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HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

George F. Baker Foundation
SOLYKES FIELD

BOSTON, MASSACHUSETTS 02163

APPLICATION FOR ADMISSION TO THE CLASS ENTERING THE TWO-YEAR
MASTER IN BUSINESS ADMINISTRATION PROGRAM IN SEPTEMBER, 1980
ALL APPLICATION MATERIALS MUST BE SUBMITTED BY THE
FINAL FILING DATE, MARCH 27, 1980

Name Sankin Andrew Charles
Present address 5400 Dippingham St. Chevy Chase, MD 20815 Telephone (301) 986-1758
Permanent address Telephone
Citizen of UNITED STATES Social Security Number 212-864714318
If not a U.S. citizen, is your visa status that of a permanent resident? Yes No
Age 30 Birth Date 10/23/58 Age of brothers and sisters 60
Marital status Single Number of children 0
Father's name Julius Sankin Mother's name Jeanne Sankin
Father's occupation Attorney/Banker (retired) Mother's occupation Homemaker

If currently employed fill in the following. (You will be asked for more detailed employment information in question 12)

Name of Employer ICI & Associates, Ltd.
Nature of Business Development & management of apartment properties, financial consulting
Your Job Title President
Your Job Function Managing General Partner of acquired properties/supervision of all personal/professional consultation with clients

Please list all high schools, colleges and universities attended.
Provide (S) where full time; (P) where part time.

School	Location	Class (Month & Year) Attended From	To	Degree, if Any, & Month and Year Received
The Bullis School	Potomac, MD	9/72	6/76	6/76 High School Diploma
Emory University	Atlanta, GA	9/76	8/77	
University of Maryland	College Park, MD	9/77	11/80	B.A. 12/80
Georgetown University Law Center	Washington, D.C.	9/81	12/84	J.D. 12/84

If appropriate, date on which you test or will take the TOEFL
Do you need the Special Financial Aid Request Form for International Applicants? Yes No
Have you filed a complete application for admission to any previous Harvard MBA class? Yes No
If yes, for class entering what year?

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8 Describe an ethical dilemma you have experienced. Discuss how you managed the situation.

Early in 1986, I entered into a potentially lucrative consulting contract with a real estate developer as my client. The purpose of the arrangement was to obtain from the United States Department of Housing and Urban Development (HUD) a major project-based Housing Assistance Payment (MAP) contract. This contract would enable my client to profitably develop a multi-family housing property. Other than a small retainer, my fee was contingent upon my client's capturing the contract. The award of a MAP is wholly discretionary, and requires a broad base of support from both the executive and legislative branches. In a seemingly fortuitous stroke of fate, a close childhood friend was appointed Federal Housing Commissioner. As the Commissioner awards MAP contracts, it then became a fait accompli that my client's request would be approved. It was clear to me, though, that regardless of the merits of our request, or the thoroughness of the supporting documentation, that for the brand new Federal Housing Commissioner to sign the award of a MAP contract to my client would have the distinct appearance of impropriety, and would have opened the door to possible negative publicity, or worse, a criminal investigation. The likelihood of adverse reaction was small, and the potential for financial reward great, but should I expose myself, my client, or the Commissioner to such a risk?

My goals were to service the needs of my client, generate a fee for my firm, and remove any potential jeopardy from all involved parties. In order to avoid any hint of impropriety, I had to separate the decision to award the contract from my friend, the Commissioner. My first step was to identify and meet with another decision maker at HUD that could cause the contract to be awarded to my client. The meeting was with the Executive Assistant to the Secretary/Chief of Staff. She told me that the request for funding seemed to be justified and well documented, and that she would support the request. Beyond her support, a funding proposal of this nature would need additional political support. As I did not want to utilize the support of the Commissioner, the support would have to come from another source. I enlisted the aid of a fellow consultant and colleague who was well respected in the field. The purpose of the consultant was not to prepare the case, or establish lines of communication, rather to provide any needed additional political support, to become the consultant of record and, working through the Chief of Staff, provide an unassailable arm's length relationship with the Federal Housing Commissioner. While the fee was split, a substantial fee still was earned, my client was satisfied, and my friend, the Commissioner, was not put in a compromising position.

Candidate's Name... Andrew C. Sankin.....

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