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Folder Title:

John Pepper-Proctor and Gamble

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August 16, 1995

John E. Pepper
Chairman of the Board
and Chief Executive
The Procter & Gamble Company
One Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

Dear John:

Thank you for sending me the minority business opportunities brochures that Procter & Gamble uses. Also, thank you for the information on the "CommUNITY" project and the 1994 annual report of the National Conference. These materials will be very useful for my office.

Thank you again for keeping me informed.

Sincerely,

Alexis M. Herman
Assistant to the President and
Director of Public Liaison

Procter & Gamble

JOHN E. PEPPER
Chairman of the Board and
Chief Executive

General Offices
The Procter & Gamble Company
One Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

July 20, 1995

JUL 24 1995

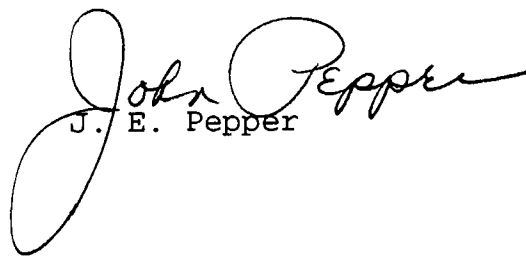
Ms. Alexis Herman
The White House
Washington, D.C.

Dear Alexis:

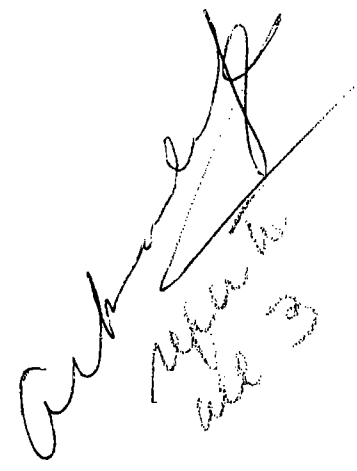
Further to our discussion on Affirmative Action and Diversity on Monday, July 17, in Washington, I'm enclosing copies of the brochure that Procter & Gamble uses for Minority Business Opportunities. Hope you find these helpful.

It was a pleasure to be part of this discussion.

Best regards,


J. E. Pepper

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EXECUTIVE SUMMARY for PRESIDENT CLINTON MEETING

July 10, 1995

WHY THIS IS IMPORTANT

In the last two years, we developed a stronger business case for why it is important to buy from HUBs (Historically Underutilized Businesses). Using HUBs provides the cycle that returns money into the minority community through employment and through the tax base. Since many of our products have a high acceptance level with the minority population, as identified through consumer loyalty studies, this is a strategy that makes sense for us. **We are concerned about the declining net worth and subsequent reduction in purchasing power of the minority consumer as the population becomes more diverse over the next 50 years. Data indicate that the current net worth of the minority family is one-tenth of that of a majority family. With the growth of the minority population to 50 percent by 2050, this could cause an overall decline in buying power in the US of as much as 27 percent if we can't narrow the gap.**

BACKGROUND AND RESULTS

The minority business purchasing program within Procter & Gamble was initiated in the late 70's. **The last 10 years of spending shows an increase from \$45MM in '84-85 to \$228MM in '93-94 or 3% of spending.** Benchmark data from '90-91 with peer companies and other consumer products companies showed that the companies who were leading in results were projecting to achieve levels of +5% of spending by 1995. Consequently, **P&G established goals starting in '94-95 to achieve a 6% level of spending (\$450MM) or double the level of spending with minority suppliers by '96-97. We have already delivered a 76% increase in spending over the last three years and will exceed \$300MM for FY 94-95.**

STRATEGY TO INCREASE SPENDING TO ACHIEVE GOALS

To achieve 6% of spending (\$450mm) by 1996-97, there are two key strategies. We are currently doing business with approximately 600 HUBS, 14 of which are in our Top 1000 supplier list. The first strategy is expanding the use of current suppliers in other parts of our business and the second is using of the second tier approach with our top majority suppliers. Second tier is when a majority owned business purchases from a minority owned business to supply our products.

FUTURE CHALLENGES

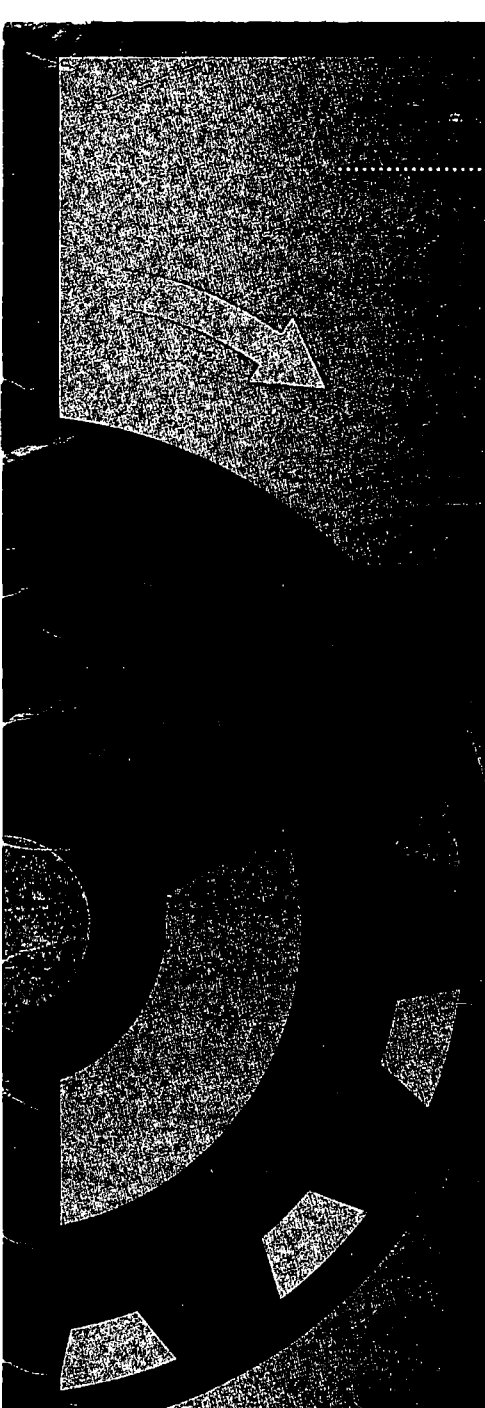
The focus will be on developing more regional HUBs in North America, identifying better ways to market HUBs internal to the Company and seeking broader use of existing HUBs. We will also continue to educate the leadership and the employees about the importance of this work.

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Procter & Gamble

Minority
Business
Opportunities

TARGET:
H·U·B_s

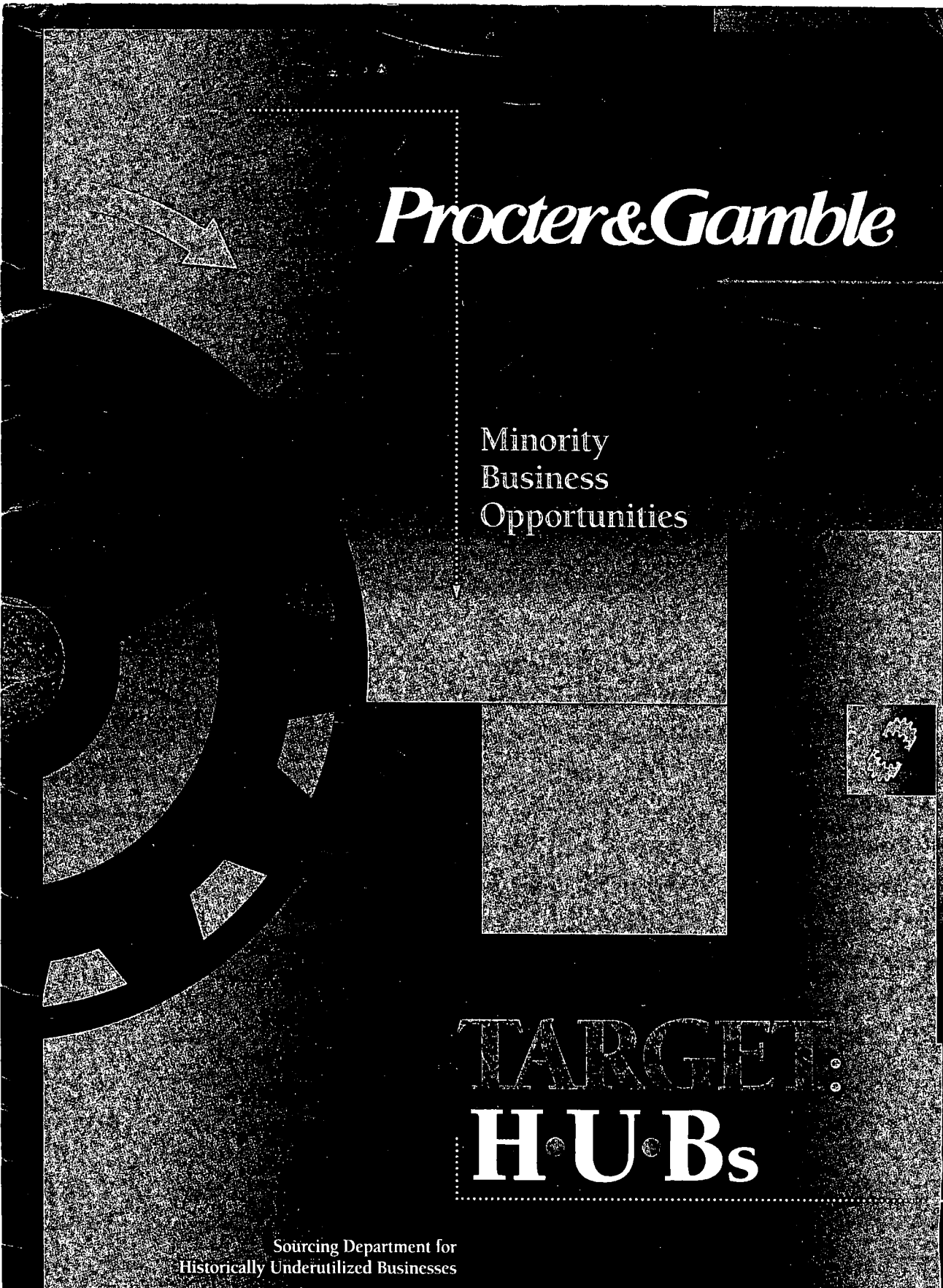
Sourcing Department for
Historically Underutilized Businesses

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Procter & Gamble

Minority
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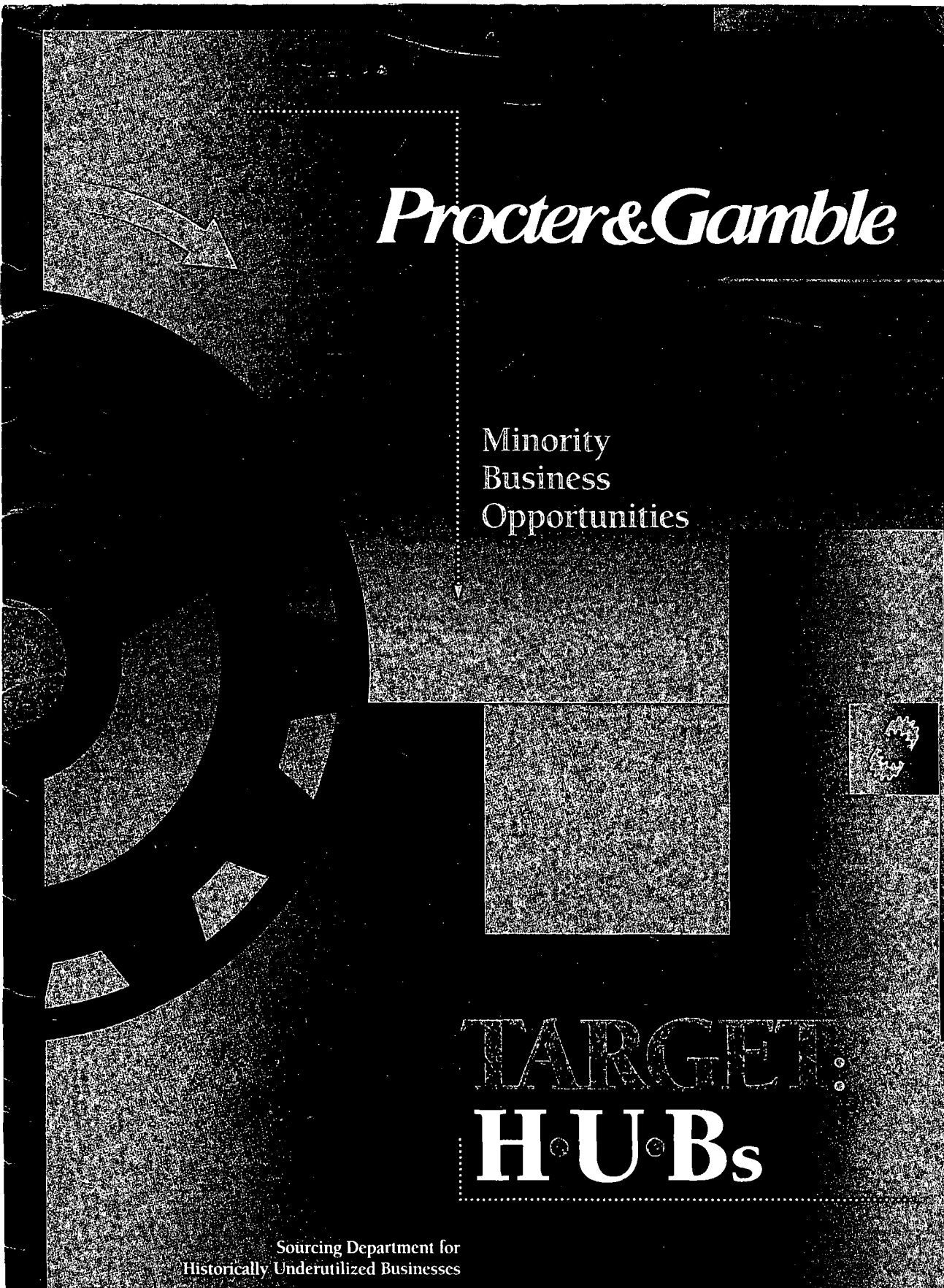
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Procter & Gamble

Minority
Business
Opportunities

TARGET:
H·U·B_s

Sourcing Department for
Historically Underutilized Businesses

FAX INFORMATION SHEET
PROCTER & GAMBLE CO.

FAX #: 513-983-9626

PAGE 1 of 3

TO: Ms. Alexis Herman - White House

FROM: J. E. Pepper

DATE: 7/19/95

MESSAGE:

Ms. Herrnan,

Mr. Pepper asked me to send the attached to you (per your conversation on Monday).

Kate Glazier



THE WHITE HOUSE
WASHINGTON

July 12, 1995

Mr. John E. Pepper, President
The Procter & Gamble Company
One Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

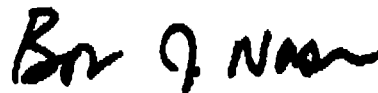
Dear Mr. Pepper:

Thank you for your letter regarding the possible appointment of Dr. Henry Foster to a special position developing and disseminating programs to reduce teen pregnancy. Our administration is grateful for your support and we appreciate your effort in taking the time to inform us of your views.

We agree that the need to fill such a position is vital and we intend to do all that we can to help those who would benefit from such a program. We believe very strongly in Dr. Foster's ability and we are glad to know that you support him as well.

On behalf of President Clinton, we thank you for sharing your views and hope that we can count on your continued support.

Sincerely yours,



Bob J. Nash
Assistant to the President and
Director of Presidential Personnel

Procter & Gamble

JOHN E. PEPPER
President

General Offices
The Procter & Gamble Company
One Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

June 23, 1995

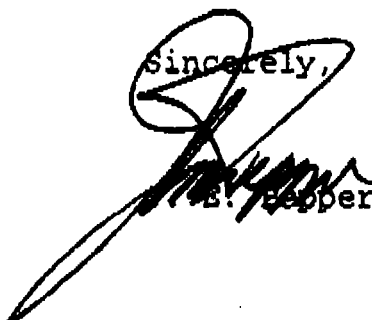
President William Clinton
The White House
1600 Pennsylvania Avenue
Washington, D. C. 20004

Dear President Clinton:

I heard on the morning news that you were considering appointing Dr. Foster to a special position to develop and disseminate programs to reduce teenage pregnancy.

Not only is the need immense, but few people could be more knowledgeable on how to attack it than Dr. Foster. I think it also would be appropriate credit to what he has been through and the stature he has achieved to make this appointment. Obviously it would be up to him. It would be one of the largest and toughest jobs anyone has ever undertaken. But I am very glad you are considering him.

Sincerely,



J. E. Pepper

JEP:jlb
JEP6-23

Procter & Gamble

JOHN E. PEPPER
Chairman of the Board and
Chief Executive

General Offices
The Procter & Gamble Company
One Procter & Gamble Plaza
Cincinnati, Ohio 45202-3315

July 24, 1995

JUL 27 1995

Ms. Alexis Herman
The White House
Washington, D.C.

Dear Alexis:

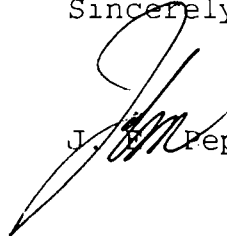
When I was with you last week, I mentioned the potential for the NCCJ to take the lead in bringing together communities to promote discussion and understanding and, hopefully, cooperative effort across races and classes.

They are leading a project that we are launching in Cincinnati called "CommUNITY."

At the time, the name of the national leader of NCCJ escaped my mind. He is Sanford (Sandy) Cloud. I met him briefly about a year ago. I was impressed greatly by his energy, intellect and character.

As our program develops in Cincinnati, I'll share any information that I think you might find of interest.

Sincerely,


J. E. Pepper

JEP:jlh
7-24h

cc C. Harrod

Greater Cincinnati

CommUNITY

"Different People. Common Ground."

"We must redefine community beyond our own street and precinct, and reintroduce civility as the standard of our relations."

- Hon. Nathaniel R. Jones

- A Proposal -



Concept Paper: Greater Cincinnati CommUNITY
"Different People. Common Ground."

MISSION STATEMENT:

We seek to unite the diverse citizens of our CommUNITY through the discovery of our similarities and the acceptance of our differences.

OBJECTIVES:

The CommUNITY project will ...

- * Coordinate a mass media campaign that promotes an inclusive CommUNITY.
- * Engage the leadership of our metropolitan CommUNITY in a series of focused conversations aimed at discovering our similarities and the value of our differences.
- * Engage the individual citizens of our metropolitan CommUNITY through the organized groups to which they belong in focused conversations aimed at discovering our similarities and the value of our differences.
- * Convene annually the youth of our metropolitan area in a weeklong, residential program aimed at building CommUNITY.

COORDINATED BY:

The National Conference, founded as the National Conference of Christians & Jews, Inc.
Greater Cincinnati Region

LAUNCH DATE:

September 1, 1995.

BACKGROUND:

On June 2, 1995 Episcopal Bishop Herbert Thompson, Jr. will adjourn his two-year Summit on Racism, an unprecedented undertaking that involved more than 300 community leaders mobilized into ten task forces charged with evaluating racism in the Greater Cincinnati area. The task forces will issue their respective reports and the Bishop is to present several summary findings. Among the findings common to each task force, are: (1) issues of race are rarely discussed, even among community leaders, yet such conversations are critical if we are to advance beyond the current state of race relations; (2) racism, while a uniquely devastating form of discrimination, is best understood and appreciated in the larger context of the epidemic intolerance of human differences; and (3) the Greater Cincinnati community, fractured by a recent series of divisive social controversies, is in urgent need of goodwill initiatives to help heal the wounds of discord.

In addition to the hundreds of task force recommendations, Bishop Thompson will present another recommendation, this one on behalf of the entire Summit. At the close of the June 2nd "Racial Harmony Day," Bishop Thompson will announce that one such goodwill initiative is already under way for scheduled implementation this fall. That initiative is "CommUNITY," a major public service and community dialogue campaign aimed at unifying our diverse citizenry. It is being developed under the auspices of the National Conference of Christians & Jews, Inc. (NCCJ).

The Greater Cincinnati CommUNITY project will be an evolved form of a program piloted by the NCCJ in Tampa in 1993. The thrust of the Tampa program was a large-scale mass media campaign that featured public service announcements, print ads, billboard ads, bus signage and other media expressions, all communicating an anti-hate message. The proposed Cincinnati version of CommUNITY will have this media component, but also some important dialogue programs for civic leaders and organizations, and a weeklong, human relations retreat for area youth.

CINCINNATI TO PARTICIPATE IN A "NATIONAL CONVERSATION ON RACE, ETHNICITY AND CULTURE" ON JUNE 29TH

On June 29, 1995, from 7:00 - 9:30 p.m., at the Library of Congress, the NCCJ, in cooperation with the National Endowment for the Humanities, will sponsor a televised dialogue on current issues of race and ethnicity by national leaders representing a broad cross-section of opinions. The purpose is to facilitate an informed, thoughtful and focused discussion that will challenge assumptions about race, expand current understanding of this issue, and stimulate ideas about how to live, work, and relate more positively to one another across ethnic and cultural

boundaries. This discussion will provide a broad model for engaging in such dialogue at all levels of society, functioning as a theoretical framework for voicing and exploring differing opinions, as well as a practical example of such discussions.

The conversation, to which such leaders as Bill Moyers, Cornel West, Charles Murray, Eleanor Holmes Norton, House Speaker Newt Gingrich and Justice Ruth Bader Ginsberg have been invited to participate, will be broadcast over the Civic Network Television (CNT), a satellite-delivered telecommunications network in cities and towns across the nation.

A group of Cincinnati civic leaders will be "uplinked" for interactive participation in this national conversation, our community being singularly privileged to do so.

The NCCJ will produce a videotape and transcribed monograph of the national conversation for use in promoting similar conversations in Cincinnati and other communities this fall. Locally, they will be sponsored by CommUNITY.

The upcoming series of conversations in local communities will culminate in a networked discussion between these various communities approximately a year from now, to allow residents to interact with each other, sharing ideas, experiences, plans, goals and strategies for building CommUNITY.

CommUNITY - IMPLEMENTATION:

For scheduled start-up on September 1st.

To achieve the objective of coordinating a mass media campaign:

- design artwork and produce public service announcements by using Tampa samples (need ad firm to design artwork; WKRC to produce psa's)
- secure commitments from tv and radio of donated (or low cost) air time to run psa's for period of one year
- secure commitments from outdoor advertising display companies of donated (or low cost) billboard space
- print and distribute to as wide an audience as possible, CommUNITY promotion materials, such as bookmarks, t-shirts, lapel pins, bumper stickers, etc.
- publish a newsletter that features multi-cultural items and events of interest, reports the progress made in implementation of the Summit on Racism recommendations, and news of other related activities.

- secure commitments of donated (or low cost) ad space in local newspapers and publications

To achieve the objective of engaging community leaders in focused conversations in pursuit of common ground:

- develop program goals/objectives, curriculum, discussion guide and resource materials for the focused conversations (in conjunction with the NCCJ National Office; consider the model of the Los Angeles NCCJ 5-part "Interracial Dialogue Series.")
- establish the mechanics of the program: the recommended number of participants and composition of discussion groups, number of conversations in the series, meeting locations, interaction between discussion groups, group facilitation, evaluation process, follow-up activities, etc.
- test pilot the curriculum with groups of NCCJ board members during June, July and August of 1995
- recruit and organize groups of discussants
- train and assign group process facilitators

To achieve the objective of engaging individual citizens and their organizations in focused conversations in pursuit of common ground:

- develop program goals/objectives, curriculum, discussion guide and resource materials for the focused conversations (again, in conjunction with NCCJ National and per the L.A. model)
- establish the mechanics of the program
- test pilot the curriculum with several different kinds of groups during June, July and August of 1995
- establish a group representative's orientation/facilitator training schedule for the year
- mail out a program promotion flyer to area organizations
- prepare to facilitate inter-organization pairings (for when requested)
- train and assign group process facilitators
- assemble groups of discussants for interested individual citizens

To achieve the objective of convening area youth for an annual, human relations retreat:

- develop program goals/objectives and weeklong curriculum (per the NCCJ's highly acclaimed "ANYTOWN, U.S.A." model)
- invite 50 area high school students to participate in the weeklong program

- assemble and train program staff (relying on experienced Anytown staffers)
- schedule a reunion of the summer's participants for the fall
- reserve an available and suitable campsite in the area
- establish the mechanics of the program: participant criteria, recruitment procedures, composition of the camper group (to be fully inclusive - race, ethnicity, gender, city-county-No Ky, income group, etc.)

PROJECT ADMINISTRATION & START-UP BUDGET:

The local office of the National Conference of Christians & Jews will assume the overall administration and responsibility for the Greater Cincinnati CommUNITY project, in cooperation with area institutions and organizations. The aims of CommUNITY serve the NCCJ's mission of "fighting bias, bigotry and racism," and of "promoting respect and understanding among all races, religions and cultures."

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To make
America a
better place
for us all

**Actions
Speak
Louder**