

January 16, 2009

Rachael Leonard  
Acting General Counsel and  
Alternate Designated Agency Ethics Official  
Office of Science and Technology Policy  
725 17<sup>th</sup> Street, N.W.  
5<sup>th</sup> Floor, Room 5236  
New Executive Office Building  
Washington, DC 20502-0001

Dear Ms. Leonard:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Director of the Office of Science and Technology Policy.

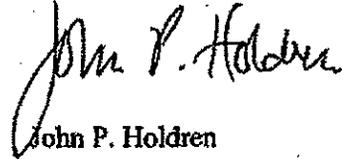
As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that has a direct and predictable effect on my financial interests or those of any person whose interests are imputed to me, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will take an unpaid leave of absence from my position as Professor at Harvard University. I will not participate personally and substantially in any particular matter that has a direct and predictable effect on the financial interests of Harvard University, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for either the exemption at 5 C.F.R. § 2640.203(b) or another regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Upon confirmation, I will resign from my positions with the Woods Hole Research Center, the University of California (Berkeley), Tsinghua University, the National Commission on Energy Policy, the U.S. Civilian Research & Development Foundation, the China-U.S. Center for Sustainable Development, MIT Press's journal *Innovations: Technology, Governance, Globalization*, and Climate Central. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving

specific parties in which that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Sincerely,

A handwritten signature in black ink, appearing to read "John P. Holdren". The signature is written in a cursive style with a large initial "J".

John P. Holdren