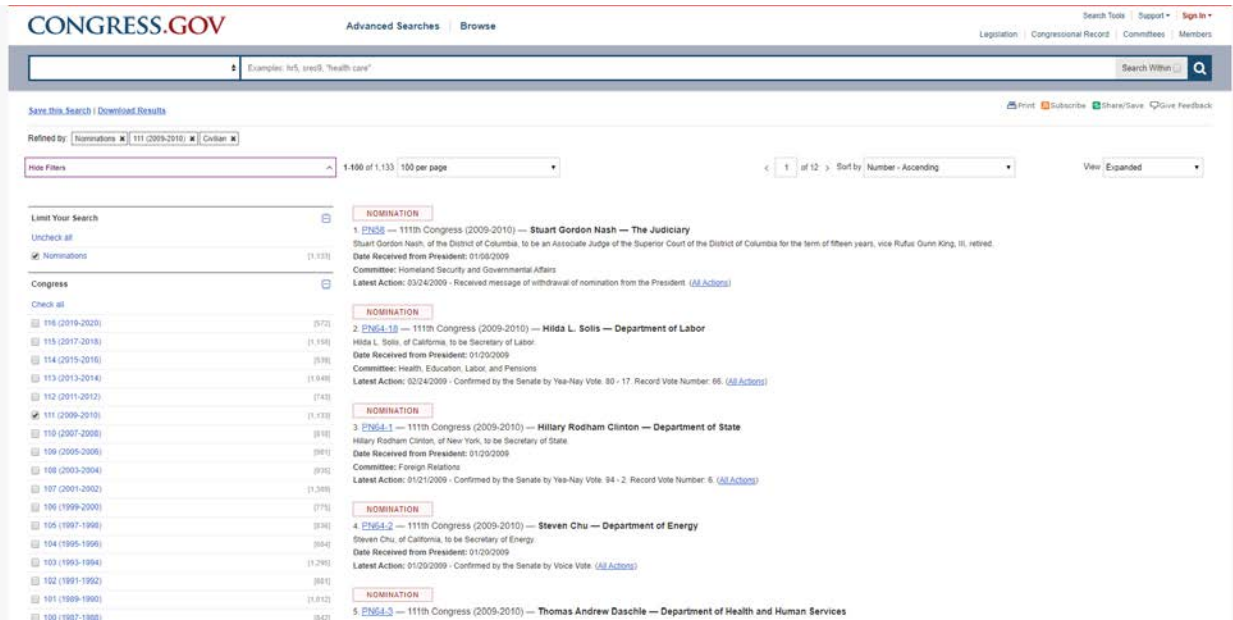
Special Case of the Development Banks

According to Davis and Mansfield 2012, the Presidential Appointment Efficiency and Streamlining Act of 2011 made the following changes: “Additionally, for the positions of Governor and Alternate Governor for the African Development Bank, Asian Development Bank, and African Development Fund, the President can nominate an individual with the advice and consent of the Senate, or he can designate an individual to fill those positions from among individuals serving in positions that are already, independently, subject to advice and consent of the Senate.” In this data, these positions are still included as separate positions but they can be filled by others with Senate confirmation.

Nominations Data

To connect nominations data to positions, I used data from congress.gov. I downloaded all formal nominations to civilian positions from January 20, 2009 to January 20, 2010¹⁰, excluding judgeships, and matched nominations to vacant positions. Specifically, I selected all civilian nominations in the 111th Congress (2009-2010). The page looked like the following:

¹⁰ The key date for determining inclusion in the first year of nominations is the date the Senate received the formal nomination from the president.



From this page I extracted information on nomination number, unique web page url for each nomination, Congress, name of nominee, organization, description of nomination (e.g., “Jane Smith to be Assistant Secretary of Defense, vice Joe Smith, resigned”), date received from President, committee, latest action date, latest action (e.g., confirmed by the Senate by voice vote, Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate).

New Positions

There were six nominations to positions not included in the positions data. Each was created after January 20, 2009 and was excluded:

1. Sharon E. Burke, of Maryland, to be Director of Operational Energy Plans and Programs. (New Position)¹¹
2. Paul R. Verkuil, of Florida, to be Chairman of the Administrative Conference of the United States for the term of five years, vice Thomasina V. Rogers, term expired.¹²
3. Frank Kendall III, of Virginia, to be Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics. (New Position)¹³
4. Christine H. Fox, of Virginia, to be Director of Cost Assessment and Program Evaluation, Department of Defense. (New Position)¹⁴

¹¹ For details see: https://books.google.com/books?id=SOBEAQAAAJ&pg=PA391&dq=%22new+position%22+director+of+operational+energy+plans+and+programs&hl=en&newbks=1&newbks_redir=0&sa=X&ved=2ahUKEwj744zArjXnAhVnhoAKHdGQAKkQ6AEwAHoECAQQAg#v=onepage&q=%22new%20position%22%20director%20of%20operational%20energy%20plans%20and%20programs&f=false, accessed January 26, 2020).

¹² The Administrative Conference of the United States was defunded in 1995, reauthorized in 2004 and 2008 and received appropriations in 2009. See <https://www.acus.gov/history>, accessed January 26, 2020).

¹³ This looks like a new position since this nomination was made to one position withdrawn and there was an immediate nomination to this new position.

¹⁴ Created by Weapon Systems Acquisition Reform Act, May 22, 2009.

5. Michael J. McCord, of Virginia, to be Principal Deputy Under Secretary of Defense (Comptroller). (New Position)
6. Robert Stephen Ford, of Maryland, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to the Syrian Arab Republic. (Withdrew our ambassador in 2005)

Nominations but no Positions

There were 35 nominations to positions that were included neither in the 2008 Plum Book nor the Hogue et al. 2008 Congressional Research Service report. Some of these positions were State Department positions where the president has discretion over the number of ambassadorial positions (see below). Other nominations without positions were cases where the administration or Congress created positions after the publication of these documents. In a few cases nominations appeared to be to positions that did not exist because the president or Congress had created positions prior to the Obama Administration but these positions had not yet been filled. In one case an entire agency was missed—the Marine Mammal Commission.

State Department Positions

There were 20 State Department nominations to positions listed neither in the 2008 Plum Book nor the Hogue et al. 2008 Congressional Research Service report. These include:

1. Eileen Chamberlain Donahoe, of California, for the rank of Ambassador during her tenure of service as the United States Representative to the UN Human Rights Council.
2. Laura E. Kennedy, of New York, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, for the rank of Ambassador during her tenure of service as U.S. Representative to the Conference on Disarmament.
3. Robert R. King, of Virginia, to be Special Envoy on North Korean Human Rights Issues, with the rank of Ambassador.
4. Laura Gore Ross, of New York, to be an Alternate Representative of the United States of America to the Sixty-fourth Session of the General Assembly of the United Nations.
5. David Killion, of the District of Columbia, for the rank of Ambassador during his tenure of service as the United States Permanent Representative to the United Nations Educational, Scientific, and Cultural Organization.
6. Bill Delahunt, of Massachusetts, to be a Representative of the United States of America to the Sixty-fourth Session of the General Assembly of the United Nations.
7. Elaine Schuster, of Florida, to be a Representative of the United States of America to the Sixty-fourth Session of the General Assembly of the United Nations.
8. Christopher H. Smith, of New Jersey, to be a Representative of the United States of America to the Sixty-fourth Session of the General Assembly of the United Nations.
9. Wellington E. Webb, of Colorado, to be an Alternate Representative of the United States of America to the Sixty-fourth Session of the General Assembly of the United Nations.
10. Ertharin Cousin, of Illinois, for the rank of Ambassador during her tenure of service as U. S. Representative to the United Nations Agencies for Food and Agriculture.
11. Philip L. Verveer, of the District of Columbia, for the rank of Ambassador during his tenure of service as Deputy Assistant Secretary of State for International Communications and Information Policy in the Bureau of Economic, Energy, and Business Affairs and U. S. Coordinator for International Communications and Information Policy.

12. Bonnie D. Jenkins, of New York, for the rank of Ambassador during her tenure of service as Coordinator for Threat Reduction Programs.
13. Susan Flood Burk, of Virginia, a Career Member of the Senior Executive Service, to be Special Representative of the President for nuclear non-proliferation, with the rank of Ambassador.
14. Melanne Vermeer, of the District of Columbia, to be Ambassador at Large for Women's Global Issues.
15. Carol Fulp, of Massachusetts, to be a Representative of the United States of America to the Sixty-fifth Session of the General Assembly of the United Nations.
16. Jeanne Shaheen, of New Hampshire, to be a Representative of the United States of America to the Sixty-fifth Session of the General Assembly of the United Nations.
17. Roger F. Wicker, of Mississippi, to be a Representative of the United States of America to the Sixty-fifth Session of the General Assembly of the United Nations.
18. Gregory J. Nickels, of Washington, to be an Alternate Representative of the United States of America to the Sixty-fifth Session of the General Assembly of the United Nations.
19. Kurt Walter Tong, of Maryland, a Career Member of the Senior Foreign Service, Class of Counselor, for the rank of Ambassador during his tenure of service as United States Senior Official for the Asia-Pacific Economic Cooperation (APEC) Forum.
20. Nils Maarten Parin Daulaire, of Virginia, to be Representative of the United States on the Executive Board of the World Health Organization, vice Joxel Garcia.

It should be noted, however, that Davis and Greene list the following under positions in the Department of State: "U.S. Representative and Alternate Representative to sessions of the General Assembly and other United Nations bodies—numerous positions (terms of office depends on length of session)." Under existing statutes, the number of PAS positions may vary. Notably, 22 U.S.C. SEC. 3942 reads:

APPOINTMENTS BY THE PRESIDENT.—(a)(1) The President may, by and with the advice and consent of the Senate, appoint an individual as a chief of mission, as an ambassador at large, as an ambassador, as a minister, as a career member of the Senior Foreign Service, or as a Foreign Service officer. (2)(A) The President may, by and with the advice and consent of the Senate, confer the personal rank of career ambassador upon a career member of the Senior Foreign Service in recognition of especially distinguished service over a sustained period. (B)(i) Subject to the requirement of clause (ii), the President may confer the personal rank of ambassador or minister on an individual in connection with a special mission for the President of a temporary nature not exceeding six months in duration. (ii) The President may confer such personal rank only if, prior to such conferral, he transmits to the Committee on Foreign Relations of the Senate a written report setting forth— (I) the necessity for conferring such rank, (II) the dates during which such rank will be held, (III) the justification for not submitting the proposed conferral of personal rank to the Senate as a nomination for advice and consent to appointment, and (IV) all relevant information concerning any potential conflict of interest which the proposed recipient of such personal rank may have with regard to the special mission. Such report shall be transmitted not less than 30 days prior to conferral of the personal rank of ambassador or minister except in cases where the President certifies in his report that urgent circumstances require the immediate conferral of such rank. (C) An individual upon whom a personal rank is conferred under subparagraph (A) or (B) shall not receive any additional compensation solely by virtue of such personal rank. (3) Except

as provided in paragraph (2)(B) of this subsection or in clause 3, section 2, article II of the Constitution (relating to recess appointments), an individual may not be designated as ambassador or minister, or be designated to serve in any position with the title of ambassador or minister, without the advice and consent of the Senate.

New Positions or Positions Not Yet Filled

There were 16 other positions which received nominations but listed in neither the 2008 Plum Book nor Hogue et al. 2008. Ten of these positions were new positions. The remainder were positions on the Marine Mammal Commission, or ambassadorial positions omitted from the other sources. Since these positions were created prior to the start of the administration, these were included in the dataset. The positions are:

1. Gary S. Guzy, of the District of Columbia, to be Deputy Director of the Office of Environmental Quality. (New Position)
2. Arun Majumdar, of California, to be Director of the Advanced Research Projects Agency-Energy, Department of Energy. (New Position)
3. Herbert M. Allison, Jr., of Connecticut, to be an Assistant Secretary of the Treasury. (New Position)
4. Victoria Angelica Espinel, of the District of Columbia, to be Intellectual Property Enforcement Coordinator, Executive Office of the President. (New Position)
5. Multiple nominees, Marine Mammal Commission (3)
6. Sanford Blitz, of Maine, to be Federal Cochairperson of the Northern Border Regional Commission. (New Position)
7. Elizabeth A. McGrath, of Virginia, to be Deputy Chief Management Officer of the Department of Defense. (New Position)
8. Helen Patricia Reed-Rowe, of Maryland, a Career Member of the Senior Foreign Service, Class of Counselor, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to the Republic of Palau.
9. Mark Charles Storella, of Maryland, a Career Member of the Senior Foreign Service, Class of Counselor, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to the Republic of Zambia.
10. Duane E. Woerth, of Nebraska, for the rank of Ambassador during his tenure of service as Representative of the United States of America on the Council of the International Civil Aviation Organization.
11. Robert P. Mikulak, of Virginia, for the rank of Ambassador during his tenure of service as United States Representative to the Organization for the Prohibition of Chemical Weapons.
12. David Lee Carden, of New York, to be Representative of the United States of America to the Association of Southeast Asian Nations, with the rank and status of Ambassador Extraordinary and Plenipotentiary.
13. Steve A. Linick, of Virginia, to be Inspector General of the Federal Housing Finance Agency. (New Position)
14. Joseph A. Smith, Jr., of North Carolina, to be Director of the Federal Housing Finance Agency for a term of five years. (New Position)
15. Elisebeth Collins Cook, of Illinois, to be a Member of the Privacy and Civil Liberties Oversight Board for a term expiring January 29, 2014. (New Position)
16. James Xavier Dempsey, of California, to be a Member of the Privacy and Civil Liberties Oversight Board for a term expiring January 29, 2016. (New Position)

Multiple Nominations to the Same Position

For each position I include only the first nomination to a position. So, for example, if a nominee was withdrawn or rejected and another nomination occurred within the first year, I only include the first nomination. Similarly, if a person left their position during the first year and another person was nominated for the position, the dataset includes the first nominee.

Dealing with Nominations to be Chair on a Board or Commission

For some commissions, presidents must nominate and the Senate must confirm a chair from among the members of the commission. Other commissions select their chairs in different ways.¹⁵ This can create difficulty in connecting nominees to positions. The president may nominate a sitting member of commission to be chair in place of a chair whose term has expired. The nomination can be to 1) raise a sitting commissioner to the position as chair, 2) name the person to the slot on the commission held by the chair (i.e., their fixed term appointment as a commissioner but not chair), or 3) both with a nomination. For example, in 2017 the president nominated James C. Giancarlo to be the Chairman of the Commodity Futures Trading Commission (CFTC) in place of Timothy G. Massad, who resigned. Giancarlo was already a member of the CFTC and his term on the CFTC expires on April 13, 2019. The president also nominated Dawn DeBerry Stump to fill the position on the CFTC vacated by Massad.

This makes assessing the filling of vacancies difficult. If a sitting member is nominated to fill a position held by the chair, it is difficult to determine whether a nomination has been made to fill a vacancy on the commission since the number of vacant commission slots has not changed. This dataset focuses on vacancies in board or commission *positions*, not chairs (unless a nominee to fill a chair role also fills the vacant board or commission role). So, in this example above, Stump's nomination to replace Massad is listed rather than Giancarlo's nomination to replace Massad as chair. This dataset excludes nominees for chair positions unless the nominee is taking the commission slot held by the former chair.¹⁶

VARIABLES

IDPos: This includes unique position identifiers.

Dep: This is a short acronym indicating the agency name at the highest level of aggregation. So, for sub-components of larger departments, this includes the department identifier (e.g., DOJ is entered for the Federal Bureau of Investigation).

NotinPlum (0,1): This variable is coded with a 1 if the position was not included in the 2016 Plum Book and added based upon information in Davis and Greene 2017. This variable is also coded with a 1 if the position was included but it was not labeled as requiring Senate confirmation. For example,

¹⁵ For details see Selin and Lewis 2018.

¹⁶ There were several agencies changed or eliminated between 2008 and 2016. For example, the National Institute for Literacy was shut down in 2010 (<https://wvde.state.wv.us/abc/documents/UpdateonNationalInstituteforLiteracyClosing.pdf>). The board of the National Council on Disability was reduced from 15 to 9 persons and the president lost the ability to name 4 of those 9 members (Workforce Innovation and Opportunity Act (P.L. 113-128) in 2014).

four commissioners on the Securities and Exchange Commission were listed as having no Senate confirmation requirement.

Agcynname: This is the name for the agency name at the highest level of aggregation. So, for sub-components of larger departments, this includes the name of the department (e.g., DOJ is entered for the Federal Bureau of Investigation).

Orgname: This is the name of the sub-component of an agency if there is one. Within DOJ, for example, this would be Federal Bureau of Investigation for the Director the Federal Bureau of Investigation. For an agency without any sub-components, this is just the agency name (e.g., Administrative Conference of the United States is listed under both agcynname and orgname).

Office: This is the name of the third sub-level of an agency if there is one.

Title: Title of the Senate confirmed position.

Nameofincumbent: The name of the person filling the job at the time the Plum Book was put together in the fall of 2008. If a position was vacant, this cell includes the word vacant. For positions added from Hogue et al. 2008, this cell is often empty unless it became clear in the process of searching for nominees on the Senate nominations website (congress.gov). The nominations website includes all previous nominations sent to the Senate for all positions and the terms for which they were appointed.

It should be noted that the presence of an incumbent does not imply that the position is not vacant. Most executive appointees will leave prior to Inauguration Day on January 20, 2009. Others, particularly board or commission members, will stay until a replacement is confirmed. The statutes regarding whether/how long board members can stay in their positions after their terms have expired varies by agency (Selin and Lewis 2018).

PartTime (0,1): This variable is coded with a 1 if the positions is a part time position and 0 otherwise. The source for this data was Hogue et al. 2008 and pay plans indicating that a person was paid per diem (PD) or served without compensation (WC). Hogue et al. 2008 includes a section for each committee that lists all part-time positions.

Payplan: This variable includes letter codes that denote the pay system for the position listed. These include:

- AD = Administratively Determined Rates
- EX = Executive Schedule
- FA = Foreign Service Chiefs of Mission
- GS = General Schedule
- OT = Other Pay Plan* (all those not listed separately)
- PD = Daily Pay Rate* (per diem)
- SL = Senior Level
- WC = Without Compensation*

There are a number of agencies for which no pay plan is listed. Some are difficult to classify. For example, they might pay some nominal amount that is neither a real salary nor a per diem. Others are compensated according to the scheme of the larger organization if it is an organization that is a

government corporation (e.g., Federal Agricultural Mortgage Corporation) or multilateral organization (e.g., European Bank for Reconstruction and Development).

Pay: This column includes a specified level or pay under each pay plan if one exists. If this cell is blank, the position does not have an established or fixed pay rate, rather it varies even for persons holding the same position.

Tenure: This is the terms or durations of positions in years. If there are no values in this column, there are no fixed terms. Values that occur in the data (with number of cases in parentheses) include:

- 1 Year (13)
- 2 Years (6)
- 3 Years (65)
- 4 Years (41)
- 5 Years (114)
- 6 Years (131)
- 7 Years (13)
- 9 Years (19)
- 10 Years (3)
- 14 Years (7)
- 15 Years (1)

United States Attorneys are considered removable even though they are considered having 4-year terms. Similarly, the FBI director is appointed for a 10 year term but he is listed as removable in the dataset. The Plum Book does not list a fixed term for either position.

Expires: This is the expiration date for time-limited appointments. If this cell is blank, either there is no fixed term or the person serves in a position under an expired term.

Committee1: The name of the Senate Committee that considers nominations for this position. Some positions are referred to more than one committee. The details of such positions are included in Hogue et al. 2008.

Committee2: The name of a second Senate Committee that considers nominations for this position. Some positions are referred to more than one committee. The details of such positions are included in Hogue et al. 2008.

Privileged (0,1): This variable is coded with a 1 if the this position was listed in Senate Resolution 116 of June 29, 2011.¹⁷ This resolution establishes expedited procedures for the consideration of less controversial nominations. The nominations listed in S. Res 116 are not referred to committee. Rather, they are placed directly on the Senate Executive Calendar under the title “Privileged Nominations—Information Requested.” The nominations remain in this status until the relevant committee chair notifies the executive clerk that the “appropriate biographical and financial questionnaires have been received.” At this point, the nomination is placed in “Privileged Nomination—Information Received” category for 10 days of a Senate session. After this, the nomination is moved to the “Nominations”

¹⁷ For the full text see: <https://www.congress.gov/bill/112th-congress/senate-resolution/116/text>, accessed January 26, 2020.

section of the Senate Executive Calendar. During the period a nomination is in the “Privileged Nomination—Information Requested” or “Privileged Nomination—Information Received” sections of the Senate Executive Calendar, any Senator can direct the nomination be referred to the appropriate committee. This information is from Davis and Greene 2017, 3.

Pasremove (0,1): This position is coded with a 1 if the position was subsequently included in the Presidential Appointment Efficiency and Streamlining Act of 2011. This act removed about 160 positions from the requirement of receiving Senate confirmation.

There were two other positions that lost Senate confirmation in around this same time period: Assistant Secretary for Public Affairs and Assistant Secretary for Networks and Information Integration/CIO. Here is what Davis and Mansfield (2012) say, “In addition to eliminating advice and consent requirements for the positions listed here, P.L. 112-166 also makes some other changes. In the Department of Defense, the authorized number of Assistant Secretaries is reduced from 16 to 14. The two that would be eliminated in accordance with that reduction would be the Assistant Secretary of Defense for Networks and Information Integration and the Assistant Secretary of Defense for Public Affairs. Within 180 days of the enactment of P.L. 112-166, the Secretary of Defense is required to report to the appropriate congressional committees his plan for establishing positions that would fulfill the functions of those two Assistant Secretary positions, but they could not be subject to Senate confirmation or at the Assistant Secretary level. Another change made by the passage of P.L. 112-166 is that the Director of the Bureau of the Census would have a five-year term, beginning in 2012, with a two-term limit. Additionally, for the positions of Governor and Alternate Governor for the African Development Bank, Asian Development Bank, and African Development Fund, the President can nominate an individual with the advice and consent of the Senate, or he can designate an individual to fill those positions from among individuals serving in positions that are already, independently, subject to advice and consent of the Senate.”

AGENCY STRUCTURAL CHARACTERISTICS

Eop (0,1): This variable is coded with a 1 if the agency is a component of the Executive Office of the President and 0 otherwise.

Cabinet (0,1): This variable is coded with a 1 if the position is part of an executive department 0 otherwise. This assumes 15 executive departments – State, Treasury, Defense, Justice, Interior, Agriculture, Commerce, Labor, Health and Human Services, Housing and Urban Development, Transportation, Energy, Education, Veterans Affairs, Homeland Security.

Indadmin (0,1): This variable is coded with a 1 if the position is a component of an independent administration and 0 otherwise. An independent administration is a federal agency that is part of the executive establishment but neither part of the EOP/Cabinet nor a commission. Some examples include the Environmental Protection Agency and the National Aeronautics and Space Administration. The source for this coding is Selin and Lewis 2018, Table 3 (p. 42).

One difficulty with coding these agencies is that some are run by one person but have a board also. It can be difficult to determine what is a board and what is an administration. Notably, the Broadcasting Board of Governors and the component parts of the National Foundation on the Arts and Humanities are coded as independent administrations, directed by single individuals but with boards attached. So, these agencies are coded as independent administrations but many of the Senate confirmed positions are to commissions that are part of these agencies.

Indcom (0,1): This variable is coded with a 1 if the position is part of an independent commission and 0 otherwise. Commissions that are not part of an executive department include agencies such as:

- Consumer Product Safety Commission
- Federal Reserve
- Federal Trade Commission
- National Labor Relations Board

Some agencies regularly treated as independent are situated by law within executive departments. Some examples include:

- Federal Energy Regulatory Commission (Energy)
- National Indian Gaming Commission (Interior)
- Pension Benefit Guaranty Corporation (Labor)
- Surface Transportation Board (Transportation)

These are coded as part of executive departments but they operate as independent of the executive departments.

Other (0,1): This variable is coded with a 1 if the position is a component of an entity that is not wholly part of the executive establishment and 0 if it is. This variable is coded with a 1 if the nominee is appointed to part of the District of Columbia government, Judicial Branch, Legislative Branch, a regional or international organization with shared governance, a non-profit, or an *independent* entity whose board is selected by other persons other than the president and 0 otherwise.¹⁸ Some agencies coded with a 1 include:

- Appalachian Regional Commission (others appoint leadership)
- Architect of the Capitol (Legislative)
- Asian Development Bank (others appoint leadership)
- African Development Bank (others appoint leadership)
- Court Services and Offender Supervision Agency for the District of Columbia (DC government)
- Government Accountability Office (Legislative)
- Government Publishing Office (Legislative)
- International Monetary Fund (others appoint leadership)
- Library of Congress (Legislative)
- United States Sentencing Commission (Judicial)

Legbranch (0,1): This variable is coded with a 1 if the position is a component of an entity in the legislative branch and 0 otherwise. Some examples include the Architect of the Capitol and the Librarian of Congress.

¹⁸ For example, if nominees to these positions are employees of the Department of State (e.g., special representatives to international organizations or ambassadors) they are coded with a 0. If they are employees of the Social Security Administration they are coded with a 0. Persons named directly from the United States to an institution with shared governance (i.e., other entities also select organization leadership) they are coded with a 1.

Judbranch (0,1): This variable is coded with a 1 if the position is a component of an entity in the judicial branch and 0 otherwise. The U.S. Sentencing Commission is a good example.

Sharedgov (0,1) This variable is coded with a 1 if the position is a component of an entity whose leadership is selected partly by the president and partly by another entity and 0 otherwise. For example, the President nominates Trustees for the Harry S Truman Scholarship Foundation but not all of them. Other trustees are selected by the President of the Senate and the Speaker of the House. Similarly, a board governs the Metropolitan Washington Airport Authority and the President nominates 3 out of 17 members.¹⁹

If a board includes members designated by other presidentially appointed or executive branch officials and the president, this is still coded with a 0. This is only coded 1 if board members are selected by other governments, shareholders, or persons on the judicial or legislative branches.

Commission (0,1): This variable is coded with a 1 if the agency is a multi-member body and 0 otherwise.²⁰

POSITION CHARACTERISTICS

This coding is based upon the title of *positions* rather than the agency or responsibilities of positions not reflected in titles. For example, some agencies deal specifically with management (e.g., Office of Personnel Management). This coding is specific to *positions* within agencies rather than across agencies. So, for example, while the Office of Management and Budget deals with various aspects of agency management, only positions specifically related to management inside the agency are coded with a 1 (e.g., the Deputy Director for Management). Other positions within the agency are not.

Chair (0,1): This variable is coded with a 1 if the position is the chair of a board or commission and 0 otherwise.

Notably, there are some persons called chairs but their roles extend beyond being the head of a board or commission. Some chairs are also CEOs. These include such positions in the National Endowment for the Arts and Humanities and Millennium Challenge Corporation.

IG (0,1): This variable is coded with a 1 if the position is an inspector general position and 0 otherwise.

Ambassador (0,1): This variable is coded with a 1 if the position is an ambassadorial position and 0 otherwise.

Concurrent (0,1): This variable is coded with a 1 if the position is an ambassadorial position but filled in a concurrent capacity and 0 otherwise. There are a number of ambassadorial positions where an ambassador confirmed to one position generally becomes ambassador to another country at the same time. For example, a recent nomination for Ambassador to Barbados reads:

¹⁹ In the 052220 version I made some fixes in coding. I had miscoded the Mississippi River Commission as not a shared governance organization.

²⁰ In the 052220 version and forward I recoded this for boards within the Library of Congress. Originally, these were coded as not multi-member but they are. The coding for shared governance institutions like the Delta Regional Authority (a board) was also inconsistent. This was fixed in this version.

Leandro Rizzuto, of New Jersey, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to Barbados, and to serve concurrently and without additional compensation as Ambassador Extraordinary and Plenipotentiary of the United States of America to the Federation of Saint Kitts and Nevis, Saint Lucia, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, and Saint Vincent and the Grenadines.

Among the ambassadorships that fall in this category are the following:

1. AMB to Barbados (concurrently accredited to Dominica, Grenada, Antigua, St Kitts, St Nevis)
2. AMB for Senegal (Guinea-Bissau after 1998)
3. AMB for Sri Lanka (Maldives)
4. AMB for Mauritius (Seychelles after 1996)
5. AMB for Italy (San Marino)
6. AMB for Spain (Andorra)
7. AMB for Fiji (Tuvalu, Tonga, Kiribati)
8. AMB for Madagascar (Comoros)
9. AMB for Switzerland (Liechtenstein)
10. AMB for Gabon (Sao Tome)
11. AMB for Papua New Guinea (Solomon Islands and Vanuatu)
12. AMB for New Zealand (Samoa)
13. AMB for France (Monaco)

All the positions listed in parentheses are coded with a 1 and 0 otherwise.

USMarshal (0,1): This variable is coded with a 1 if the position is United States Marshal position and 0 otherwise. There were two nominations for Marshal positions not included in the 2016 Plum Book:

1. Gary G. Schofield, of Nevada, to be United States Marshal for the District of Nevada for the term of four years, vice Christopher Tobias Hoye, term expired.
2. David A. Weaver, of Colorado, to be United States Marshal for the District of Colorado for the term of four years, vice John Leroy Kammerzell, term expired.

USAttorney (0,1): This variable is coded with a 1 if the position is a United States Attorney position and 0 otherwise.

Gcounsel (0,1): This variable is coded with a 1 if the position is a general counsel position and 0 otherwise. Positions with titles such as the following are coded with a 1:

Chief Counsel
General Counsel
Legal Adviser to the Department of State
Solicitor of Labor
Solicitor

Management (0,1): This variable is coded with a 1 for positions specifically designated for management in their title and 0 otherwise. Positions with titles such as Assistant/Under Secretary for Management, Chief Executive Officer, and Chief Management Officer.

This variable does not include deputy positions (e.g., deputy secretary) or positions specifically related to personnel, finances or acquisition (e.g. Chief Financial Officer, Assistant Secretary for Acquisition). These latter positions are coded separately and can be combined to create a larger variable for positions

specifically related to management. Some positions can be coded 1 for both management and another category (e.g., finance, human capital) such as Chief Financial Officer and Assistant Secretary for Administration.

Finance (0,1): This variable is coded with a 1 if the position deals with agency finances, budgets, or spending and 0 otherwise. Positions with titles such as the following are coded with a 1:

- Assistant Secretary—Policy Management and Budget
- Chief Financial Officer
- Comptroller
- Controller
- Deputy Secretary of State for Management and Resources

The Chief Financial Officers Act of 1990 details CFOs in 25 different departments or agencies. Of these 25 positions, 17 may be filled through presidential nomination and Senate confirmation. The law allows, however, that the president may designate other Senate-confirmed appointees to fill this role -- in addition to the position to which they were already confirmed. For example, an Assistant Secretary for Management might also serve as CFO.

These data do not include all 17 possible Senate-confirmed CFO positions as distinct positions since this makes determining their vacancy status and the date of nomination difficult. Rather, using the Plum Book as the guide, if the CFO job is listed separately as a PAS position within the agency, it is treated as such in this data. This implies that the data may not properly identify all CFO positions in government.

HumanCapital (0,1): This variable is coded with a 1 if the position deals with personnel or human capital and 0 otherwise. Positions with titles such as the following are coded with a 1:

Acquisition (0,1): This variable is coded with a 1 if the position -- not agency -- deals with agency procurement and 0 otherwise. Positions with titles such as the following are coded with a 1:

- Administrator Office of Federal Procurement Policy
- Assistant Secretary of the Air Force (Acquisition, Technology, Logistics)
- Assistant Secretary of the Army (Acquisition, Logistics and Technology)
- Assistant Secretary of the Navy (Research Development and Acquisition)
- Assistant Secretary of Defense (Acquisition)
- Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics)
- Under Secretary of Defense (Acquisition, Technology, and Logistics)

Congress (0,1): This variable is coded with a 1 if the position deals with legislative affairs and 0 otherwise. Positions with titles such as the following are coded with a 1:

- Assistant Administrator for Legislative and Public Affairs
- Assistant Secretary for Congressional Relations
- Assistant Secretary for Legislative and Intergovernmental Affairs

PublicAffairs (0,1): This variable is coded with a 1 if the position deals with public affairs or communications and 0 otherwise. Positions with titles such as the following are coded with a 1:

Assistant Secretary for Communications and Information
Assistant Secretary, Office of Communications and Outreach
Assistant Administrator for Legislative and Public Affairs

Policy (0,1): This variable is coded with a 1 if the position deals with policy and 0 otherwise. Positions with titles such as the following are coded with a 1:

Assistant Secretary for Planning, Evaluation, and Policy Development
Assistant Secretary for Policy Development and Research
Assistant Secretary - Policy Management and Budget
Principal Deputy Under Secretary of Defense for Policy

This variable only codes with a 1 positions that cover department-wide policy. So, it includes and Assistant Secretary for Transportation Policy but not an Assistant Secretary for Tax Policy or Disability Employment Policy. This is obviously relative to the unit of analysis but few sub-components have specific appointed positions for policy.

CEO (0,1): This variable is coded with a 1 if the position title includes a CEO title and 0 otherwise. Some examples include Chief Executive Officer of the Corporation for National and Community Service and the Chairman and CEO of the Chemical Safety and Hazard Investigation Board.

Programeval (0,1): This variable is coded with a 1 if the position title includes the word evaluation related to programs and 0 otherwise. Some examples include the Assistant Secretary of Health and Human Services for Planning and Evaluation.

Planning (0,1): This variable is coded with a 1 if the position title includes the word planning and 0 otherwise. Some examples include the Assistant Secretary of Health and Human Services for Planning and Evaluation, the Director of the Policy Planning Staff in the State Department, and the Assistant Secretary for Policy and Planning in the Department of Veterans Affairs.

Information (0,1): This variable is coded with a 1 if the position title indicates that the position involves information technology and 0 otherwise. Some examples include the Assistant Secretary for Information and Technology in the Department of Veterans Affairs.

POLITICAL CHARACTERISTICS

Deppriority (0,1): This variable is coded with a 1 if the department-level agency unit is responsible for carrying out a policy mentioned in President Obama's first televised speech to Congress.²¹ I coded all agencies that are responsible for a policy or issue raised in the speech with a 1 and all other agencies with a 0. For instance, President Obama states that "our survival depends on finding new sources of energy." This means that the Department of Energy. More refined coding is included in **Bpriority** below. A comprehensive list of issues and their related agencies is included in Appendix A.

²¹ Source: Obama, Barack. 2009. "The President's Address Before a Joint Session of Congress on the State of the Union." February 24, 2009 (http://www.whitehouse.gov/the_press_office/remarks-of-president-barack-obama-address-to-joint-session-of-congress/, last accessed June 28, 2010).

Bpriority (0,1): This variable is coded with a 1 if this subcomponent of a larger agency is specifically responsible for carrying out an item President Obama’s first televised speech to Congress. For example, President Obama states that “our survival depends on finding new sources of energy.” Energy Efficiency and Renewable Energy is coded with a 1 for this policy area and other subcomponents of Energy are coded with a 0. A list of issues and their related agencies is included in Appendix A. Positions in agencies with no subcomponents are coded with a 0.

This variable can be useful in specifications with department-level fixed effects to see if priority areas get filled first.

Year: The year of the Plum Book.

Coordinates: The GPS coordinates of the office location.

Location: Location of the office.

NOMINATIONS DATA

Vacant (0,1): This variable is coded with a 1 if the position is available for presidential appointment and 0 otherwise. Either the position is listed as vacant in the Plum Book or an incumbent is listed but they can be replaced after a successful nomination and confirmation. Of the 1,332 positions, 1,146 were available for presidential appointment.

For commissions, the statutes governing many of these agencies allow members to continue serving even after their terms have expired, often until a replacement has been confirmed. Persons serving after expired terms are coded with a 1 since these positions are available for appointment. In the dataset, the variable **Nameofincumbent** includes the word “vacant” in cases where a position has no Senate confirmed person serving in that role. In cases where a Senate confirmed appointee serves after their term has expired, their name is listed. In these cases, where the position has a fixed term, the variable **Expires** is often blank where it includes a value for other commission members.

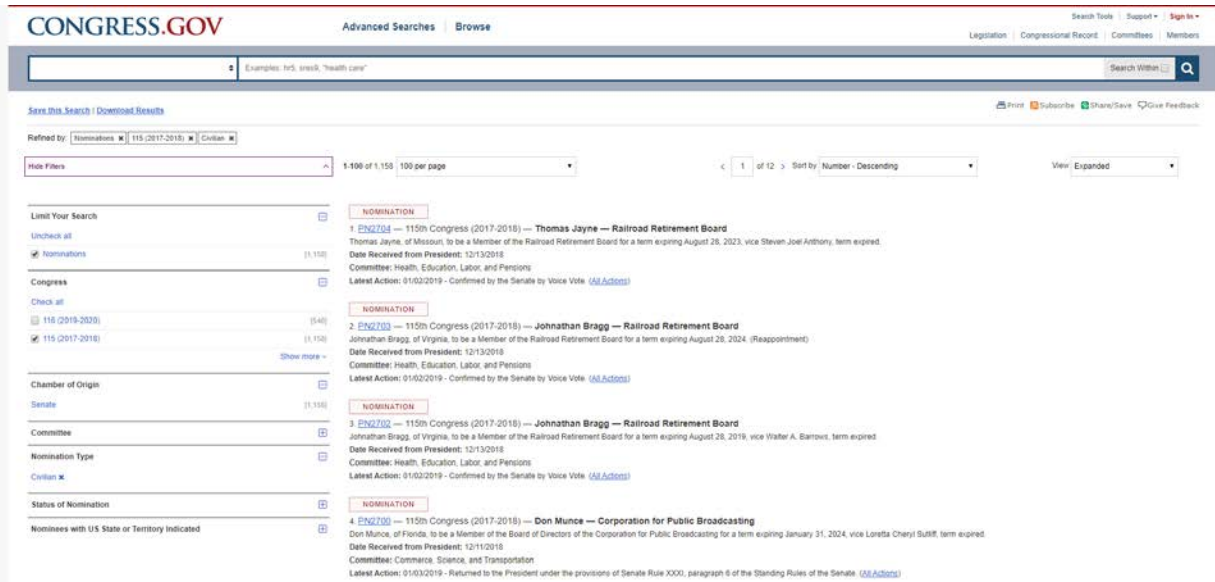
U.S. attorneys and U.S. marshals are appointed for 4-year terms but the law provides that they “are subject to the removal by the President.” (28 U.S. Code sec. 541; 28 U.S. Code sec. 561) They are not considered to have fixed terms in this data since they serve at the pleasure of the president. Similarly, ambassadors serve at the pleasure of the president even though their terms are often informally 3 years.

There are three cases in this data where President Obama asked a Bush Administration appointee to continue serving permanently, including Secretary of Defense Robert Gates. The Gates situation is unusual. Apart from officials serving fixed terms, close to 50 executive positions regularly hold over from one administration to the next to ease the transition. For all intents and purposes, however, these positions are vacant. Holdover officials of this type serving until the new president can get a team in place. On occasion, a president will ask a Senate confirmed appointee from a previous administration to stay on permanently. Gates is such a case. During the Obama Administration, there were three such cases. The other two were Patrick Kennedy, the Under Secretary of Management at the State Department and Sean Stackley, Assistant Secretary of the Navy for Research, Development, and Acquisition. In this data, I assume that these positions are not vacant since the president has not

accepted their resignation. Alternatively, one could code them as being named on Inauguration Day but no formal nomination has actually been made.

Senate Nominations data

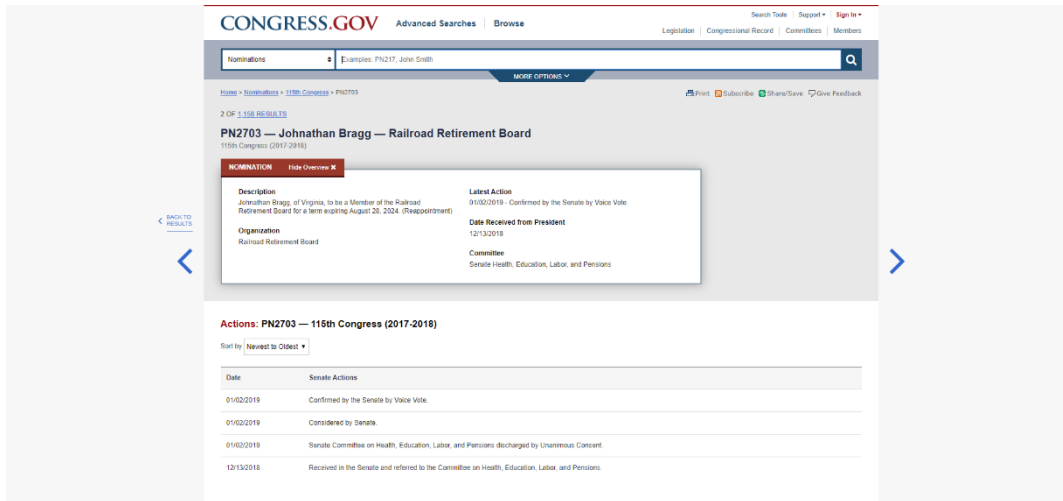
The nominations page from Congress.gov looked like the following and is the source of all variables related to nominations.



From this page a person can download information on nomination number, unique web page url for each nomination, Congress, name of nominee, organization, description of nomination (e.g., Jane Smith to be Assistant Secretary of Defense, vice Joe Smith, resigned), date received from President, committee, latest action date, latest action (e.g., confirmed by the Senate by voice vote, Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate).

Nomination: This is a unique nomination identifier on congress.gov.

URL: This is the web address that details the history of this specific nomination. An example of such a page is:



Congress2: This is the number of the Congress that considered this nomination. In this dataset this column includes only two values, 111th Congress (2009-2011) or the 112th Congress (2011-2013).

Name: This is the name of the person nominated by the president for the vacant position.

Organization: This is the name of the organization to which the person has been nominated. These include positions in the legislative (e.g., Government Accountability Office), executive (e.g., Department of Agriculture), and judicial branches (e.g., U.S. Sentencing Commission) as well as positions in DC Government (e.g., Court Services and Offender Supervision Agency for the District of Columbia), regional (e.g., Appalachian Regional Commission), multilateral (e.g., Northern Border Regional Commission), and international organizations (e.g., Asian Development Bank).

Description: This is the information about the person, the position to which they have been nominated, whether they are replacing someone, and whether the position holds a fixed term and when it expires.

Date Received From President: This is the date the Senate received the formal nomination from the President.

Committee2: This is the Senate committee to which the nomination was referred. For a comprehensive listing of positions by committee see Davis and Greene 2017.

Latest Action Date: The most recent date on which an action on this nomination was taken.

Latest Action: The most recent action taken by the Senate on this nomination. The primary categories include:

1. Confirmed by the Senate by Yea-Nay Vote [tally of vote]. Record Vote Number: [number of vote].
2. Confirmed by the Senate by Yea-Nay Vote [tally of the vote]
3. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

Nomination (0,1): This variable is coded with a 1 if the President nominated a person to fill this position between January 20, 2009 and January 20, 2011 (i.e., the duration of the 111th Congress) and 0 otherwise.

Days: This is a count of the number of days between inauguration and the day the Senate received the nomination. Positions receiving no nomination prior to January 20, 2011 are coded with 730.

Inauguration: The date the President assumed office. In this dataset this value does not change: January 20, 2009.

Changes between Versions

Between the **052520** and **052620** versions I made the following coding changes:

1. I recoded the IDpos variable
2. I finished coding the Notinplum variable which I started during the 052520 version.
3. Changed commission coding for one US Parole Commission observation that had been incorrectly coded as not a commission.
4. Changed coding on shared governance for the Mississippi River Commission. This commission is comprised of all presidential appointees or officials in the executive branch.
5. Coded each of the following agencies as a shared governance agency:
 - a. Barry Goldwater Scholarship and Excellence in Education Foundation (BGSEEF)
 - b. Harry S Truman Scholarship Foundation (HSTSF)
 - c. James Madison Memorial Fellowship Foundation
 - d. National Institute of Building Sciences (NIBS)
 - e. Securities Investor Protection Corporation (SIPC)
 - f. Social Security Advisory Board (SSAB)

Between the **052720** and **061520** versions I made the following coding changes:

1. I created four new variables, those for Chief Executive Officer (CEO), program evaluation, planning, and information (IT).
2. I changed all CEO coding so that it was now 0 for management and 1 for the new CEO variable.
3. In the earlier version the Assistant Secretary (Financial Management and Comptroller)—Air Force was not coded 1 for financial management. This was changed.
4. In the earlier version the Assistant Secretary of Defense (Networks and Information Integration) was coded 1 for management. This was changed.
5. In the earlier version the Assistant Secretary of Defense (Reserve Affairs) was coded 0 for human capital. This was changed.
6. In the earlier version the Assistant Secretary for Planning, Evaluation, and Policy Development in the Department of Education was coded 1 for management. This was changed.
7. In the earlier version the Assistant Secretary for Information and Technology in the Department of Veterans Affairs was coded 1 for management. This was changed.

8. In the earlier version the Assistant Secretary for Policy and Planning in the Department of Veterans Affairs coded 1 for management. This was changed.
9. In the earlier version the Assistant Secretary for Planning & Evaluation in the Department of Health and Human Services was coded 1 for management. This was changed.
10. In the earlier version the Chief Information Officer in the ODNI was coded with 1 for management. This was changed.
11. In the earlier version the Assistant Administrator for Policy and Program Coordination in the U.S. Agency for International Development was coded with a 0 for policy. This was changed.
12. I changed the coding of the National Security Education Board. It is an agency created by the Secretary of Defense and I changed the coding of dep, cabinet, and indcom.
13. In the earlier version I had coded positions in commissions with other offices in them, like the Office of General Counsel in the NLRB as not commissions. I changed this. Now the consistent rule is that all positions in commissions outside the executive departments are coded with a 1 for commission. All positions inside executive departments that are commissions are also coded with a 1.
14. I also cleaned up some coding related to what was an independent commission and what was an independent administration. For guidance I relied on Selin and Lewis 2018 and who is listed as agency head. I made consistent that the coding of all shared governance agencies outside an executive department are coded as “Other” rather than an independent commission.
15. I changed the vacant coding on 3 positions. There are three cases in this data where President Obama asked a Bush Administration appointee to continue serving permanently, including Secretary of Defense Robert Gates. During the Obama Administration, there were three such cases. The other two were Patrick Kennedy, the Under Secretary of Management at the State Department and Sean Stackley, Assistant Secretary of the Navy for Research, Development, and Acquisition. In this data, I assume that these positions are not vacant since the president has not accepted their resignation. Alternatively, one could code them as being named on Inauguration Day but no formal nomination has actually been made.

Between the **061520** and **070720** versions I added positions nominated between the end of the 111th Congress and January 20, 2011.

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Appendix A. Coding of Agency Priority, Obama Administration, 2009

Issue	Department/Agency	Bureau
Economic Crisis	Council of Economic Advisers; Department of Housing and Urban Development (HUD); Department of the Treasury (TREAS); Commodity Futures Trading Commission; Federal Deposit Insurance Corporation; Federal Housing Finance Board; Federal Reserve; National Credit Union Administration; Securities and Exchange Commission; Department of State (STAT)	HUD: Government National Mortgage Association (GNMA); TREAS: Comptroller of the Currency, Financial Institutions, Financial Markets, Office of Thrift Supervision, Trouble Asset Relief Program; STAT: Ambassador to the OECD
Renewable Energy	Department of Energy (DOE)	DOE: Energy Efficiency and Renewable Energy
Health Care	Department of Health and Human Services (HHS)	HHS: Centers for Medicare and Medicaid Services; TREAS: Internal Revenue Service
Post-secondary Education	Department of Education (DOED)	DOED: Postsecondary Education, Vocational and Adult Education
Tax Cut and Tax Fairness	Department of the Treasury (TREAS)	TREAS: Assistant Secretary for Tax Policy
Spending Accountability	Department of Treasury (TREAS)	TREAS: Treasury Inspector General
Housing	Department of Housing and Urban Development (HUD)	
Fiscal responsibility/ Deficit	Office of Management and Budget (OMB)	
Basic Science	Department of Agriculture (USDA); Department of Commerce(COM); Department of Energy (DOE); Department of Health and Human Services (HHS); Department of the Interior (INT); Environmental Protection Agency (EPA); National Aeronautics and Space Administration; National Science Foundation	COM: National Oceanic and Atmospheric Administration; DOE: Office of Science, ARPA-E; EPA: Science and Technology; HHS: National Institutes of Health; INT: US Geological Survey; USDA: Agricultural Research Service
New power lines	Department of Energy (DOE)	DOE: Electricity Delivery/Energy Reliability; USDA: Rural Development
Cure Cancer	Department of Health and Human Services (HHS)	HHS: National Institutes of Health, National Cancer Institute
Early Childhood Education	Department of Education (DOED); Department of Health and Human Services (HHS)	DOED: Elementary and Secondary Education; HHS: Administration for Children and Families (Head Start)
Procurement	Office of Management and Budget (OMB); General Services Administration (GSA)	OMB: Office of Federal Procurement Policy
Reform Defense Budget	Department of Defense (DOD)	DOD: Comptroller for department and military services

Social Security Reform	Social Security Administration	
Wars in Iraq, Afghanistan	State Department (STAT); Department of Defense (DOD)	DOD: Regional bureaus; STAT: Regional bureaus; Ambassadors to Afghanistan, Iraq, Pakistan
Security/Terrorism	Department of Homeland Security (DHS); Office of the Director of National Intelligence; Central Intelligence Agency; Department of Justice (DOJ); Department of State (STAT)	DHS: Citizenship and Immigration Services, Customs and Border Protection, Immigration and Customs Enforcement, Transportation Security Administration; DOJ: Federal Bureau of Investigation; STAT: Consular Services; TREAS: Terrorist Financing
Health Care for Soldiers and Veterans	Department of Defense (DOD); Department of Veterans Affairs (DVA)	DOD: Assistant Secretary (Health); DVA: Veterans Health Administration
Guantanamo Bay	Department of Defense (DOD)	DOD: General Counsel
Middle East Peace	State Department (STAT)	STAT: Regional bureaus; Ambassadors to Egypt, Israel, Iraq, Jordan, Lebanon, Saudi Arabia, Syria
Regulation	Office of Management and Budget (OMB)	OMB: Office of Information and Regulatory Affairs
Student Debt/College Debt	Department of Education (DOED)	DOED: Financial Aid
Small Business Loans	Small Business Administration (SBA)	
Terrorism	Department of Homeland Security (DHS); Office of the Director of National Intelligence; Central Intelligence Agency; Department of Justice (DOJ); Department of State (STAT)	DHS: Citizenship and Immigration Services, Customs and Border Protection, Immigration and Customs Enforcement, Transportation Security Administration; DOJ: Federal Bureau of Investigation; STAT: Consular Services
Nuclear Proliferation	Department of Energy (DOE)	DOE: National Nuclear Security Administration
Pandemic	Department of Health and Human Services (HHS); Department of Homeland Security (DHS); Department of State	HHS: Centers for Disease Control and Prevention, Office of Global Health Affairs, Public Health Emergency Preparedness; DHS: Federal Emergency Management Agency; STAT: Global Health
Cyber Threats	Department of Homeland Security (DHS); Office of the Director of National Intelligence; Central Intelligence Agency; Department of Justice (DOJ); Department of State (STAT); National Security Agency	DHS: Cybersecurity and Infrastructure Security Agency