

# FOIA MARKER

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**Collection/Record Group:** Clinton Presidential Records

**Subgroup/Office of Origin:** National Service

**Series/Staff Member:** Eli Segal

**Subseries:**

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**OA/ID Number:** 1293

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**Folder Title:**

10/6-7 Chicago: Corporate Community Relations, Atlanta: UNCF [United Negro College Fund]  
Speech/Governor Miller

**Stack:**

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ELI J. SEGAL  
October 6-7, 1993  
Chicago, IL  
Atlanta, GA

WEDNESDAY, OCTOBER 6

- 7:15 a.m. EDT Depart 1535 28th Street en route to National Airport via taxi with Susan Stroud
- 7:35 a.m. Arrive DCA, proceed to United Terminal
- 8:00 a.m. United #603 DCA to Chicago O'Hare
- 9:00 a.m. CDT Arrive Chicago.  
Taxi to 105 W. Adams Street
- 10:00 a.m. Arrive WBEZ for NRP Interview  
105 W. Adams Street, 39th Floor  
(Corner of Adams and Clark)  
Contact: Adam Davidson 312-460-9321  
ONS contact: Ethan Zindler
- 10:45 a.m. Depart NPR en route to City Hall, 121 N. LaSalle
- 11:00 a.m. Arrive City Hall. Proceed to 5th floor press conference room
- 11:05 - 11:35 a.m. Meeting with Police Chief Matt Rodriguez  
Chicago P.D.: Helen Watts 312-747-5501  
ONS Contact: Rana Sampson
- 11:40 a.m. Depart City Hall en route to Community Policing Event
- NOTE:** Warren Friedman will pick you up at the **Clark Street entrance** to City Hall and drive you to site visit and return to Hotel Nikko.
- 12:00 p.m. Arrive Policing event with VISTAS: Chicago Alliance for Neighborhood Safety (CANS)  
Contact: Mary Lubertozzi 312-353-4899
- 1:00 p.m. Depart policing event en route to Hotel Nikko, 320 North Dearborn (312-744-1900)
- 1:30 p.m. Arrive Hotel Nikko. Proceed to Ballroom A

**Center for Corporate Community Relations at Boston College 1993 Leaders Conference: Strategic Community Relations**

**Opening Panel: The Changing Environment and its Impact on Business**

1:45 p.m. Remarks by Peter Morrison, demographer from  
RAND

2:10 p.m. Remarks by Joel Kurtzman, Editor, Harvard  
Business Review

2:30 p.m. **Remarks by Eli Segal**  
Staff Contact: Jody Kanter/Rick Allen

2:50 p.m. Question & Answer session moderated by Jack  
Sabater, Director of Corporate Social Policy  
and Programs, IBM

3:30 p.m. Depart Hotel Nikko en route to Chicago  
Tribune, 435 North Michigan (312-222-3232)  
Via taxi

3:40 p.m. Arrive Chicago Tribune.  
Staff contact: Ethan Zindler

3:45 p.m. Editorial board meeting

4:30 p.m. Depart Tribune en route to O'Hare airport via  
taxi

5:30 p.m. Arrive O'Hare airport. Proceed to United  
terminal

5:35 p.m. Conference Call to Dick Staufenberger re:  
personnel issues (202-724-0600).

6:30 p.m. CDT United #364 Chicago O'Hare to Atlanta

9:29 p.m. EDT Arrive Atlanta airport. Depart en route to  
Stouffer Concourse Hotel, 1 Hartsfield  
Centre Parkway (404-209-9999) via taxi

9:45 p.m. Arrive Stouffer Concourse Hotel  
Confirmation #: 3652773012

**NOTE: Karen will meet you at the hotel.**

**THURSDAY, OCTOBER 7**

8:30 a.m. Breakfast with Michelle Nunn, Christa Roth,  
Rolette Thomas, Tenera McPherson from Hands  
On Atlanta at the Stouffer.

9:30 a.m. Depart Stouffer Concourse Hotel en route to  
State Capitol via taxi

10:00 a.m. Meeting with Georgia Governor Zell Miller  
201 State Capitol

11:00 a.m. Depart State Capitol en route to Stouffer  
Concourse Hotel, 1 Hartsfield Centre Parkway  
(404-209-9999) via taxi  
DIRECTIONS: 85 South to Aviation Commercial  
Center Exit. Hotel is one block on right.

11:15 a.m. Arrive Stouffer Concourse Hotel.

11:15-12:00 Downtime and speech prep in hotel room

**NOTE: Check out time is 1:00 P.M.**

12:00 - 1:00 p.m. Buffet lunch with UNCF Board Members,  
Ballroom A

1:00 p.m. Bill Gray introduces Dr. Johnetta Cole  
Dr. Cole introduces Eli Segal

1:05 p.m. Eli introduces National Service video

1:15 p.m. **Remarks by Eli Segal**

1:30 p.m. Questions & Answers moderated by Dr. Cole

2:40 p.m. Depart hotel en route to airport via hotel  
shuttle

2:50 p.m. Arrive Atlanta airport. Proceed to Delta  
Terminal A

3:14 p.m. EDT Delta #499 (Atlanta to Denver)

4:16 p.m. MDT Arrive Denver Stapleton airport. Proceed to  
rental car area. Drive to Vail

**Monday, October 11**

3:50 p.m. MDT United #710 (Denver to Washington Dulles)

9:04 p.m. EDT Arrive Dulles

THE WHITE HOUSE

WASHINGTON

October 6, 1993

MEMORANDUM TO ELI SEGAL

FROM: ETHAN

SUBJECT: Interview on the "Mora Tapp Show" at 10 AM

The Maura Tapp program is a public affairs talk show broadcast on Chicago's local NPR affiliate, WBEZ. Ms. Tapp has shown a great interest in national service several of her recent programs have been on the initiative.

Joining you on the program will be Professor Charlie Moskos of Northwestern University. As you well know, Moskos has long been a key supporter of national service among academics.

The program lasts a total of two hours but only the first 45 minutes will deal with national service (10:00 AM - 10:45 AM). I wouldn't expect this program to be easy. From what I hear, Ms. Tapp is a bright and evenhanded host. Having hosted at least one anti-national service guest, she probably knows all the arguments against the program. Also, if she's done her homework, she's probably seen the Waldman piece.

cc: Susan Stroud

## Schedule At a Glance

- 11:00 - 11:30** [30 minutes] Meet with Chicago Superintendent of Police Matt Rodriguez re: nexus between community policing and the public safety component of National Service. Meeting place is 5th Floor, City Hall, Press Conference Room. Contact name is Helen Watts of Chicago P.D. (312) 747-5501.
- 11:35 - 12:00** [25 minutes] Warren Friedman picks up Eli and Susan with van outside **Clark Street entrance** to City Hall/County Building and drives to 70th Street and Emerald Avenue for site visit and talk with VISTAs.
- 12:00 - 12:35** [35 minutes] Eli spends some time with the two neighborhood VISTAs. Warren Friedman orchestrates. Action Regional Director, Mary Lubertozi and two of her senior staff - Timothy Krieger (Ill. State Program Director) and Margaret Brown (Action program officers) -- accompany Eli and Susan.
- 12:35 - 12:40** [5 minutes] En route to Christ United Methodist Church (6401 South Sangamon in Englewood) by van.
- 12:40 - 1:00** [20 minutes] Meet with several other VISTAs, as well a handful of community leaders who work on crime and disorder problems in Chicago's neighborhoods.
- 1:00 - 1:30** [30 minutes] Travel to Hotel Nikko. Warren will drive Eli and Susan.

October 5, 1993

**Meeting with the Superintendent  
of Police: Matt Rodriguez**

DATE: October 6, 1993  
TIME: 11:00 am - 11:30 am  
LOCATION: City Hall, Chicago, IL  
121 North LaSalle Street  
(enter LaSalle Street, no  
parking available)  
5th Floor Press Conference  
Room (across from Cheryl  
Thomas' office)  
From: Rana Sampson

**I. PURPOSE**

You will meet with the Chicago Superintendent of Police to speak with him about the nexus between National Service and community policing. The point of this meeting and the event that follows is to understand the role National Service can play in community policing. These two meetings will give you an opportunity to understand this from the community, the volunteer, and the police point of view.

This first meeting is also an opportunity for you to get a feeling for Matt Rodriguez who you are considering as a possible candidate for the Corporation's Board.

**II. BACKGROUND**

The role for National Service public safety workers should be -- although we don't say this to the police unions -- to free up police officers so that police can focus their problem-solving skills on addressing crime and disorder problems in the neighborhoods. [See attached community policing memo written to the Attorney General.] In Chicago, officers are just now receiving problem-solving community policing training. National Service participants could help make community policing work. They can help with community policing's two component parts -- community engagement and problem-solving. Examples of what they can do are contained in the attached National Service public safety descriptive summary. In addition, as you know, police departments can establish a corps where similar work could be done opening up a career path for National Service workers to become police officers.

### III. PARTICIPANTS

Chicago Superintendent of Police Matt Rodriguez

Barbara McDonald: Director of Research and Planning for the police. I have talked to her often. She has a very good understanding of community policing and has been a key person within the Chicago Police Department in setting up their community policing efforts. She has a very good relationship with CANS.

Deputy Chief Charles (Chuck) Ramsey: - He also has been instrumental in Chicago's community policing effort.

Jim Reilly: City Hall liaison for community policing.

Mary Sue Barrett: City Hall Director of Intergovernmental Affairs.

Contact name if anything goes wrong is Helen Watts of Chicago P.D. (312) 747-5501.

August 25, 1993

MEMORANDUM FOR ATTORNEY GENERAL JANET RENO

FROM: RANA SAMPSON, WHITE HOUSE FELLOW

SUBJECT: COMMUNITY POLICING

This brief memoranda provides a follow-up to your August 23rd conversation with the Chiefs of Police from St. Louis, Ft. Pierce, Austin, Prince George's County, and Greensboro at NIJ's community policing conference. For a number of years now, I have provided technical assistance and training in community policing to police and city officials throughout the country, including three of the above-mentioned chiefs, and I would like to take this opportunity to follow-up with you to underscore community policing's essential elements. In addition, with community, government and political expectations raised concerning community policing, it is important to have a full picture about the level of progress the police profession has made thus far.

- Community policing is best understood through its component parts -- community engagement and problem solving. These two are integrally linked and must exist in tandem in a department doing community policing. Community engagement just for the sake of improving the police relationship to the community is community relations, not much more. And a problem-oriented approach that does not focus on the crime and disorder problems that communities care about misdirects scarce police resources and undermines police accountability to the public. Many police departments only rely on community engagement limiting their effectiveness in tackling crime and disorder problems.

- Community policing is not a return to a style of policing done in earlier times. Although some in the profession make this claim, it is generally because they were not around 30 or 40 years ago in policing or are truly unfamiliar with those times in our policing history. Not all communities had officers assigned to their areas who were helpful to its residents. Communities of color often do not have as fond memories of policing in their neighborhoods. In addition, the working environment in police departments was paramilitary (in many, it still is), and departments placed a high value on conformity -- both of which are characteristics that do not lend themselves to community policing. Officers, in most police departments, were seen as crime fighters, nothing more, and had few skills to help them do anything but criminal apprehension.

- Most police departments that claim to have implemented

community policing are only in the beginning stages of their efforts -- even those who have been at it for a few years. The chiefs that you met the other day represent some of the better community policing departments, yet only a handful of the officers in each of those departments is actually engaged in community policing. Most police officers, even in the better departments, remain unengaged from community policing efforts. This is true, in part, because many chiefs have opted for a split-force concept of community policing where only a small group of officers engage in community policing while the majority go about business as usual engaged in traditional reactive, incident-driven policing. In addition, for those few departments that have opted to implement community policing department-wide, a long-term (probably 10 years), transformational change will be required, offering little in terms of quick successes.

- Community policing is not a series of programs (block watch and mentoring) nor a series of tactics (foot patrol and bike patrol). It is a philosophy that requires the transformation of the way we deliver police service. It requires police to change their organizations internally -- how they recruit, train, deploy, supervise, evaluate, transfer and promote personnel. It requires police to change the way they provide service. Under community policing, officers will be analyzing crime and disorder problems, working with the community on a search for alternative solutions, implementing solutions, and evaluating their effectiveness in between responding to calls for police service. It requires police to change the way they interact with the public -- engaging the public in the responsibility or co-production of public safety. It requires police to change the way they interact with the criminal justice system, reserving for the system only the most serious, deserving or problematic of offenders. It requires police agencies to change the working environment internally, the way first line supervisors and management interact with officers. And it requires police agencies to look to new training and technologies to better understand neighborhood crime and disorder problems. Community policing is all about tailoring solutions, based on thoughtful, in-depth analysis, to unique neighborhood crime and disorder problems, not applying generic models from other communities and overlaying them to the problems of another community.

- Community policing is probably most effective in a community which believes in community-oriented government -- where services are shared, customer-driven, integrated, and turf battles kept to a minimum. Yet we are only just learning about the effectiveness of community policing. In many places, boasts of reducing crime is unsubstantiated when put to greater scrutiny. This is not to say community policing doesn't reduce crime. Rather it must be done right and done well (thoughtful analysis and tailored solutions), and efforts must be focused on specific crime and disorder problems -- larcenies from the parking garage, drug dealing in a park, theft of social security

checks from an apartment house's mailboxes, drug sales in a mobile home park -- but most police departments are not doing this.

- Most police departments fail to measure the effectiveness of their community policing projects, (i.e. did moving the bus stop away from the vacant lot and environmentally redesigning the bus stop shelter really reduce purse snatchings?) Unless the profession is encouraged to document its efforts, it is unclear how assessments can be made.

- Finally, community policing departments are going to have to focus on their primary business -- crime control and prevention. To some extent, it is easier, as many police do, to focus less on this primary function and concentrate time and limited resources on projects that, while related, are the work of other government agencies (inspecting housing violations, clearing unkempt lots and parks, removing graffiti, establishing park basketball leagues). Police should only provide referrals and work with government officials to make sure the referrals actually work. Otherwise, these new tasks are extremely time consuming and labor intensive, and the hazard is that they distract police from their focus on crime control and prevention. In the long run, community policing will be judged, not on its ability to be a more efficient provider of other government services, but in its ability to prevent and control crime.

## NATIONAL SERVICE AND PUBLIC SAFETY

The President's National Service Plan will offer Americans opportunities to serve our country and receive awards to pay for post-secondary education. According to Congressional estimates, by 1996, as many as 100,000 participants will be able to engage in service in one of four priority areas: education, environment, human needs and public safety.

Localities, associations, and other entities that are seeking National Service positions will develop plans for service. In all instances, programs will be required to meet important unmet needs, provide skills to participants, and not displace existing workers. Based on quality criteria developed in conjunction with experts, a Federal corporation and individual state commissions will then together select national service programs for funding.

The public safety component of National Service will include opportunities for participants in police agencies (sworn and non-sworn), as well as non-sworn opportunities in the courts, prosecutors' offices, community and institutional corrections, treatment, community-based organizations, and victim services. The Act aims to provide significant and substantive opportunities for National Service participants to work in challenging, skill-building assignments. Some National Service participants will be law students, others criminal justice or psychology majors. Some will need training to help prepare them for their National Service assignment. The bill proposes that participants receive an educational award of nearly \$5,000 for one year of service. Police departments, courts, prosecutor and defender offices, criminal justice service providers, as well as non-profit organizations interested in reducing crime and violence can apply for assistance including federal assistance towards: a modest stipend, healthcare and childcare benefits, and training costs of the National Service Officer.

**Police practitioners** have suggested some of the following assignments for National Service Officers (NSO's) who could be trained to meet these unmet needs:

- conducting community surveys of neighborhood crime and disorder problems
- working on projects to prevent senior victimization
- staffing a police substation

- preparing victims/witnesses for their appearances in court
- researching points of law for district attorneys' offices in preparation for trial
- preparing exhibits for trial
- developing, organizing and scheduling anti-drug educational programs as part of a court liaison program with schools
- developing model education programs tailored to inform local businesses of new environmental laws and innovative compliance options
- training middle and secondary school students in conflict resolution skills
- assisting with court-ordered mediation

**Victim assistance providers** have suggested some of the following assignments for National Service Officers (NSO's) who could be trained to meet these unmet needs:

- training high school students in peer counseling
- helping domestic violence victims navigate the court system and linking them to needed social services
- monitoring community restitution programs
- representing abused and neglected children as court appointed advocates
- serving as crisis intervenors at crime scenes and on hot lines
- staffing victim assistance desks in neighborhood courts
- coordinating victim counseling volunteers
- training middle and secondary school students in conflict resolution skills
- helping communities develop disaster relief plans
- working on projects to reduce victimization of senior citizens

**Community and institutional corrections personnel** have suggested some of the following assignments for National Service Officers (NSO's) who could be trained to meet these unmet needs:

- supervising offender work programs and staffing intermediate sanction programs including home arrest
- supervising probationers and parolees engaged in community compensatory service and restitution projects
- teaching offenders basic reading, math and computer literacy skills
- teaching offenders life skills including job preparation and personal fiscal management
- teaching jail industries in marketable areas like data management, construction, and the automotive trades
- staffing prison libraries and training prison library staff
- teaching correctional personnel literacy instructional skills, as well as the basics of foreign languages needed for interaction with diverse populations

These are just some of the suggestions proposed thus far by practitioners in the field. The President hopes to have the first National Service Officers on the streets for the summer of 1994.

October 5, 1993

**Meeting with VISTA Volunteers Placed  
with the Chicago Alliance for Neighborhood Safety (CANS)**

DATE: OCTOBER 6, 1993  
TIME: 11:35 to 1:00 pm  
LOCATION: Chicago, IL (Englewood Neighborhood)  
Meet Warren Friedman in van outside  
Clark St. entrance of City Hall/County  
Building for transportation to 2 Sites:  
• 70th and Emerald Ave, Englewood  
• Christ United Methodist Church  
From: Rana Sampson

**I. PURPOSE**

You will visit two different sites and hear from VISTAs who will talk about their work experience and then hear from community leaders who you can ask questions of about the role of National Service workers in community policing. The VISTAs were recently placed with the Chicago Alliance for Neighborhood Safety (CANS) and are now working on neighborhood crime problems. At the **first site**, a street corner in the Englewood neighborhood, two VISTAs will describe their work and you will be able to see:

- the types of crime and disorder problems VISTAs work with community members and police to address,
- the work VISTAs do in relationship to community policing,
- the problems National Service participants might face working in community policing efforts,
- the kind of training National Service workers would need for this kind of experience (this is a first time program, so the training VISTAs received was new as well),
- the kinds of outcomes that could be expected over time from this kind of placement

At the **second site**, a church, you will meet with a few more VISTAs, also placed with CANS, and with a few (approximately thirteen) community leaders who are engaged in addressing crime and disorder problems with the police. You will:

- gain an understanding of the value of the VISTAs to the community,
- get a sense -- from the community's perspective -- of what the possible outcomes to the VISTAs' work might be,
- get a sense of whether you need a minimum number of National Service public safety participants in one place to make a difference.

## II. BACKGROUND

As you may know, 16 VISTAs were recently placed with the Chicago Alliance for Neighborhood Safety (CANS). They work with the community in support of community policing. The hope is that VISTAs will help identify neighborhood crime and disorder problems, will work with community members to mobilize interest in problems, and will work with the police and the community to develop narrowly tailored, long-term solutions to these neighborhood crime and disorder problems.

Warren Friedman, CANS Executive Director, is an interesting and knowledgeable person. I have read several of his articles on the role of the community in community policing and I called him several months ago to inquire about CANS' work in Chicago. We have spoken on a number of occasions about community policing. He has worked to try to get the Chicago Police Department engaged in community policing for several years now.

Placing community policing advocates in the community, as opposed to the police department, is a novel idea, and it will be interesting to see how this works over time. The VISTAs received VISTA-developed training in late August and CANS-developed training in early September, and have been on the streets for only a few weeks. While it is early in their experience, I think there are interesting things to learn from this visit. Mary Lubertozzi, Action Regional Director and Diana London, Acting VISTA Director agree.

## III. PARTICIPANTS

Warren Friedman, Director of CANS  
Mary Lubertozzi, ACTION Regional Director  
Timothy Krieger, ACTION IL State Program Director  
Margaret Brown, ACTION Program Officer  
Reverend John Porter, Christ United Methodist Church  
[2 VISTAs at first site: Ron Ware and Michael Jackson]  
[4 VISTAs at second site: Eithne Barton, Melanie St. Clair, Hugo Rojas [National VISTA recruit], and Hanifah Al-Amin.]  
[Community people at Church include: Steward Turner, Joe Guzman, Jerry Waters, Candice Howell, Karen Hoover, Iris Johnson, John Porter, Selena Pettigrew, Nancy Cobb, John Molden, Ani Russell, Carols Miranda, Dr. Thomas.]

## IV. LOGISTICS

Warren Friedman picks up Eli and Susan with van outside **Clark Street entrance** to City Hall/County Building. He will have ACTION Regional Director, Mary Lubotozzi, and her staff, with him. You will drive with Warren to Chicago's Englewood neighborhood -- a high crime African American community where 2 VISTAs work. Site is 70th Street and Emerald, a street corner

where there are emerging block watch groups. Crime problems include prostitution and drug sales. Warren and two VISTAs will provide a tour of the area on foot and explain their work. Reverend John Porter of the Christ United Methodist Church will also be present.

At the second site, Christ United Methodist Church, community leaders will be engaged in a steering committee meeting. They are members of the community policing task force. This group is the major partner to the police in its community policing efforts. When Eli enters, Candace Howell will suspend the meeting's business. Candace will announce that Eli is there. Eli can add to this introduction and he should introduce his accompanying guests. Meeting members will very briefly introduce themselves and then Eli will have an opportunity to ask questions related to the objectives outlined above.

**V. REMARKS**

None

Contact name if something goes wrong is Warren Friedman (312) 461-0444.

THE WHITE HOUSE

WASHINGTON

Tuesday, October 5, 1993

SPEECH TO THE CENTER FOR CORPORATE  
COMMUNITY RELATIONS AT BOSTON COLLEGE

DATE: Wednesday, October 6  
TIME: 1:30 p.m.  
LOCATION: Hotel Nikko Chicago, Ballroom A  
FROM: Jodi Kanter

I. PURPOSE

You will address approximately 150 corporate community relations people on the Administration's efforts to implement a national service program emphasizing the role of corporations in shaping this vision.

II. BACKGROUND

The 1993 Leaders Conference: Strategic Community Relations will explore current issues and trends in corporate community relations. The centerpiece of the conference's first day is a keynote panel representing three different perspectives on "The Changing Business Environment." You are the last of three speakers. Peter Morrison, a demographer from RAND, will speak first in general terms of new trends in families, employees, diversity and job related issues. Joel Kurtzman, executive editor of the Harvard Business Review, will follow with a discussion of the changing social compact of private business and government, and employee economics. After your presentation, Jack Sabater of IBM will moderate a panel question/answer session.

The panel will be arranged in front of the room with three chairs behind a table with individual microphones and a podium with its own microphone. You will make your remarks from the podium and then be seated again for Q&A.

III. PARTICIPANTS

150 corporate community relations people from companies throughout the country.

Panelists include: Peter Morrison, RAND  
Joel Kurtzman, Harvard Business Review  
Jack Sabater, IBM

IV. REMARKS

Speech to follow

ELI SEGAL  
CENTER FOR CORPORATE COMMUNITY RELATIONS LEADERS CONFERENCE  
Chicago, IL      October 6, 1993

Thanks, Jack. It's great to be here in Chicago.

I'm an optimist, and Chicago is the home of the oldest example of human optimism I know about: Cubs fans.

I think Cubs fans have kept the faith against such staggering odds for one reason: because they know that, in the long run, optimism makes for a winning team.

Two weeks ago yesterday, your President signed into law the National and Community Service Act of 1993. Before the ceremony, they put up a tent on the South Lawn; it was supposed to rain that afternoon. It didn't rain.

And when President Clinton entered the tent with 60 energetic young people from youth corps around the country, the audience of more than 1000 rose in a spontaneous ovation. Present that day were service warriors from FDR's Civilian Conservation Corps of 60 years ago; Sarge Shriver -- who launched not only the Peace Corps, but VISTA and the Older American Volunteer Programs; heads of service organizations of all kinds and descriptions; and leaders from the worlds of business, foundations, academia and athletics. They cheered again, as President Clinton used FDR's pen from the CCC signing, and JFK's pen from the Peace Corps ceremony, to launch Americorps. September 21 was a banner day for optimists and for the land in which we believe so deeply.

I want to spend a few minutes today describing why that optimism is so well placed: telling you what this new Corporation is going to do and how we're going to do it. Then, I want to discuss with you your crucial role in this new program.

National service will unleash our nation's greatest natural resource--the idealism and energy of our people. Starting next year, it will elicit substantial commitments from tens of thousands of Americans to improve our communities through their service.

The participants in our new Americorps will be tutoring our students, cleaning up our streams and parks, joining patrols of our streets, and doing the other hard and necessary work each of us would list as needed here in Chicago and across the country.

Let me give you just one example of this work: the day after he signed our national service legislation, the President unveiled his plan to fix a badly broken health care system. In the course of it, he lamented our dreadful record on immunizing our young. Under his program, your government will buy the vaccines for the millions of unprotected children.

And that's where national service steps in. We will get mothers and fathers to bring their kids to the clinics; we will keep those clinics open after hours; we will educate them about preventable diseases; we will man the 800 number; and we will do whatever else communities believe it will take to get the job done. We will change the noble idea of community service into a reality as we began doing on a trial basis in Philadelphia and Texas this past summer.

Americorps participants will not supplant traditional part-time volunteer services. Rather, they will supplement existing activities by providing talented resources, available essentially full-time.

And like the G.I. Bill, our Corporation will reward those who serve their country with increased educational opportunities. They will receive an educational benefit of nearly \$5000 after they've finished a full year of service, in addition to minimum wage while they're working. And our country will benefit again later when they put the knowledge they've gained through that educational grant to work.

Americorps works differently from service organizations. It won't operate community programs itself. Instead, we will invest in the good ideas of organizations already operating in your communities.

Our philosophy is different, too. We combine an optimistic spirit with an approach which reflects the lessons of the marketplace. When I was in business, we tried many things, and some of them just plain didn't work. I never found that surprising. But for some reason, when it comes to government, the expectation is that any failure is attributable to fraud or mismanagement. That's just not true. Innovation means taking risks -- and that means the risks of missteps, not the prospect of an unbroken series of triumphs.

So our Corporation will operate like a venture capital firm, investing in local nonprofits with good ideas. We'll demand results--not rhetoric. Those programs that don't work in your communities and across the U.S. will simply be cut off.

This competitive process will operate at all levels. One-third of Americorps' grants will be made to programs selected by states after their own internal competitive process; one-third after competition among the states; and the final third after competition among direct applicants to the new national Corporation.

And when a program does work, we'll help expand it. The new Corporation will be relentless in seeking out the most profitable uses of its limited resources. We are committed to proving that a federal program can be soft-hearted and hard-headed at the same time.

Americorps, then, is reinvented government at its best: non-bureaucratic, cost-effective and innovative. What's more, this government program celebrates and depends upon a real functioning partnership with the private sector.

The journey from campaign idea to legislative passage was a painstaking one for me, still an idealist and an optimist after backing 7 previous losing Presidential candidates. There were the inevitable compromises and differences. There was a last minute Senate filibuster. I'm frequently asked what my impressions of all this are. I usually reach two obvious conclusions: Number one, American capitalism is a lot simpler than American democracy. Number two, everything is simpler than American democracy. The Lord's Prayer consists of 56 words; the Ten Commandments 297 words; the Declaration of Independence 300 words -- The National and Community Service Trust Act of 1993, 22,000 and counting.

But I have always thought that passing the law was the easy step, in the longer journey of making national service a reality in every city, town and hamlet of America. To succeed in that journey, we need your help.

As business people, you and I have long recognized the important role that corporations can and must play in effective community service. In 1910 Jane Adams, the Nobel Prize winning founder of Chicago's Hull House, said, "[Individual] beneficence is totally inadequate to deal with the vast numbers of the city's disinherited."

This Center for Corporate Community Relations has been helping corporations around the world help their communities for nine strong years and I applaud that work. It's terrific.

Now, there's a new opportunity to help your communities. Although national-level involvement will also be possible, I want to encourage you today to begin your support work locally. Let me tell you four specific ways you can do that.

First, you can fund local programs that have been approved for national service participants. In order to receive Americorps members, a non-profit will need to show broad-based community support; it will need to raise at least 15% of the minimum wage each Americorps member will be paid. You can help make that happen. And if you do, the federal Corporation will fund the remainder of the Americorps wage and the full educational award.

Second, you can encourage company employees to provide management, training and other assistance to local programs by allowing them release time or providing paid leave -- or at least making it part of your corporate culture that everyone volunteers on their own time. Business people will be especially needed, for good training and management are as essential to our business as they are to yours.

Third, you can donate products such as work shirts, computers, office space and supplies which will be required by local programs.

And fourth, you can offer employment opportunities to qualified "graduates" of local Americorps programs.

For national service to work, we need you. Without your energy, your wisdom and your resources, I'm convinced we'll look back on this bold undertaking with disappointment. Some of you endorsed our bill, or even testified for us. You did so -- and continue to work in your communities far from the legislative arena in Washington -- because you know the benefits in terms of image, customer loyalty and employee morale that an active role in service to your communities provides.

But as you well know, the most important return on your investment will be the changes you'll see in your neighbors and in your neighborhoods. When more Americans can read, when homelessness is reduced, when streets are safer, businesses and business people directly benefit. And when the common fabric of our society, woven with such care and sacrifice by those before us; both strained and blessed by our modern diversity; and forced to cover new challenges in a world hurtling toward the 21st Century -- when that fabric is re-knit by the common efforts of uncommon Americans -- then we are all enriched.

I realize the importance of your role in this effort when I think about how I would have addressed a group like this twenty-five years ago. In 1968, I was deeply involved in the presidential campaign of Eugene McCarthy. I was sure then that I had all the answers, and that what America needed was for me to go to Washington and provide those answers to a waiting nation. Fortunately--for me and for the country--I have had a long time to rethink my ideas. Those twenty-five years taught me that I do not have all the answers, and neither does anyone else. So when I finally participated in a winning campaign, I was not sure that I wanted to go to Washington after all.

What brought me into the government was the opportunity to be part of President Clinton's national service initiative. This program made sense to me. It fit not only with my values, but with the lessons I learned as a businessman and as a citizen. I no longer believe that government, acting alone, is the answer. I know that together, we are the answer.

I'd like to close where I began: with optimism.

At Wrigley Field, the flag of optimism is carried by Harry Caray, the Cubs' longtime announcer, who--even on a cold, wet day at the end of the season with the Cubs thirty games out of first and down five runs -- announces a long fly ball with a resounding shout of, "It might be...it could be...it IS, a home run!"

Despite all the good work that's been done by many players in the last quarter century, including those in this room, America's great spirit of civic responsibility has been in a bit of a slump. But today, Americans of all ages and backgrounds in communities around the country just **might be** re-dedicating themselves to each other. With the support of the new Corporation for National and Community Service, dedicated and creative community organizations **could be** on the verge of meaningful solutions to the educational, human, public safety and environmental needs of the nation. And with continued superb leadership from you and your corporations, I announce confidently and proudly that this **IS** our season--the season of service.

With appreciation for your past efforts and excitement about our common future, I thank you.

THE WHITE HOUSE

WASHINGTON

October 6, 1993

MEMORANDUM TO ELI SEGAL

FROM: ETHAN

SUBJECT: Meeting with the Editorial Board of the Chicago Tribune

Your meeting with the board will include some, but probably not all of the following people:

Don Wycliff, Editor of the editorial page  
Ellen Soedeber, Deputy editorial page editor  
Bruce Dold, board member  
Terry Brown, board member  
John McCarron, board member

According to a Lexis/Nexus computer search, the Chicago Tribune has published only one editorial specifically on national service. It ran a week after the President's first speech at Rutgers. The editorial was not positive. It raised the following basic questions/complaints:

1. Cost -- how is the program going to be paid for? The editorial was published when our cost estimate was \$7.4 billion.
2. Unions -- will they be willing to go along with the President's plan to have the government employ young people at wages far below theirs? As it turns out, the answer to this question is "yes".
3. Volunteerism -- is paid national service less valuable than donated service in terms of the investment an individual makes in doing it?

Judging by the piece (which is attached), these guys are not going to be an easy sell. Therefore, I suggest you first focus heavily on how the program exemplifies Al Gore's "government reinvented" and discuss openly your background in the business community. It's basically the same pitch you used on Republican Senators.

cc: Susan Stroud

## LEVEL 1 - 3 OF 3 STORIES

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Chicago Tribune

March 8, 1993, Monday, NORTH SPORTS FINAL EDITION

SECTION: EDITORIAL; Pg. 10; ZONE: N

LENGTH: 426 words

HEADLINE: Clinton's call to service

BODY:

And while we're on the subject . . .

National service is a concept that seems to appeal instinctively to most Americans. But like space stations and particle accelerators, it must pass the test of fiscal responsibility in this time of \$300 billion deficits. At least as enunciated last week by President Clinton, it does not pass that test.

Borrowing themes from Franklin Roosevelt and John Kennedy, Clinton sketched the outlines of his national service proposal in a speech at Rutgers University in New Jersey.

The deal, fundamentally, is an exchange of education money for work before or after college in public service projects.

If Congress approves, the program would begin this summer with a \$15 million pilot demonstration for 1,000 participants.

It would grow each year subsequently to an eventual enrollment of 100,000 young people and would cost \$7.4 billion in its first four years.

The initial element of the program, to be called "Summer of Service," sounds suspiciously like the familiar summer jobs program. It would employ 1,000 teens on education, health, public safety and environmental projects. They would receive minimum-wage stipends and post-service benefits of \$1,000 to be applied to education or training.

The president also proposes that college and post-secondary technical students be able pay off tuition debts with community service jobs for a set number of years. They could help as police cadets, anti-pollution workers, tutors, health-care aides and in other public-service jobs.

Left unaddressed in the Clinton speech was a host of details. And as Ross Perot is fond of saying, the devil is in the details.

Most obviously, how does the president plan to persuade public employee unions to allow him to fill positions doing socially useful, economically valuable work with young people who would receive compensation that, while not poverty level, would have to be below the standard for regular public employees?

On a more philosophical yet more fundamental level, would service induced by things like financial aid be likely to produce the kind of community spirit that national service advocates hope for?

Chicago Tribune, March 8, 1993

But the decisive consideration at this time must be financial. Quite simply, the nation doesn't have 7.4 billion new dollars to undertake a national service plan of President Clinton's design or someone else's. And the president has not suggested an existing program to cut to pay for it.

Such is the straitjacket that a nation hooked on deficit spending ultimately requires.

TERMS: OFFICIAL; ISSUE; EDUCATION; COST; EMPLOYMENT; ALTERNATIVE; GOVERNMENT;  
BUDGET; ECONOMY; AID

THE WHITE HOUSE

WASHINGTON

CONFERENCE CALL TO DICK STAUFENBERGER

DATE: Wednesday, October 6  
TIME: 5:30 p.m. CDT  
LOCATION: Chicago O'Hare Airport  
FROM: Karen Ewing

I. PURPOSE

You will discuss corporation personnel issues.

II. BACKGROUND

The following individuals will be at the Commission awaiting your call. You will call 202-724-0600.

III. PARTICIPANTS

Dick Staufenberger, CNCS  
Don Scott, CCC  
Gary Kowalyczk, ACTION  
Catherine Milton, CNCS  
Nancy Rand, ACTION  
Phyllis Beaulieu, ACTION  
Ray Kogat, OMB

IV. REMARKS

Discussion material attached

MEMORANDUM FOR ELI SEGAL

ASSISTANT TO THE PRESIDENT AND DIRECTOR  
OF THE OFFICE OF NATIONAL SERVICE

FROM: Dick Staufenberger, Phyllis Beaulieu, and Nancy Randa  
PERSONNEL TASK GROUP

SUBJECT: Preliminary Personnel Issues for the Corporation of  
National and Community Service

We have outlined below a number of preliminary issues we would like to discuss with you prior to proceeding with personnel planning for the Corporation. We have also attached some additional materials for your information, including a proposed timetable for our work and a summary description of Federal personnel laws and regulations, with an indication of which we believe will apply to the Corporation.

Policy Objectives

Issue: *Principles of "Reinvented" Human Resource Management*

For purposes of designing the alternative personnel system, should we assume that the Corporation's ultimate organizational structure and culture will be in line with the reinvention principles outlined in the National Performance Review (see summary below)?

- a delayered, entrepreneurial organization with decentralized decisionmaking and minimal systems control staff
- a small cadre of managers held responsible for broad delegated personnel authority
- an organization that develops and empowers employees, while holding them accountable
- a labor-management partnership and a process for alternative dispute resolution
- simplified, flexible approaches to hiring, classification, and managing and rewarding performance

Consider: Extent of decentralization and delegation within the organizational structure, e.g., number of management layers, typical span of control (NPR target is 15:1), and extent of field structure.

## Personnel Policy Issues

### Issue 1: *Organizational Culture and Career Patterns*

Compensation and performance management system design will depend on the identification of primary "career paths" and associated competencies as well as on the core values the organization wishes to reinforce. What will be the most common occupations? What do you see as the core values for the Corporation, e.g., team performance or individual excellence, service quality or efficiency, innovation and risk or discipline and stability? The culture of the organization will depend on these values, and the personnel strategies and system design should be aligned with them. For example, if teamwork is valued, the organization should take that into account in its selection of employees and managers, and its compensation and reward systems should not reinforce internal competition.

Consider: Career paths can be broad groups, such as administrative, program specialist, support, and management, which allow for flexibility and mobility; or they can be delineated into narrow occupational paths, which can enhance competency in key specializations. Core values will be influenced by the business strategy and structure of the organization. For example, small, start-up businesses are often unstructured and idiosyncratic, while large government organizations are typically hierarchical, formal, and uniform in their treatment of employees. A more workable model for the Corporation would probably lie somewhere in between, balancing flexibility with structure and using more of a partnership approach with employees and managers.

### Issue 2: *Pay-for-Performance Strategy*

The pay-for-performance strategy of the Corporation will depend not only on value-driven factors, such as whether the emphasis is on team or individual performance, but also on budgetary considerations. How much of the performance-driven pay will be in the form of base pay (salary) increases within a grade range or pay band and how much will be given in the form of award or bonus? Or will the line manager have the discretion to make that decision?

Consider: The option of making base pay increases dependent on performance-related determinations is problematic. Organizations that have used performance distinctions in determining base pay increases have found it

difficult to control a tendency toward inflated supervisory ratings, which in turn leads to growing payroll costs in future years. Another problem is that employees are more likely to demand uniform treatment or valid distinctions for salary increases than they are for one-time bonuses. One alternative is to develop more "neutral" determinations of competency based on job-related criteria to use for purposes of base pay increases. Another is to impose strict budget controls for managers who have pay-setting authority and to develop more credible assessments of relative performance. A different strategy would be to rely principally on bonus pay to reward distinctions in levels of performance but make finer distinctions between grade levels of the positions.

Issue 3: *Types of Appointments and Tenure*

What kind of appointments will the Corporation use for its employees? Will all appointments be made initially on a contingency basis and then, after a certain period, allow competition for or conversion to the permanent "core" workforce? Or should all appointments be made for a specified period with renewal at the option of the Corporation and no long-term expectation on the part of the employee? Is it important for the Corporation to have an "interchange" agreement with other Federal agencies to allow non-competitive transfer?

Consider: Having some portion of the workforce on a contingency basis would give the Corporation more flexibility to adjust to changes in needed staffing levels as well as more opportunity to select proven employees for its permanent workforce. Other employees who do not become permanent could still make valuable contributions to the Corporation and provide an ongoing source of "new blood." These appointments could include most standard benefits so that they would present an attractive employment opportunity without creating an entitlement. The idea of renewable appointments for all employees would send a clear signal that there is no entitlement but may also create an unnecessary sense of insecurity in the workforce. The appeal of this type of employment will depend on the economy, the practices of competitors, and the relative security needs of the candidates. On the other hand, some form of "interchange" agreement with other organizations might permit movement and yet be perceived by security-oriented candidates as improving long-term employment prospects.

## Personnel Operating Issues

### Issue 1: *Initial Hiring*

Until the alternative personnel system is approved and regulated, Corporation personnel (transferred with their function) and new hires will be subject to all Title V statute and regulations that apply to Corporations. Initial hires under Schedule A authority will be classified and paid under General Schedule rules. Although these appointments will likely be time-limited and will not confer career status, they will serve as a source for future career-type appointments under the alternative selection system. Therefore, recruitment planning should take into account diversity objectives, long-term staffing needs of the Corporation, and a consistent pay policy. What are the Corporation's objectives for this initial round of recruitment?

Consider: What are the critical needs of the Corporation in the short and long term, and which of those needs can be filled by employees whose functions will be transferred to the Corporation? Taking into account the diversity profile of those who will be transferred to the Corporation, what groups are most under-represented? Should all appointments be made at the minimum pay rate of the grade? If not, what criteria can be identified to justify exceptions? (See the attached set of guidelines for more detailed information on staffing procedures for these appointments.)

### Issue 2: *Personnel Servicing*

ACTION personnel staff have thus far been handling initial personnel-related matters for the Corporation. The Commission on National and Community Service has been serviced through an agreement with the General Services Administration. A decision should be made regarding personnel servicing so that initial Schedule A appointments and all necessary pay and benefit actions can be processed without undue delays.

Consider: Payroll actions may be easier to process through ACTION than through GSA since we understand that the Corporation will be using ACTION's accounting system. In either case, an agreement or memorandum of understanding will be needed. The decision regarding immediate servicing could be an interim arrangement and would not limit the Corporation's decision regarding Personnel structure at a future date.

### Issue 3: *Single versus Parallel Personnel Systems*

Once employees of ACTION and the Commission are brought into the Corporation under a Transfer of Function, they will be subject to Title V unless those positions are designated to be covered by the Corporation's "alternative" personnel selection and compensation systems (other Title V components of the Corporation's personnel system may also differ from ACTION/Commission systems). Should we maintain two parallel personnel systems? Or would it be preferable to move to a single system as soon as practicable?

Consider: A decision to move ACTION under the Corporation's new system would likely be subject to collective bargaining requirements and might be restricted by terms of the Transfer of Function. In any case, an employee's pay and benefits could not be adversely affected for one year after the transfer occurs. If there are no legal restrictions preventing it, a move to a single system would be easier to administer and would represent a symbolic break with the prior system and culture. On the other hand, unless the new system is attractive to employees and the union, the move could cause serious disruption and morale problems. If a single system is envisioned, it would be desirable to have discussions early on with the union to avoid problems later.

Attachments

PERSONNEL TASK GROUP TIMETABLE

By October 1

Meet with Corporation executive staff to discuss the draft paper on preliminary policy and operating issues. The paper will also be sent to OMB for comment.

Mid-October

Complete follow-up paper on policy and operating issues to resolve remaining questions; hold meeting to discuss the paper.

November 10

Complete draft framework of the components of the alternative personnel system -- selection and compensation, which require OPM approval and agency regulation. (Other components, including a performance management system, a plan for senior executives, and a process for handling discipline and disputes, will be a second priority. Only after those components are developed, would we shift attention to other components, such as leave and benefits, which are more heavily regulated under Title V and where there are fewer policy issues to address.)

November 15

Submit proposal to executive staff and Board for approval.

November 22

Official submission to OPM. Pending OPM approval and any necessary modifications, begin developing regulations and internal guidance. (At this point servicing personnel staff could take over much of the drafting.) Continue developing plans and policy guidelines for other components.

Mid-December

Complete regulations and continue to develop guidance as necessary.

## APPLICABILITY OF SELECT TITLE 5 CHAPTERS

NOTE: The following determinations of applicability to the Corporation for National and Community Service are subject to a comprehensive legal review.

<u>CHAPTERS</u>	<u>OTHER FEDERAL AGENCIES</u>	<u>CORPORATION FOR NATIONAL and COMMUNITY SERVICE</u>
<b>23 Merit System Principles</b>		
2301 Merit System Principles	Yes	Yes
2302 Prohibited Personnel Practices	Yes	No
<b>31 Employment Authorities</b>		
3101 General Authority to Employ	Yes	Yes
3109 Employment of Experts/Cons	Yes	Yes
3110 Employment of Relatives	Yes	Yes
3131 Senior Executive Service	Yes	No
<b>33 Examination, Selection and Placement</b>		
3301 Civil Service Positions	Yes	No
3309 Veteran Preference	Yes	Yes
3320 Excepted Service Positions	Yes	No
3321 Probationary Periods	Yes	No
3327 Selective Service Registration	Yes	Yes
3331 Oath of Office	Yes	Yes
3333 Loyalty/Strike Affidavit	Yes	Yes
3343 Details to Int'l. Org.'s	Yes	Yes
3361 Promotion	Yes	No
3371 Assignment to State/Local Governments	Yes	Yes
<b>34 Part-time Employment</b>	Yes	Yes
<b>35 Retention</b>		
3501 Reduction in Force	Yes	Yes
3502 Transfer of Function	Yes	Yes
<b>41 Training</b>	Yes	Yes
<b>43 Performance Appraisal</b>		
4302 Performance Appraisal Systems	Yes	No
4302a PMRS Appraisal System	Yes	No
4303 Unacceptable Performance	Yes	No
<b>45 Incentive Awards</b>	Yes	Yes
<b>51 Classification</b>		
5102 Application	Yes	No
5104 General Schedule (GS) Pay System	Yes	No
5107 Use of OPM Standards	Yes	No
5108 OPM Allocation of Jobs Above GS-15 (ST & SL)	Yes	No
5110 OPM Oversight of Classification Authority	Yes	No
5111 Revocation/Suspension of Authority	Yes	No
5112 OPM Appeal Rights	Yes	No
5113 Prescribed Format for Position Descriptions	Yes	No

<b>53</b>	<b>Pay Rates and Systems</b>		
5301	Principles/Policy	Yes	Yes
5303	Annual Pay Adjustments (ECI)	Yes	No
5304	Locality-based payments	Yes	No
5305	Special Salary Rates	Yes	No
5307	Aggregate Limitation on Pay-Level I (Calendar Year)	Yes	Yes
5311	Executive Schedule Positions	Yes	Yes
	<b>Subchapter III</b> (General Schedule Pay Rates)		
5331	Application	Yes	No
5332	The General Schedule	Yes	No
5333	OPM Approval for Above the Minimum Rate	Yes	No
5335	Within-Grade Increases	Yes	No
5336	Quality Step Increases	Yes	No
5363	Grade/Pay Retention	Yes	No
5381	Pay for Senior Executives	Yes	No
<b>54</b>	<b>PMRS (Pay System)</b>	Yes	No
<b>57</b>	<b>Travel Expenses</b>		
5753	Recruitment and Relocation Bonuses	Yes	No
5754	Retention Allowances	Yes	No
5755	Supervisory Differentials	Yes	No
<b>61</b>	<b>Hours of Work</b>		
6122	Flexible Schedules	Yes	Yes
6127	Compressed Schedules	Yes	Yes
<b>63</b>	<b>Leave</b>	Yes	Yes
<b>71</b>	<b>Labor-Management Relations</b>	Yes	Yes
<b>73</b>	<b>Suitability/Security/Conduct</b>	Yes	Yes
<b>75</b>	<b>Adverse Actions</b>	Yes	Yes
<b>79</b>	<b>Services to Employees</b>		
7901	Health Service Programs	Yes	Yes
7903	Employee Assistance Programs	Yes	Yes
<b>81</b>	<b>Worker's Compensation</b>	Yes	Yes
<b>83</b>	<b>Civil Service Retirement (CSRS)</b>	Yes	Yes
<b>84</b>	<b>Federal Employee Retirement System (FERS)</b>	Yes	Yes
8431	Thrift Savings Plan (TSP)	Yes	Yes
<b>87</b>	<b>Life Insurance</b>	Yes	Yes
<b>89</b>	<b>Health Insurance</b>	Yes	Yes

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Title 7 of the United States Code, the Civil Rights Act of 1964, is also applicable to the Corporation.

## KEY PROVISIONS OF TITLE 5

### 1. Employment Authorities

- Agencies may employ such number of employees as is required without exceeding their authorized budget or employment ceiling. Appointments of individuals may be made in the following categories:

Competitive Service - positions at grades GS-1 through GS-15 (or equivalent) normally filled through open competitive examinations under civil service rules and regulations. Employment may be full-time, part-time, on-call, seasonal, or intermittent.

- Career Conditional - initial tenure of a permanent employee who has not completed three years of substantially continuous service (includes a one year probationary period).
- Career - tenure of a permanent employee who has completed three years of substantially continuous service.
- Temporary - non-permanent appointment for a specified period (not to exceed one year). May be extended in increments (up to a year) for a total period of four years.
- TERM - non-permanent appointment for a specified period exceeding one year and lasting not more than four years.

Excepted Service - positions at grades GS-1 through GS-15 (or equivalent) which are exempt from the competitive service by law, by executive order, or by OPM. Employment may be full-time, part-time, on-call, seasonal, or intermittent.

- Schedule A - positions other than those of a confidential or policy-making nature for which it is impracticable to examine (attorneys, readers, personal assistants, interpreters, etc.).
- Schedule B - positions other than those of a confidential or policy-making nature for which it is impracticable to hold competitive examinations (Cooperative Education Programs, Outstanding Scholars, etc.).
- Schedule C - positions of a policy-making nature or which involve a close personal relationship with the Agency Head.

Senior Executive Service - a separate personnel system of various key executive and managerial positions just below the top Presidential appointees (classified at levels above GS-15).

Employment of Experts & Consultants - appointments as special government employees, paid on a daily rate for a temporary or intermittent period of time. There are maximum limitations on appointments, e.g., 130 calendar days in a Fiscal Year.

## 2. Examination, Selection, and Placement

- Agencies must adopt and administer staffing programs which ensure a systematic means of selection (for appointment, promotion, reassignment, transfer, and reinstatement) according to merit. Agencies may select from among a variety of sources, including, but not limited to:
  - Merit Staffing/Promotion - selection based on open competition using various job related standards (i.e., education, training, experience, suitability, and physical and mental fitness, etc.) which applicants must meet.
  - Office of Personnel Management (OPM) Registers - for a few specific positions, OPM maintains "registers of eligibles" or lists of qualified applicants. Agencies may select from among the top three applicants. Veterans listed at the top of a register may not be bypassed without OPM approval. As an extension of this process, OPM may delegate all or part of this examining authority to Agencies (also known as direct hire or delegated authority).
  - Non-Competitive Appointments - are exempt from the competitive process. Applicants may be appointed under a wide variety of authorities, after certain requirements are met. They include:
    - Former Peace Corps & VISTA Volunteers
    - Peace Corps Staff
    - Disabled Veterans (30% or more)
    - White House Staff
    - Legislative Branch Employees
    - Career Foreign Service Employees
    - Severely Disabled applicants
    - Outstanding Scholars
    - Reinstatement of a Career or Career Conditional Employee

Veterans Preference - must be afforded to honorably discharged veterans during the hiring process. The extent of preference depends on the type of recruitment.

### 3. Merit System Principles

- Agencies are required to administer their personnel programs consistent with the following merit principles:
  - Recruit qualified individuals from appropriate sources in order to achieve a work force from all segments of society, and select and advance individuals solely on the basis of relative ability, knowledge, and skills, after fair and open competition which assures that all receive equal opportunity.
  - All employees and applicants for employment should receive fair and equitable treatment in all aspects of personnel management without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
  - Equal pay should be provided for work of equal value, with appropriate consideration of both national and local rates paid by employers in the private sector, and appropriate incentives and recognition should be provided for excellence in performance.
  - All employees should maintain high standards of integrity, conduct, and concern for the public interest.
  - The Federal work force should be used efficiently and effectively.
  - Employees should be retained on the basis of adequacy of their performance, inadequate performance should be corrected, and employees should be separated who cannot or will not improve their performance to meet required standards.
  - Employees should be provided effective education and training in cases in which such education and training would result in better organizational and individual performance.
  - Employees should be:
    - (a) protected against arbitrary action, personal favoritism, or coercion for partisan political purposes; and

- (b) prohibited from using their office authority or influence for the purpose of interfering with or affecting the result of an election or a nomination for election.
- Employees should be protected against reprisal for any lawful disclosure of information which the employees reasonably believe evidences:
  - (a) a violation of law, rule, or regulation, or
  - (b) gross mismanagement, a gross waste of funds, and abuse of authority, or a substantial and specific danger to public health or safety.

#### **4. Reduction in Force**

- Agencies must utilize Reduction-In-Force (RIF) procedures when lack of work; shortage of funds; insufficient personnel ceiling; reorganization; the exercise of reemployment rights (or restoration rights); or reclassification of an employee's position (due to erosion of duties) will result in a permanent employee being released from his/her competitive level by furlough (for more than 30 days), separation, demotion, or reassignment requiring displacement.
- Retention registers are established with employees listed on the register based on four factors: (1) tenure; (2) veteran preference; (3) total Federal service; and (4) credit for performance ratings.
- Employees are afforded an opportunity to exercise assignment rights (i.e., the right to displace other employees instead of being furloughed or separated). Most commonly called bump and retreat rights, these rights allow employees to move into a position held by another employee in a lower tenure group or lower subgroup within the same tenure group or move into position if the position is encumbered by an employee with a later service date with performance rating no higher than Minimally Successful, as long as the position is at the same grade or no more than three grades below the position from which the employee is being released.

#### **5. Transfer of Function**

- A transfer of function is defined as: (1) a transfer of performance of a continuing function from one competitive area and its addition to one or more other competitive areas, except when the function involved is virtually

identical to functions already being performed in the other competitive area(s) affected; or (2) movement of the competitive area in which the function is performed to another commuting area.

- When a function is transferred from one agency to another, each competing employee in the function shall be transferred to the receiving agency for employment in a position for he/she is qualified before the receiving agency may make an appointment from another source to that position.

- When one agency is replaced by another, each competing employee in the agency to be replaced shall be transferred to the replacing agency for employment in a position for which he/she is qualified before the replacing agency may make an appointment from another source to that position.

## **6. Training**

- Agencies are required to plan, budget, establish, and evaluate an on-going training program to increase economy and efficiency on the operations of the agency and to raise the standards of performance by employees in the operation of their official duties.

- Training needs assessments must be conducted annually to determine training requirements in order to bring about more efficient performance at the least possible cost. Annual reports are required by the Office of Personnel Management.

## **7. Position Classification**

- Agencies have responsibility for establishing and maintaining a job grading system for positions covered by Chapter 51 of title 5. This system, the General Schedule (GS), is the basic classification and compensation system established in 1949. The basic tenet of the system is equal pay for substantially equal work.

- The General Schedule is divided into 15 levels of difficulty and responsibility, GS-1 to GS-15. Chapter 51 provides definitions for each grade level. Non-supervisory positions at all grade levels and supervisory positions below GS-13 are designated by GS. The designator GM is used for supervisory and management positions at grades 13, 14, and 15.

- The Office of Personnel Management (OPM) develops guides (classifications standards) that agencies must use to determine the title, occupational grouping (series) and grade level of positions. There are 22 broad occupational groups, broken down into approximately 460 different job series. For example, GS-300 is the General Administration, Clerical and Office Services Group. This Group is further subdivided into 35 occupational series, e.g., Computer Specialist is GS-334 and Secretary is GS-318.
- Classification standards used to evaluate positions are written in two basic formats, narrative and Factor Evaluation (FES). Both provide for the analysis of major duties and responsibilities. In addition, there is a separate OPM guide that must be used to determine the grade of supervisory and managerial positions.
- Classification authority is either conducted by personnel officials or delegated to line managers.
- Corporations not subject to Chapter 51 have the flexibility to develop a classification system without regard to any of the above requirements. Some have chosen to create new systems or modify the current systems to accommodate organizational needs.
- Other key aspects of the title 5 classification system include requirements to have a written position description (pd) for each position, change the pd every time the position changes, provide for employees to appeal system the classification of their positions to the Office of Personnel Management. Agencies must ensure that similar positions are classified on a consistent basis throughout the organization.

## **8. Compensation**

- Chapter 53 requires that pay determinations for covered employees be based on equal pay for substantially equal work and that pay distinctions be maintained in keeping with work and performance distinctions and comparability with non-Federal pay rates for the same levels of work within the same local pay areas.
- Title 5 allows for 15 pay levels, (GS-1 to GS-15) with a broad current annual salary range of \$11,903 to \$85,589. The pay structure has ten steps for each grade level which may be granted to an employee over fixed periods of time based on performance. For example, an employee is eligible to receive increases in the first 3 steps every 52 weeks; eligibility for the other steps take much longer.

- Supervisors and managers at the GM-13, 14 and 15 levels are covered by the Performance Management and Recognition System (PMRS) and receive salary increases and bonuses also based on performance. While this system does not provide for steps, the minimum and maximum salary paid under the PMRS system matches the minimum and maximum payable to general schedule 13, 14 and 15 levels.
  - The maximum salary paid to employees under Title 5 is level IV of the Executive Schedule, or \$115,700, a provision applicable to the Corporation for National and Community Service.
  - Effective January, 1994, the uniform adjustment to the General Schedule pay rates (annual nationwide comparability) will be based on the Employment Cost Index (ECI) minus 0.5%. The Federal Employees Pay and Comparability Act of 1990 (FEPCA) proposed that a phased-in reduction of local pay disparities (locality pay) be initiated in 1994, based on Presidential approval. Both the ECI and the locality pay provisions are subject to change based on the pending legislation.
  - Agencies must determine how they will classify and compensate positions established above the GS-15 level. Options include placing positions in the Senior Executive Service (SES), Senior-level (SL) or Scientific or Professional (ST) positions. The President establishes pay levels and rates for the SES. Agencies establish pay rates for ST and SL positions in accordance with OPM guidelines.
- ST and SL positions were formerly identified as GS-16, 17, and 18 level positions. The pay range for ST and SL positions is a minimum of 120% of GS-15 and a maximum of SES Level IV, or \$115,700. The pay range for SES is \$92,900 to \$115,700. Corporations are excluded from SES coverage, but not from establishing ST and SL positions, or their own executive level system.
- Other key features of Chapter 53 include the requirement to grant grade and/or pay retention to eligible employees who are downgraded through a reduction-in-force, reclassification or for "without cause" situations.
  - The aggregate limitation on pay cannot exceed the rate payable for level I of the Executive Schedule (\$148,400). This includes performance bonuses, overtime or other payments.
  - Certain localities receive an "interim geographic adjustment" of 8% where there are significant pay disparities, e.g., San Francisco and New York.

**9. Select Excepted Service Positions - Schedule C**

- These are positions classified up to GS-15 that are of a confidential or policy-determining nature or, which involve close and confidential working relationship with an agency head or other key appointed officials. OPM authorizes the establishment of these positions and approves them on a case-by-case basis. Appointment to this type of position can be made only with prior OPM approval. These positions are either permanent or temporary.
- Agencies must report each appointment and vacancy to OPM.
- Authority for each position is revoked each time a position is vacated.
- Special temporary appointment authorities are granted to agencies during Presidential transition and the creation of a new agency or department.
- Prior OPM approval is not required to appoint individuals to temporary positions as long as the appointments are within an agency's approved allocation (e.g., ACTION has 7 allocations).
- Temporary appointments are made for 120 days. One extension of 120 days may be granted.

**10. Senior Executive Service (SES)**

- This is a separate personnel system for most career and non-career employees who serve in key positions, typically just below the Presidential appointee level. Included are managerial, supervisory, and policy positions classified above the GS-15 level. The system was created by the Civil Service Reform Act of 1978.
- Government-wide there are more than 8200 positions filled in the SES.
- OPM allocates positions to agencies every two years. ACTION has 10 allocations.
- Agencies establish positions within their allocation without further OPM approval.
- Agencies report all position and employee changes to OPM.
- There are two basic types of position - career reserved and General. There are four types of appointing authorities

- career, non-career, limited term and emergency.
- Career reserved positions cover functions such as law enforcement, audits, inspections, fiduciary, grants, etc., and must be filled by career appointees.
- General positions cover all other functions and may be filled by any appointee, e.g., career, non-career or limited.
- Initial entry into a career position must be through a merit staffing process with approval of qualifications by OPM.
- Agency heads approve qualifications of non-career appointees.
- There are six pay rates, ES-1 ( \$92,900) through ES-6 (\$115,700).
- Career appointees may receive annual bonuses based on performance. The range is 5-20% of basic pay. Other special rank awards are available that grant either \$10,000 or \$20,000. Agency heads nominate career candidates. The President makes the final selections.
- The performance system must have at least three and not more than five levels.
- A special benefit is no limit on the accumulation of annual leave. Pending legislation may eliminate this feature.
- Every three years (beginning 1991) career appointees must be recertified for retention in the SES. Retention decisions are based on a standard of excellence defined by OPM. If not recertified, the appointee is removed from the SES.

#### **11. Performance Management**

- Covered by Chapter 43. Agencies, since 1986, have had to establish 5-level performance appraisal systems with awards and performance-based adverse actions based on the appraisal of record. OPM is now proposing a framework requiring a 2-level system (Meets or Does Not Meet Expectations) with Agencies having the leeway to expand to more rating levels or enhance systems in other ways.
- GS employees are covered by Performance Management System (PMS). This system mainly covers GS-12 and below, but also

includes grades 13-15 who are classified at GS levels. This system allows for within grade increases based on longevity, as long as performance is Fully Successful or better. It allows a performance based removal only when an employee has been rated Unacceptable.

- GM employees are covered by Performance Management and Recognition System (PMRS). This covers employees in grades GM-13 through GM-15. It is a limited pay-for-performance system with annual salary increases and cash bonuses predicated on the performance rating. There are no regular within grade increases. An employee can be removed for Marginally Successful or Unacceptable performance. PMRS legislation sunsets September 30, 1993 and it is not expected to be reauthorized. It will probably be replaced by a new system covering all employees.
- Government corporations have normally had flexibility to establish alternate performance appraisal systems, and leeway to decide how much the performance rating will influence pay decisions.
- Removal or downgrade of an employee for poor performance requires an opportunity to improve period, a minimum 30-day advance notice of the proposed action. The employee has the opportunity to respond, prior to a final decision by a higher level management official. The final decision, if adverse, is appealable to the Merit Systems Protection Board (MSPB).

## **12. Awards and Recognition**

- Forms of recognition most widely used are performance awards, superior accomplishment awards and Quality Salary Increases (QSI's). The performance awards are made to PMS and PMRS employees and coincide with the end of the annual appraisal cycle. SES employees are eligible for SES bonuses which must be at least 5 percent of the employee's salary. The SES bonus pool is 3 percent of SES payroll; the PMRS awards pool can be no more than 1.5 percent of PMRS payroll; the PMS awards pool is established by Agency discretion.

Superior accomplishment awards are for one-time special acts and are not intended to substitute for performance awards. The amount budgeted for these awards is up to the Agency.

Quality Salary Increases are accelerated salary increases for top GS performers. These increase the annual salary by one step (approximately 3%) on the salary scale.

- Other recognitions include awards for suggestions and on-the-spot awards which are immediate awards of a nominal amount.

### **13. Leave**

- Employees earn annual (personal) leave according to length of government service:
  - 4 hours per pay period for first 3 years
  - 6 hours per pay period after 3 years
  - 8 hours per pay period after 15 years
- Employees may carry no more than 240 hours annual leave into the new leave year (January) except that SES members do not currently have this restriction.
- Sick leave is earned at 4 hours per pay period regardless of length of service with no limit on carry over.

### **14. Alternate Work Schedules**

- Agencies are authorized to establish Alternative Work Schedules (AWS). These may include flexitime, compressed schedules, either, or both. When there is a Union, any establishment, change, or termination of AWS must be negotiated.
- Flexitime includes varying the starting and quitting times and the possibility of employees earning credit hours to use in lieu of leave.
- Compressed schedules allows for employees working 9 or 10 hour days in return for one or two days off within the pay period.

## **15. Labor-Management Relations**

- Covered by Chapter 71, all government employees, unless expressly excluded by Statute, may join, form, assist or participate in a labor organization without fear of reprisal.
- Unions have the right to negotiate policies to the extent not prohibited by law, represent employees in grievances, and represent employee concerns in general. By law, the Union is the exclusive representative for employees and Management is precluded from recognizing or dealing with any other employee organization.
- Pay is normally not negotiated in the Federal sector because pay levels are set by law. To the extent that the Agency head has authority to set pay levels, pay becomes negotiable. There are several Agencies or other governmental entities that now negotiate pay with Unions. Non-appropriated fund (NAF) DOD units have been negotiating pay for some time.
- Federal employees do not have the right to strike. Bargaining disputes are resolved by third parties under the supervision of the Federal Labor Relations Authority (FLRA), a National Labor Relations Board counterpart for the Federal sector. Third party decisions are legally binding but are appealable to the courts in some cases.
- The trend in the Federal government and most major private sector industries is towards labor-management cooperation. Federal sector labor relations was codified into law in 1979 (Unions had more limited recognition rights under Executive Orders issued by the Kennedy and Nixon White Houses) and the 1980's were marked by conflict and litigation. This type of relationship is now generally seen as costly in terms of money, morale and lost opportunities.
- All Federal sector contracts are required by law to have a grievance procedure that includes the Union's right to invoke binding arbitration. Subjects normally grieved include performance ratings, failure to receive a promotion, denial or leave, disciplinary actions, and employee-supervisory conflicts.

## **16. Employee Benefits**

- Worker's Compensation - If an employee is hurt on the job, the employee may receive worker's compensation which is adjudicated through the Department of Labor. The compensation continues as long as the employee is unable to

resume work and is also payable to the employee's survivors. Worker's compensation also covers VISTA Volunteers and will cover as other volunteers under the National and Community Service Trust Act. Compensation is charged back by the Department of Labor to the Agency that employs or employed the claimant on a dollar-for-dollar basis.

- Employee Assistance Program (EAP) - All Agencies are required to offer an EAP program which includes counseling services to employees which are confidential and free to the employee. We participate in a small agency consortium run by the Public Health Service. The EAP is used frequently by employees experiencing substance abuse problems and supervisors who suspect that off the job problems may be contributing to performance or conduct deficiencies are counseled to formally refer employees to counseling.

- Retirement - Employees hired before 1984 were covered by the Civil Service Retirement System (CSRS). Employees hired after 1984 are covered by the Federal Employees Retirement System (FERS). In 1987, there was a one-time election period allowing CSRS employees to switch to FERS. The requirements for voluntary retirement are the same under both systems:

Age 55 with 30 years of service

Age 60 with 20 years of service

Age 62 with 5 years of service

Disability retirement after 5 years of service is also available under both systems.

Benefits are different under each system. Under CSRS, employees receive an annuity based on their total years of service and the average of their "high 3" years of earnings. At 30 years of service, an employee would receive 56 percent of the "high 3" average, less if the employee elects a survivor's annuity.

Under FERS, the employee receives retirement benefits from three parts of the system: The FERS annuity, Social Security, and the employee's account in the (voluntary) Thrift Savings Plan (similar to a 401(k) plan).

- Thrift Savings Plan (TSP) - The TSP is the savings feature that is available to employees in either retirement system. Like a 401(k) plan, the money invested in the TSP is tax deferred; i.e., it is not taxable until the employee starts drawing from the account after retirement. FERS employees receive a dollar for dollar match from the government for the first 5 percent of salary they invest in TSP. This match is charged to the Agency. FERS employees may contribute up to 10 percent of salary to their TSP accounts tax deferred.

CSRS employees may contribute up to 5 percent of salary tax deferred to a TSP plan but do not receive a matching Agency contribution.

There are two open seasons each year in which employees may start or increase their TSP withholdings.

Employees may designate how their TSP accounts are invested. One fund invests in Treasury bills, one invests in the bond market and one invests in the stock market.

- Life Insurance - Employees are eligible for government subsidized life insurance when they start government employment. No proof of insurability is required. Periodically, an open season is held, but these are infrequent and not held in regular intervals. Outside of an open season, employees wishing to subscribe to life insurance, who have previously waived insurance, must furnish medical proof of insurability.

- Health Benefits - Employees may subscribe to any of a number of health benefit plans where the government pays the major share of the cost and the employee pays a premium set yearly by the Office of Personnel Management. Employees have the choice of national fee-for-service plans (deductibles and co-payments where the employee chooses the providers) or local Health Maintenance Organizations (HMOs) where there is less discretion to choose providers but the cost for services is usually lower.

## **17. Adverse Actions**

- Adverse actions include removal from government service for cause, suspensions and downgrades for cause.

- Taken for misconduct or unacceptable performance. Employees are entitled to full due process including a review by a higher level management official and an appeal to an outside administrative agency.

- At least 30 days advance notice is required. There must be a proposing official, an opportunity to reply to the proposal, and a decision by a higher level deciding official.
- If the deciding official upholds a removal, downgrade, or a suspension for more than 14 days, the employee may appeal to the Merit Systems Protection Board (MSPB) which normally conducts an administrative hearing, and has authority to order the Agency to reverse the action. Bargaining unit employees also have the right to take these actions to outside arbitration, through the Union, in lieu of the MSPB appeal.
- Suspensions of 14 days or less and reprimands cannot be appealed to the MSPB but are grievable through the appropriate grievance procedure.

**GRIEVANCE AND APPEAL RIGHTS**

<u>TYPE OF ACTIONS</u>	<u>GRIEVANCE</u>	<u>MSPB</u>	<u>COURT<sup>1</sup></u>
Demotion/Reduction in Pay/Removal	No <sup>2</sup>	Yes	No
Suspension/Reprimand	Yes	\ <sup>3</sup>	No
Reduction-in-Force	No	Yes	No
Reassignment	Yes	No	No
Salary/Pay Levels <sup>4</sup>	No	No	No
Performance Appraisal	Yes	No	No
Non-Promotion	No <sup>5</sup>	No	No

Note: Negotiated grievance procedures with a recognized Union end with an option to invoke binding arbitration. Internal grievance procedures normally provide for a final decision no higher than the head of the organization.

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<sup>1</sup> When the internal grievance procedure does not allow the appeal of an Agency action resulting in loss of pay, courts will occasionally assume jurisdiction.

<sup>2</sup> Bargaining unit employees covered by a collective bargaining agreement have the option of grieving under the contract or going directly to the MSPB, but may not choose both procedures.

<sup>3</sup> Suspensions longer than 14 days are appealable to the MSPB. Suspensions of 14 days or less are grievable.

<sup>4</sup> While individual salaries are not normally appealable, salary levels may be subject to negotiation with a recognized Union, depending on the language of the statutory authority to set pay. Should they be negotiated, a complaint that the negotiated process was not correctly applied would be grievable.

<sup>5</sup> While non-selection is not normally grievable, most grievance procedures permit grievances over alleged violations of process.

### **Schedule A Guidelines and Requirements**

1. The Schedule A authority provides for making appointments in the excepted service at grades GS-1 through SES equivalent levels for a maximum of 100 positions in the Corporation, with no more than 10 at the senior levels. OPM has granted this authority for use by the Corporation through September 30, 1995.
2. A determination should be made whether appointments are to be made for an indefinite period, or for a specific time limit. If time limited, the term of appointment must exceed one year for appointees to be eligible for health benefits, life insurance, etc.
3. At the discretion of the Corporation, trial periods may be required for Schedule A appointments. The length of the trial period is also discretionary. Termination during the trial period does not entitle the individual to appeal rights.
4. Appointees may be removed for cause without the right to appeal to the Merit Systems Protection Board up to the first two years of employment (or up to one year for preference eligibles (veterans)).
5. Positions and grade levels are established under the Title 5 classification system, and position descriptions are required. Positions will be placed in GS or SES equivalent pay plans, based on job responsibilities.
6. Appointments are not subject to Title 5 competitive selection procedures or qualification requirements for the competitive service. Qualification requirements are established by the Corporation and outlined in position descriptions. When applicants are actively recruited through the publication of vacancies, a basic plan is necessary to describe the process that will be followed. A sample recruitment plan is attached.
7. Entry pay is established under Title 5 regulations, which is normally set at the first step of the grade, unless the appointee possesses superior qualifications for the appointment, or is entitled to a highest previous rate.
8. Pay adjustments are subject to Federal general pay raises as authorized government-wide; employees would be eligible for step increases, as appropriate.
9. Appointees are covered by the provisions contained in Title 5 for leave, worker's compensation and unemployment compensation programs.

10. Cultural diversity should be a consideration in making appointments under this authority.

11. Appointments under this authority confer no entitlement to regular employment in the Corporation; consideration for regular employment would be subject to the policies of the new personnel system established by the Corporation.

## Corporation for National and Community Service

### Recruitment Plan

1. This plan implements requirements contained in Chapter 213, Subchapter 3 of the Federal Personnel Manual (FPM) regarding the appointment of employees under the Corporation's special Schedule A authority - 213.3121(a) - approved by the Office of Personnel Management on September 22, 1993. The special authority covers up to 100 appointments in the Corporation in grades GS-1 through SES equivalent through September 30, 1995.
2. When applicants are actively recruited through the publication of vacancies, applications will be solicited through various methods as deemed appropriate to locate qualified applicants. Vacancies will be open for receipt of applications for a period of at least five calendar days. Applications will only be accepted for current advertised vacancies.
3. To the extent practicable, recruitment will be targeted toward individuals who have demonstrated a commitment to national and community service as a volunteer or leader in the volunteer community.
4. Applicants will be evaluated against established qualification standards and placed into one of three groupings: "Basically Qualified," "Highly Qualified," or "Best Qualified." (Compensable disabled 10-point veterans who meet the minimum qualification standards will be placed in "Best Qualified" group and referred first). A decision to non-select an applicant entitled to Veterans' Preference is only allowed for reasons of qualifications or suitability.

THE WHITE HOUSE

WASHINGTON

BREAKFAST WITH MICHELLE NUNN

DATE: Thursday, October 7  
TIME: 8:30 a.m.  
LOCATION: Stouffer Concourse Hotel  
FROM: Karen Ewing

I. PURPOSE

You will meet with selective staff from Hands On Atlanta over breakfast.

II. BACKGROUND

Hands On Atlanta is a nonprofit volunteer service organization which promotes direct community service. HOA was chosen as a SOS site and engaged 50 SOS participants with the College Park Elementary School, a year-round school in an inner-city neighborhood. The project was one of the most successful of the SOS programs. You visited the school on August 16 with Senator Nunn, Commissioner Lomax and others for Community Leaders Day.

III. PARTICIPANTS

Michelle Nunn - Executive Director, Hands On Atlanta

Christa Roth - SOS Director, Hands On Atlanta

Rolette Thomas - Social SEA Change Awardee from CNCS (proposal attached). He was a SOS team leader from Atlanta.

Tenera McPherson - Youth Service Projects Coordinator, Hands On Atlanta. This includes TeamWorks, HOA's citizenship and leadership development program for volunteers. She was also a SOS team leader from Atlanta and the moderator for the SOS Atlanta Community Leaders Day in August.

IV. REMARKS

You should talk about the status of the corporation, the timeline for regulations, and the importance of setting up state commissions and working with the Governor's office.

Attachments - TeamWorks Brochure  
- Rolette Thomas' award proposal

# **TeamWorks with Youth**

## ***Hands On Atlanta's Citizenship Development Program for High School Students***

### **Introduction**

TeamWorks is Hands On Atlanta's youth service initiative designed to uniquely combine adult volunteers with high school students on teams working together to serve the community through direct service. TeamWorks serves as an introductory course in community service and citizenship, exposing volunteers to a variety of critical needs in the city through service in the areas of education, health care, housing, and hunger and allowing them the opportunity to practice citizenship in a direct and meaningful way.

### **Goals**

TeamWorks has a positive impact by exposing youth participants to critical needs in the larger community that they can address and allowing youth participants a group mentoring context for developing relationships with supportive and diverse adults. Participants cultivate team building skills and practice reflection skills upon the nature of citizenship. In addition to these benefits for young people, TeamWorks allows adult volunteers from diverse backgrounds to develop relationships and work together with at-risk youth in service to the community.

### **Program**

TeamWorks teams are composed of 6 high school students and 6 adult volunteers. Students are selected with the assistance of the school principals, teachers, guidance counselors and other school personnel. Adult volunteers are selected from the ranks of Hands On Atlanta. Each potential participant completes an application and participates in an interview with a selection committee. Teams are organized with members representing many interests, experiences and backgrounds.

After first participating in a training and orientation session, teams begin volunteering on Saturdays on a bi-monthly basis for a 3 month period. TeamWorks service events include projects that reflect a broad range of community needs. Examples of targeted service projects include sorting food boxes at the Atlanta Community Food Bank, tutoring young children through HOA's Discovery Program, building houses for the homeless through the Ecumenical Association of Churches for the Homeless (E.A.C.H.) and building community gardens through the Atlanta Urban Gardening Program.

Service project days have two components: the service project itself and a lunch-time discussion and reflection session for participants after the project. A resource library of pertinent books and materials for both adults and youth is assembled for use by participants and all team members keep a journal of their experiences and reflections.

TeamWorks is an innovative program for involving diverse high school youth with caring adults in important service for the benefit of all citizens. Through this process, youth participants develop mentors from among their adult team members, and every participant discovers lessons of service and citizenship, cultivates leadership skills and is empowered through the ennobling nature of serving others.

**If you would like to sign up for the 1993 fall TeamWorks program, call Thom Bales or Kathleen Kelly at 872-2252.**

# TeamWorks

## *Hands On Atlanta's Citizenship Development Program*

### **Introduction**

TeamWorks serves as an introductory course in citizenship, exposing volunteers to a variety of critical needs in the city through service in the areas of community improvement, education, homelessness, hunger and public housing. Additionally, TeamWorks provides the opportunity to practice citizenship in a direct and meaningful way. Through TeamWorks, volunteers participate in a variety of community service projects and reflect as a team upon the nature of citizenship and volunteerism. Teams consist of 8-10 members, including a team-selected leader who assists the team with the reflection process. After first participating in an orientation, teams begin volunteering on a monthly basis for 4 months and conclude the program with a guided, large group reflection and evaluation session. **All TeamWorks group events are held on Saturdays.** Each team member volunteers individually once a month in addition to the monthly team projects.

### **Goals**

TeamWorks is designed to assist participants in the process of defining for themselves the citizenship values necessary to live in an ever-increasingly, confusing and complex society and to foster and support the practice of those values through service. Teams serve and reflect throughout the program period to develop a definition for *citizenship* and to develop meaningful ways to apply that definition to their private and public lives. Along the way, TeamWorks affords participants an opportunity to develop support networks, participate in constructive, meaningful activities and have some fun.

### **Program**

TeamWorks projects are all direct service activities that reflect a broad range of community needs and offer an opportunity for serious reflection. Projects are selected based on genuine need and their fit within one of 5 sectors of the community: charity, community development, conservation, education, or public housing. The diversity of projects gives participants an opportunity to examine work being done by different institutions, non-profit, private and public. Examples of service projects may include sorting food boxes at the Atlanta Community Food Bank, tutoring young children through HOA's Discovery Program, building houses for the homeless through the Ecumenical Association of Churches for the Homeless and painting apartments in a housing project. The TeamWorks program has four components: the service project itself, a lunch-time reflection session for participants after the project, readings pertinent to particular projects and a participant journal. Through participation in these activities, team members discover lessons of service and citizenship, cultivate leadership skills and are empowered through the ennobling nature of serving others.

### **Guidelines**

TeamWorks participants agree to participate in an orientation session, four service projects and an evaluation/reflection session. The projects are held on Saturday mornings each month and last approximately one half day. The next orientation for individuals interested in participating in the *TeamWorks* program will be held on **Saturday, April 24 from 10:00am-12:00noon at the HOA office.**

**If you would like to sign up for the next *TeamWorks* orientation, please call Thom Bales or Kathleen Kelly at 872-2252.**

## SERVICE ENTRENEUR AWARD PROPOSAL

FIVE QUARTER BASKETBALL with Service Entrepreneur Rolette Thomas, Jr.

### A. PROJECT DESCRIPTION:

#### WHY DO IT?

At College Park Elementary School, there is an afterschool program managed by the local YMCA. While this program is "open" to all students from the school, it actually only serves those families that can afford to pay for the service (approximately 15-20 students). Furthermore, in the past three years, it has only attracted students in the lower grade levels (K-2). In addition to this program, there is a Girl Scout Troop based at College Park Elementary School which meets on Thursday afternoons. It accomodates \_\_\_\_\_ girls in their \_\_\_\_\_ units.

During the Summer of Service, the Hands On Atlanta corps created a full fledged afterschool program that operated Monday - Thursday from 2:15 - 4:00 pm and offered a total of 34 activities (see attached schedule). In the five weeks that the afterschool program was in operation, more than half the students (approximately 250) enrolled at College Park Elementary School participated in at least two activities on a weekly basis. Obviously, the afterschool program satisfied a need in this community.

While there are other institutions that run afterschool programs (for a fee or for free), most of them don't have an academic component other than homework assistance. In many cases (eg. Jess E. Draper Boys & Girls Club), the institutions that do provide academic enrichment are understaffed and consequently the children do not receive adequate attention.

#### WHAT IS IT?

Essentially, Five Quarter Basketball is a program where students take tests as a team during the first quarter, average the (team) score, play a four quarter basketball game, then add the test score to their game score to determine the real winner. Since one quarter of academics is not equivalent to four quarters of athletics, this modified Five Quarter Basketball program expands the academic and social development component.

The "5 Quarter Basketball" program will provide the 4th and 5th grade students at College Park Elementary School with an opportunity to develop their athletic and academic skills in a systematic manner. By combining academic skill development (eg. test taking and mathematical problem solving) with athletic skill development, the program will not only provide the security of an afterschool program - it will go a step further by preparing the students for the academic challenges of middle school and the difficult developmental stage known as puberty.

This program is based on the pillars of child development that were introduced at the Summer of Service National Training workshop developed by Anne Bouie on "Meeting the Needs of Children."

*High Expectations* - academics and athletics are compatible, males and females can learn sports together; *High Content* - PSAT questions, and non-traditional elementary level subjects- eg. Economics & Sports; *High Structure* - regular field trips based on attendance and performance, and mandatory monthly community service projects; *High Support* - individual academic and family counseling, volunteer staff of College Park adult residents & high school students and Atlanta area college students.

A minimum of 40 students will be served in this program which is scheduled to begin operation on Monday, September 27, 1993 and conclude nine months later on Friday, May 27, 1993. While 40 students represents almost 25% of the target population (4th & 5th grade students), if volunteer recruitment exceeds the minimum level of 8 com-

mitted adults the number of students served will increase accordingly.

## HOW WILL IT WORK?

The 5 Quarter Basketball Program will combine the athletic aspects of basketball skills, physical conditioning, team building and sportsmanship with the academic aspects of homework practice, test-taking strategies, problem solving skills and intellectual achievement. In addition to group activities and lessons, there will be individual sessions scheduled every week for progress (academic, athletic and social) check-ups. Furthermore there will be regular (bi-weekly) meetings with the student's teacher and parents to assess their performance in school and in the neighborhood.

To measure the impact of the 5 Quarter Basketball Program some universal (eg. academic grades, attendance, test scores, ...) factors will be monitored while individual improvement plans will also be developed. The individual improvement plans will take approximately one month to develop because they will involve the student, teachers, school counselor and parents. Students will present and commit to their plan at a ceremony on the first field trip (retreat). Accordingly, they will participate in a similiar ritual at the end of the school year to "own up" to their peers.

The community of College Park should benefit from the 5 Quarter Basketball Program in several ways. Obviously, the program will expand the afterschool option for many families in this community in a qualitative way. College Park Elementary School will be giving much (providing space and resources) and receiving much (students better prepared for middle school with expanded horizons). The monthly community service projects will not only transform the physical locale of College Park, it will instill a sense of pride and accomplishment in the students, their teachers, parents and neighbors.

Most of the Service Entrepreneur's time will be spent at the site, College Park Elementary School, however at least two hours per day will be spent at the project sponsor's office - Hands On Atlanta. The weekly format is outlined below:

### Monday, Wednesday & Friday

2:15 - 2:30	Snack
2:30- 3:30	Lesson and test (see sample)
3:30 - 5:00	Basketball instruction and game
5:00 - 6:00	Homework and tutoring

### Tuesday & Thursday

8 -12 noon	Meetings with teachers and school staff
4 - 8 pm	Meetings with families.

### Saturday (rotating weeks)

1st	Clinic on a particular aspect of basketball (eg. zone defenses) led by local coaches
2nd	Community Service Project at a site in College Park /Atlanta
3rd	No program due to Hands On Atlanta's Discovery Program (weekly tutorial)
4th	Field trip (eg. local college, professional basketball game,...)

## ACTION PLAN

September '93

\*Recruit volunteer team to assist in the management of 5 Quarter Basketball program from Tri-Cities H.S., local colleges, College Park residents and SOS participants. Set up a schedule that will accommodate the various volunteers.

\*Develop monthly service projects for 1993 (October - December).

\*Develop field trips for the school year.

\*Develop the clinics for the school year.

\*Create the curriculum for the school year.

\*Begin registration for program.

October '93

\*Complete enrollment registration process.

\*Begin individual improvement plan process.

\*Diagnose the skills level of participants.

\*Modify volunteer schedule accordingly.

\*Complete individual improvement plan process.

November '93

\*Fine-tune program.

\*Develop monthly service projects for January - May '94

December '93

\*First trimester evaluation

January '94

\*Mid-year Individual Improvement Plan check-up

February '94

\*Major fundraiser - Benefit Basketball Game

March '94

\*Second trimester evaluation

\*Bus trip to NCAA Final Four or Regional Game

April '94

\*Bus trip to Basketball Hall of Fame

May '94

Closing retreat - evaluation of program

BUDGET

# ROLETTE THOMAS, JR.

3181 Spring Street  
College Park, Georgia 30349

Telephone/Messages  
(404) 768-5869

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## OBJECTIVE

To enhance my skills and knowledge in academic and recreational programs for children.

## EDUCATION

Hampton University, Hampton, Virginia  
B.S., Biology

### Selected Courses:

- \* Biology I, II
- \* Chemistry I, II

### Activities:

- \* Hampton University Pre-medical Club
- \* Hampton University Biology Club
- \* NAACP
- \* Young Democrats of America Association

## EXPERIENCE

Hands On Atlanta, Atlanta, Georgia  
**Summer of Service Team Leader**

- \* Managing teams of ten corps members (Taking attendance, administering time sheets and other paperwork, evaluating corps member performance).
- \* Supervising individual corps members.
- \* Leading teams in implementing their group projects.
- \* Developing curriculum materials and ideas.

- \* Acting as a liaison between corps members, the school and HOA staff.
- \* Participating in the program as a corps member.

Oxford Apartments, Hampton, Virginia  
**Head Lifeguard/Swim Instructor**, May-August, 1991,1992

- \* To maintain and direct pool activities.
- \* Encouraged children to be active participants in individual and group activities.
- \* Assisted children between the ages of 6 years and 18 years with warm-up exercises and basic swimming skills.

Old Virginia Condominiums, Union City, Georgia, **Lifeguard**, May-August 1989,1990

- \* To provide supervision for children between the ages of 5 years and 18 years.
- \* Coordinated fundamental swimming activities for children.
- \* To maintain and direct pool activities.

Central Christian Church, Atlanta, Georgia  
**Youth Vacation Bible School Teacher**, June, 1993

- \* Responsible for preparing and teaching Bible school lessons to children between the ages of 16 years and 25 years.

Camp Cosby Boarding Camp, Alpine, Alabama  
**Assistant Counselor**, May-August, 1985, 1986,1987

- \* Responsible for supervision and daily activities for children between the ages of 6 years and 18 years.
- \* Organized recreational programs and activities.
- \* Aided children with problems and concerns.

## REFERENCES

Available upon request

THE WHITE HOUSE

WASHINGTON

MEETING WITH GOVERNOR ZELL MILLER

DATE: Thursday, October 7  
TIME: 10:00 a.m.  
LOCATION: 201 State Capitol  
FROM: Karen Ewing

I. PURPOSE

You will meet with Gov. Miller to discuss Georgia's role as a leader in the national and community service effort.

II. BACKGROUND

Georgia is a very strong service state with solid political support from Gov. Miller and Sen. Nunn (and even Republican Sen. Paul Coverdall supports the Peach Corps). Lynn Thornton has done an excellent job of launching the Peach Corps, a rural youth corps, in Vidalia and Thomason. Demand for the Peach Corps is now state-wide. The program has received good press from both the New York Times and CNN. Even though numerous Fortune 500 companies are located in Atlanta, the Peach Corps is weak on private sector support possibly because of Lynn's strong emphasis on program development. Most likely, she will be the new director of the state commission and is moving quickly to establish one. Georgia also has a strong corps network in Savannah as part of the urban corps expansion of the 1980s. The state has an active higher education and K-12 network through colleges and universities.

III. PARTICIPANTS

Governor Zell Miller  
Lynn Thornton, Director of the Peach Corps  
Ed Kilgore, Director of Intergovernmental Affairs  
Steve Wrigley, Chief of Staff

IV. REMARKS

You should compliment Lynn on her extraordinary effort with the Peach Corps and its impact on citizens of the rural areas it services. You should thank Gov. Miller for his exemplary support in national and community service endeavors.

Attachment - State talking points  
- Press clips

## National Service and the States

The National and Community Service Trust Act of 1993 ("the Act") will enable States to meet the needs of their communities, pay for the education of their young people, and restore the confidence of all their citizens in government's ability to work. In this initiative, States will work as full partners with Washington. Governors can begin work immediately -- establishing State Commissions that will draw Federal funds and promote excellent programs.

### NATIONAL SERVICE: A BRIEF DESCRIPTION

The concept of national service encompasses a range of initiatives. Most funds under the Act will be used to enable Americans to earn educational awards in return for an extended term of stipended service through a new National Service Trust Program. Additional funds will be available for part-time, college- and school-based programs that integrate unstipended service into education, known as "service-learning." Both programs build on existing initiatives, and States will be essential to the success of each. The legislation also expands the VISTA program, which engages young people and adults in full-time service focused on alleviating poverty, as well as programs that support the involvement of older persons in community service.

While the Act spells out the goals of the program more fully, the following three categories capture much of what the new National Service Trust Program must accomplish:

- **Measurable results.** A good national service program will have a clear, positive impact in meeting the unmet needs of local communities within the broad areas of education, environment, human needs and public safety. In addition, the Corporation for National and Community Service ("Corporation") and States will establish priorities and performance goals to focus programs within these broad areas -- for example, tutoring, community policing, immunizations, and pollution control.
- **A spirit of community.** Young men and women of every education level, race, region and religion should participate in national service. Service should unite them all in a common enterprise, providing service.
- **A market for quality.** Government should act as venture capitalist, "picking winners" instead of operating programs. No program can be entitled to funds; each initiative must demonstrate continued quality in a competition. And programs must look beyond government for support -- matching federal dollars with funds from private sources.

### THE STATE ROLE IN GENERAL

At least two-thirds of National Service Trust Program funds, or up to \$1 billion over three years, will be allocated through States. One-third of funds will be provided through a population-based formula to States, and one-third will be provided on a competitive basis to

States. These funds will be subgranted by States; no more than 40 percent may be subgranted to State agencies. Remaining funds will be allocated on a competitive basis to a range of grantees.

In order to receive funds, States must establish State Commissions on National and Community Service (or approved alternatives). These State Commissions will be responsible for selecting national service programs to be funded and for applying to the Corporation for funds. More broadly, they will support a range of activities to encourage quality service throughout the State.

### **STATE COMMISSIONS: ORGANIZATION**

In order to receive national service funds, States will establish State Commissions or comparable "alternative administrative entities," discussed below. Governors will be responsible for selecting members of these Commissions and ensuring their compliance with Federal and State law. Once Commissions are established, Governors will notify the Corporation. If the Commissions comply with the Act, the Corporation will approve them and begin to pay up 85 percent of their administrative costs, with grants between \$125,000 and \$750,000 per State per year. Commissions that are not approved will be provided with opportunities for technical assistance and prompt reconsideration.

Commissions may have between 15 and 25 voting members. Governors will select members, and members will select a chair from among themselves. In general, Commission members should be selected who will share a determination to achieve the central purposes of the Act: meeting unmet needs, bringing Americans from all backgrounds together, and selecting programs on the basis of quality.

As outlined in the Act, Governors must select at least one member from each of certain categories, and may select other members from additional categories. Voting members should reflect diverse backgrounds, and no more than 50 percent plus one may come from the same political party. Individuals affiliated with applicants for funds may serve on State Commissions, but may not participate in administration of the grant program.

A representative of the Corporation, employed by the Corporation, will also sit on State Commission as either a voting or non-voting member, at the discretion of the State. Governors may appoint State officers to fill up to 25 percent of voting Commission positions, though additional employees may serve ex officio.

Commission members will serve terms of three years, except that the Governor will initially provide one- and two-year terms to stagger appointments. Commission members will receive only reimbursements and per diem payments, not salaries.

States may petition the Corporation to establish alternative administrative entities in lieu of State Commissions. In order to receive approval, such entities must be able to carry out the duties of State Commissions, and must include in significant policy-making roles types of individuals specified for membership on the State Commission. States may also use

an existing agency to perform the duties of the State Commission for up to 27 months. However, States are strongly encouraged to establish State Commissions as quickly as possible; these best reflect the intent and requirements of the legislation.

### **STATE COMMISSIONS: RESPONSIBILITIES**

State Commissions will not be responsible for operating programs; indeed, the Act forbids their doing so. This reflects the general intent of the Act to emphasize "steering" over "rowing." The Act outlines the major responsibilities of the State Commissions. These fall into five basic categories:

- **Strategic planning.** Through an open process, State Commissions will develop and annually update a 3-year plan for national service programs in the State. Plans must include State priorities for national service programs -- within the four basic areas -- that the State will apply in allocating its formula funds. State priorities will be subject to Corporation approval.
- **Selection of grantees and application to the Corporation.** Under guidelines and within priority areas specified by the Corporation, State Commissions will administer the competitive process to select national service programs within the State. In general, at least 60 percent of programs selected must be operated by entities other than State agencies. Once programs are selected at the State level, States will apply to the Corporation for approval for a share of funds based on a formula. States may also apply for additional funds which will be awarded on a competitive basis.
- **Training and technical assistance.** State Commissions will assist State educational agencies to apply for "service-learning" funds which support school-based community service programs. In addition, one of their most important duties will be to provide technical assistance to local non-profit organizations and other entities in planning programs and applying for funds. This aid, along with additional help with training and curriculum development, will be essential to ensure a range of quality applications. Commissions will also assist programs in providing the health care and child care benefits to participants required under the Act.
- **Recruitment and placement.** Commissions will make information about national service programs widely available to potential participants, through schools, job placement offices, and the like. In addition, they will set up systems that link participants to programs, such as 800-numbers or uniform applications.
- **Coordination.** Commissions will work closely with the Corporation, ensuring that the national regulations are truly applicable in each State. In addition, the State Commission will coordinate its activities with those of any relevant State or regional offices of the Corporation that are responsible for the VISTA and Older American Volunteer Programs. The Commission should work with these offices to ensure that their services together are complementary, not duplicative. The two entities may shift functions between them.



GEORGIA DEPARTMENT OF  
**COMMUNITY AFFAIRS**

Jim Higdon  
COMMISSIONER

April 14, 1993

Zell Miller  
GOVERNOR



McDuffie County  
Georgia Peach Corps  
835 Augusta Road  
Thomson,  
Georgia 30824  
(706) 595-2185

Toombs County  
Georgia Peach Corps  
Ross P. Bowen Building  
100 Courthouse Square  
Post Office Box 348  
Lyons,  
Georgia 30436  
(912) 526-9644

Mr. Michael Camunez, Program Officer  
Commission on National and Community Service  
529 14th Street, N.W., Suite 452  
Washington, D.C. 20045

Dear Michael:

The Georgia Peach Corps has been grabbing some headlines recently, and I wanted to share these articles with you.

As you know, President Clinton met privately with several corpsmembers during his visit to Atlanta on March 19. Our corpsmembers presented him with a Peach Corps cap, sweat shirt, and tee shirt, and asked him to wear them one day on his morning jog!!

On Monday, April 5, Senator Sam Nunn visited our site in Toombs County. He visited our school renovation project, a nursing home, and an elementary school, and chatted with a number of corpsmembers about their experiences. I believe he was quite impressed with our achievements to date, and with the positive impact that service is having on both the young adults and seniors.

We were also delighted to make the New York Times quarterly insert on education, which is also attached.

We also prepared a municipal and county version of the enclosed article, using materials sent to us by the Commission. We expect the article to be published in the next issues of the Georgia municipal and county magazines. We will forward copies once they are printed.

Sincerely,

Lynn Thornton  
Director

LT/bkc  
Enc.

A NATIONAL DEMONSTRATION PROJECT – COMMISSION ON NATIONAL AND COMMUNITY SERVICE

1200 Equitable Building • 100 Peachtree Street • Atlanta, Georgia 30303

(404) 656-3836 • Fax (404) 656-9792

## **The Georgia Peach Corps: The Future of National Service?**

The Georgia Peach Corps, which operates in two counties in Georgia, may be the wave of the future in national service. President Bill Clinton made establishing a program of national service one of the major goals for his administration when, in his inaugural address, he challenged young Americans to give "a season of service" to their nation and community.

The most effective way to develop national service, according to a report just issued by the federal Commission on National and Community Service, is to build on existing state and local networks and avoid creating a massive federal bureaucracy. The Commission is an independent, bipartisan federal agency established by Congress in 1990 to support and enhance national and community service.

The Georgia Peach Corps is one of the programs which received funding from the Commission and is an example of local initiatives upon which a national community service network could be built. McDuffie and Toombs counties were selected as demonstration sites because both excelled in the Governor's All-Star Program, a community betterment program in which residents work together to make their cities and counties better places to live. Local governments also pledged financial and material support to the program as a necessity for the corps locating in their counties.

Each corps has 60 participants: 50 young adults between the ages of 17 and 25, and 10 senior citizens. These corpsmembers spend four days a week on community service projects selected through the All-Star process. The Peach Corps-All Star Steering Committee, a group of both the All-Star chairpersons and other residents of the community-at-large, further refine projects for the corps. Typical projects being undertaken are: renovating an abandoned school for corps headquarters and to provide additional classroom space for the board of education; assisting with Meals on Wheels and doing chores for the home-bound elderly; running an after-school program for latch-key children; and mentoring with at-risk middle school students.

Corpsmembers also spend one day a week on educational and training endeavors, working on getting their GED or studying for the the SAT, and doing life skills and career planning activities.

In exchange for their services, corpsmembers receive a minimum wage and, upon completion of one year of service, young adults also receive a \$5,000 voucher for use in pursuing post-secondary education.

The report of the Commission on National and Community Service, entitled **What You Can Do For Your Country**, concludes that any new federally-funded program should strengthen and expand, not replace, the existing state and local service corps programs. The federal role, according to the report, should be to set program standards and provide seed money. The Commission's recommendations are designed with the goal of fostering a national network of community service that will make service -- voluntary, direct, personal

## The Georgia Peach Corps: The Future of National Service?

involvement with the country's most pressing social needs and challenges -- part of the fabric of every American's life.

Among the major recommendations of the Commission are:

- **National service need not and should not create a massive federal bureaucracy. The federal role should be to support, not to control.** "A network of diverse, locally-based programs would respond to America's great variety of needs and circumstances and to the variety of capabilities and interests of prospective volunteers better than a single federal program ever could," says the report.

A major component of the Georgia Peach Corps is its use of a local committee to ensure that projects are selected locally, by residents, so that local needs are identified and met. The state Department of Community Affairs acts in a supportive capacity, administering payroll, budget, and federal grant requirements, but has no role in selecting projects to be undertaken.

- **National service is much more than a device for paying for college. While national service is linked to student aid and could help some afford higher education, it should also provide opportunities for a range of participants.**

Georgia's Peach Corps accomplishes this goal by providing service opportunities for senior citizens and non-participant volunteers, and through linkages with the Serve America and Cities in Schools programs in local schools.

- **Participants should provide needed services not otherwise provided, so they would not displace currently employed workers.** Most participants would work in the areas of education, human services, public safety and the environment. "Numerous studies suggest that there are enough useful service assignments in these areas to busy more than 3 million full-time servers," says the report.

The Georgia Peach Corps undertakes service projects in three areas: public works, education, and human services. While having been in operation only since February 1, 1993, all indications are that there will be more than enough useful service assignments to keep participants busy for quite some time!

- **The federal government should fund only a portion of each program.** "Requiring that some funds come from local communities would ensure that they would become stakeholders," says the report.

In Georgia, the Department of Community Affairs is making a significant in-kind contribution to the program by handling all administrative aspects. One criteria for participation on the part of counties and cities was their willingness to provide financial, in-kind, and transportation support for the Peach Corps. Both businesses and individuals at each site are contributing goods and money to the program. A major goal of the Corps is to reach a level of self-sustainability.

## The Georgia Peach Corps: The Future of National Service?

- **Participation in national service should be voluntary rather than mandatory. Requiring young people to participate in national service would be counterproductive.** "Participants are likely to be most committed and effective when they have made a positive decision to volunteer," says the report. "If they don't want to do it, their involvement will be wasteful and rebellious."

And in fact, competition has been keen to get a slot in the Georgia Peach Corps: both sites received applications from twice as many people as they could handle in the program.

The Commission believes that it may be feasible to expand the number of full-time national service opportunities to approximately 100,000 in a few years. A nationwide network of 100,000 full time participants might entail an annual federal cost of less than \$2 billion. The annual federal cost in these areas is already \$300 million.

The National and Community Service Act, sponsored by Georgia Senator Sam Nunn, also funds the Serve America program in grades K through 12, through which 15 Georgia school and associated programs have been funded; a higher education service program which has funded Clark Atlanta's service program; and demonstration programs in seven other states across the nation.

For more information, call Lynn Thornton, State Director, Georgia Peach Corps, Georgia Department of Community Affairs, 404-656-3836.

# Education Life

B L A C K B O A R D

## New Georgia Peach: A Volunteer Corps

**O**NE of the first government-financed projects to combine community service with educational rewards was launched in Georgia in February. Called the Peach Corps, it employs 100 youths ages 17 to 25 who are working at minimum wage with 20 older men and women on selected public works and human-service projects in two rural counties.

The younger corps members who complete a year of service will earn \$5,000 in credit toward tuition costs at any higher education institution nationwide. Half the credits will be paid by the Federal Government, the other half by the state. The older participants will benefit from an existing state program that enables them to attend any state school free of charge.

The three-year pilot program, created by the Georgia Department of Community Affairs, is financed with a grant of \$2.3 million by the National and Community Service Act. The program is to be expanded and replicated in other rural areas nationally if it works, said the corps' director, Lynn Thornton.

Ms. Thornton said the key was local participation. Corps members and crew leaders are recruited from the communities they serve; every project has been identified by community leaders as a pressing need. For example, citizens in Thomson, Ga., population 6,900, asked

the corps to help landscape deteriorated parks and cemeteries, institute a 911 emergency system, mentor troubled youths and tutor inmates at the McDuffie County Jail.

"I want to give the good part of me that can help pull this community out of the hole," said Donald Neal, a 24-year-old volunteer who was training to be a mortician before joining the Peach Corps. Mr. Neal, who is black and describes himself as upper-middle-class, says tutoring and mentoring poor black children from a local middle school has prompted him to consider social work or a "healing profession."

Anna Surowitz, a 76-year-old corps member, spent most of her life as a sewing-machine operator in a bra and girdle factory and says she joined the program primarily for the money. Recently, however, she admitted: "My days used to drag. Now time just flies, and I'm starting to have some hope for the young people."

Ms. Thornton says the program differs from other service projects by emphasizing intergenerational cooperation and socioeconomic diversity. "We're trying to revive an old idea that goes back to Thomas Jefferson and F.D.R.," she said, "that you can't just be a taker, that everyone owes something back to their community."

Jill Jordan Sluder



Alan S. Wexler for The New York Times

Peach Corps workers landscaping a cemetery in Thomson, Ga.

SPORTS FINAL

## MASTERS GOLF

### Proud papa wins again



AMY SANCETTA / Associated Press

Bernhard Langer clasps his 9-month-old daughter, Christina, on Sunday at Augusta National Golf Club after winning the prestigious Masters golf tournament for the second time. Full coverage in Sports, Section C.

# Serbs ridicule NATO air shield

## Flights over Bosnia start today

ASSOCIATED PRESS

**S**arajevo, Bosnia-Herzegovina — Hours before NATO planes were to begin patrolling Bosnian skies, the defiant commander of rebel Serbs said Sunday that the Western alliance has "no chance" of stopping his forces.

Gen. Ratko Mladic, his troops poised to grab more Muslim territory, branded NATO's plan to enforce a U.N.-imposed no-fly zone over Bosnia a prelude for the use of Western air power against the Serbs.

But he and a top Croatian general agreed that the enforcement of the flight ban, to begin today, would have little immediate military effect. Most of the Serb military campaign has been fought by ground troops.

Nearly 60 Dutch, French and U.S. warplanes at an Italian base and on aircraft carriers in the Adriatic Sea are to start enforcing the flight ban today at 2 p.m. (8 a.m. EDT).

The operation is the first time the North Atlantic Treaty Organization has projected military might outside alliance territory since its founding in 1949.

Bells rang in Sarajevo's Roman Catholic cathedrals, and candles of hope were lit, but Easter Sunday brought little respite in the war. Of Bosnia's people, only the primarily Catholic Croats celebrate a Western-style Easter. The Serbs are preparing for their Orthodox Easter celebration Sunday.

Pope John Paul II, in his Easter message, called the Bosnian war "an atrocious drama."

Angered by the planned NATO patrols and last week's discovery of ammunition hidden aboard a U.N. aid convoy, the Serbs have shown increasing disdain for international peace efforts.

President Clinton's envoy to Yugoslavia, Reginald Bartholomew, was due late Sunday in neighboring Croatia.

He was to fly today to Sarajevo, where the U.N. humanitarian airlift to besieged residents remained suspended after Serb fighters moved anti-aircraft artillery near the airport.

As tensions continued to rise, U.N. officials canceled an aid convoy scheduled for today to Muslims in Srebrenica, an eastern Bosnian town ringed by General Mladic's troops.

Eight people were killed and 24 wounded across Bosnia during a 24-hour period ending at midday, officials said Sunday.

Citing the continuing clashes, a Bosnian government statement said military commander Gen. Sefer Halilovic would not attend talks today at Sarajevo airport with General Mladic, as the Serb general had requested



WALTER STR

Tara Parks of the Georgia Peach Corps visits a building in Lyons.

# Georgia corps space for U.S. pl

Youth service provides offers hope to st

By Don O'Brian  
STAFF WRITER

Lyons, Ga. — W Parks joined the Georgia Peach Corps months ago as a way of continuing her education. She has the idea that she would like to do — and like.

"I don't mind the all," said Ms. Parks, who is kneeling in shoveling broken pipe. "At least I have money to continue my education and helping out

# Corps: Students are drawn by sense of service, job training and tuition

► Continued from A1

Dickerson Elementary School. "The first day, I thought some of them were in it just for the money. But their whole attitude has changed. They're taking it very seriously."

The corps is divided into groups that work roughly four months in rotations ranging from construction to assisting nursing home patients. One day a week is spent on academic training, such as preparation for the Scholastic Assessment Test for college and the General Equivalency Diploma (GED) test for high school dropouts. Other classes cover topics from balancing a checkbook to practicing safe sex.

The most important lesson may be that there is still hope.

Before joining the Peach Corps, Tim Beck, 20, had been in trouble with the law and was unemployed. "Maybe this will help me straighten out my life," he said.

Corps members provide services such as renovating an abandoned school building, helping disabled citizens and building a hiking trail. In McDuffie County, members are working on a cemetery expansion, park landscaping, fire station repairs and a theater renovation.

## Public works statewide

Site coordinator Lynn Spring said each project is selected after approval by a local citizens' advisory committee.

"In all of our projects we make sure we are not displacing workers," she said. "Right now, we do not charge a fee for service, but eventually we hope to do so in order to become self-sustaining."

The Peach Corps is unusual because it offers an educational stipend, but two other youth service groups in Georgia provide job training and a sense of citi-



WALTER STRICKLIN / Staff

**Gwence Copeland (left) and Toni Corbin, helping renovate a building in Lyons, Ga., are part of a program that serves as a model for President Clinton's National Youth Service plan.**

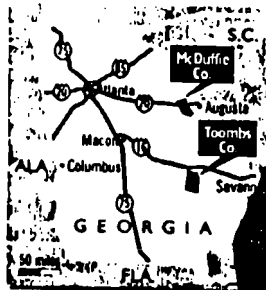
zenship through public works programs.

On the coast, members of the Chatham-Savannah Youth Futures Authority rehabilitate historic inner-city houses, plant trees, improve playgrounds and parks, and work as volunteers at day-care centers and nursing homes.

The Greater Atlanta Conservation Corps, launched seven years ago, operates as a kind of urban Peace Corps. Based on the notion that young adults have a responsibility to serve their country in some way, the corps trains high school dropouts and unemployed youths to perform needed community work.

Atlanta Conservation Corps Director Karan Wood, who is

**Peach Corps**  
Two Georgia counties picked for unusual community service project



helping the Peach Corps get off the ground, said there is no doubt that such programs work.

"We're self-sustaining," Ms. Wood said, "and after seven years, that's pretty remarkable."

Although the Peach Corps has been operating just two months, the members have experienced a sense of accomplishment. Seventeen-year-old Kenny Butler, wearing one of the green Peach Corps T-shirts all members are given, sets up a bingo table as he proudly describes the satisfaction he has gained working with senior citizens at Meadows Hospital in Vidalia.

"This is the first time I've worked with older people," said Mr. Butler, who wants to become an auto mechanic. "I like it. Every morning we go around and give them ice water and turn on their favorite TV shows. They

## 100,000 students may work for aid

WASHINGTON BUREAU

Washington — President Clinton plans to submit a national service program to Congress this spring. Many of the details have yet to be worked out, but as it now stands, the plan will:

- Provide financial support for education or training of young people who serve a year or two in low-paying public service jobs.

- Cost \$7.5 billion over four years.

- Involve 100,000 people over four years.

- Simplify and lower the \$4 billion annual cost of other student aid programs.

## CCC hired millions

President Clinton's plan for a cadre of youth in service to America is rooted in President Franklin D. Roosevelt's Civilian Conservation Corps. From 1933 to 1942, almost 3 million young men worked to build state and national parks, earn a decent wage and learn new skills. Sixty years later, they will be coming from all over the South for a regional reunion May 7-9 in Chattanooga, Tenn. For information, call (706) 866-8065.

didn't want to play bingo and checkers at first, but after we started giving prizes, now they beat us getting to the game room."

*Participants are paid \$4.25 an hour, and at the end of a year,*

*those who qualify will be given \$5,000*

*in educational benefits for college, trade school or apprenticeship.*

*Youths range in age from 17 to 25.*

Not everyone is sold on the value of such programs because of the expense, and those who support them caution against unrealistic expectations.

"Before investing heavily in a new program that could cost billions and enroll up to a million young people, it is important to examine what is expected," said Suzanne Goldsmith, director of the American Alliance for Right and Responsibilities in Washington, D.C.

"Proponents have found their most compelling argument is the idea that service can have a transformative effect on youth," said Ms. Goldsmith. "But the dream of a quick fix for social pathologies and problems that begin in early childhood is wishful thinking. National service is a good idea with many positive benefits. But if we decide that its primary goal is saving souls, we are setting the program up for failure."

Please see CORPS, A6 ►

# Peach Corps members meet President Clinton

By Melissa Wells  
*Editor in Chief*

Two Georgia Peach Corps members from Thomson had the opportunity to meet President Bill Clinton Friday.

The two were told by coordinator David Moore that they were to travel to Atlanta to meet some dignitaries, but Anna Surowitz and Andre' Neal had no idea they would be meeting the president. Well, almost no idea. Neal said he suspected something was up and had heard on the news the night before that the president would be in Atlanta to tour a child care facility. When they left headquarters in Thomson that morning Moore gave them both an envelop with instructions to open it at 9 a.m., about halfway to Atlanta. "We were thrilled and we were honored," said Mrs. Surowitz.

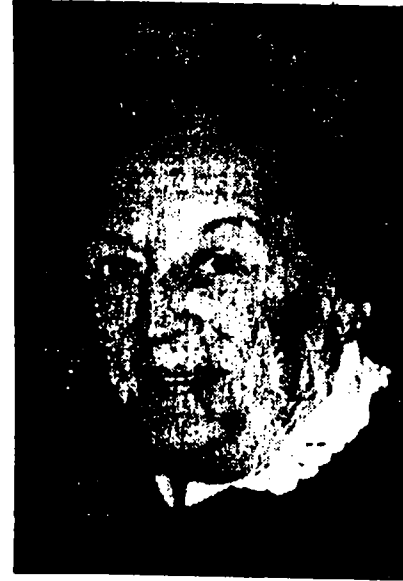
Mrs. Surowitz and Neal joined two others from the Vidallia Peach Corps at the Department of

Community Affairs office in downtown Atlanta. They were on the 14th floor and had a bird's eye view of the presidential entourage and security measures as Clinton arrived to visit the neighboring child care center. Mrs. Surowitz said she was impressed that Clinton got out to talk to a group of demonstrators protesting the construction of an incinerator in Ohio.

Neal and another Peach Corps member from Vidallia were selected to present President Clinton with a t-shirt, sweat shirt and ball cap. The group met the president in the hallway of the office building.

"He told us to go for it and congratulated us and shook our hands," said Mrs. Surowitz. He is a charming man, full of personality."

In presenting the Peach Corps items, Neal told the president that he would like to see him wearing it on one of his morning jogs. President Clinton told Neal that



ANNA SUROWITZ

he would like to come to McDuffie County to observe the local Peach Corps in action.

"He told me to keep up the good work and to succeed at what I wanted to accomplish in life," Neal said. Neal wants to be a state patrol officer.

The Peach Corps members also



ANDRE' NEAL

had the opportunity to meet other dignitaries including U.S. Rep. Don Johnson, Atlanta Mayor Maynard Jackson and Gov. Zell Miller.

Mrs. Surowitz said meeting our president was one of the most memorable events of her life. "I'm an old jaded woman, but still I was thrilled," she said.

By Melissa Wells  
Editor in Chief

McDuffie County's 55 Peach Corps members were sworn in on the steps of the State Capitol Monday in a ceremony conducted by Gov. Zell Miller, United States Sen. Sam Nunn and other dignitaries.

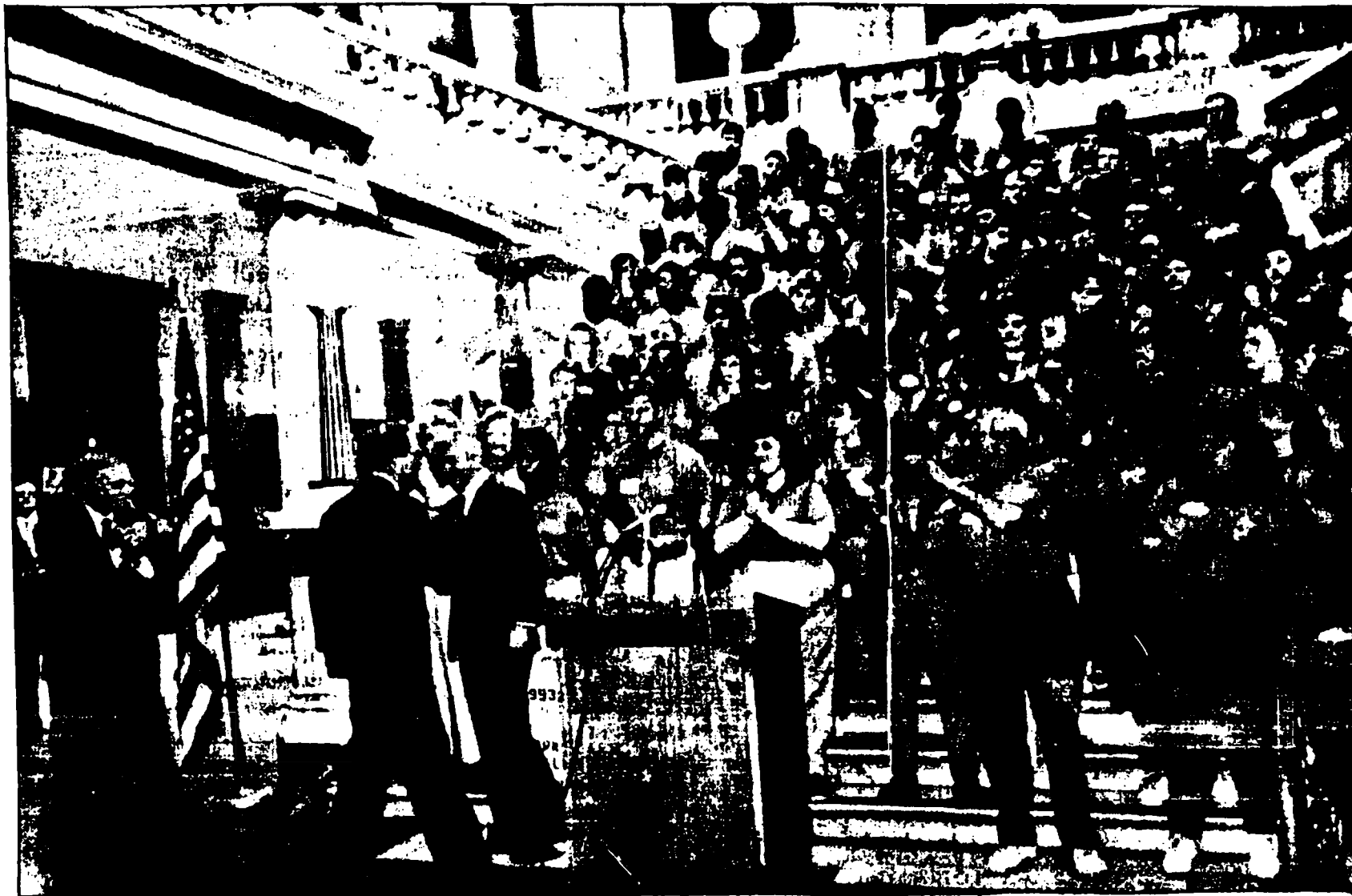
The Valdosta Peach Corps joined local corps members in

*See related stories pages 2-3A*

making the public commitment to one year of service. As the governor came out, the Valdosta and McDuffie corps shouted their military-style countdown and chant.

After the governor addressed the group on the interior steps of the state capitol, he introduced

*Continued on page 2A*



## THE M'DUFFIE COUNTY PEACH CORPS DEBUTS

PHOTO BY TOM CHEDEST

Peach Corps member from McDuffie County and Valdosta joined Monday to take their oath on the interior steps of the state capitol. (l-r) Sen. Paul Coverdell, Sen. Sam Nunn and Gov. Zell Miller were among the dignitaries present for the ceremony.

February 10, 1993  
Page 1

## Corps takes oath

Continued from page 1A

Sen. Sam Nunn who was instrumental in developing this national service program. Also speaking at the ceremony was newly elected Sen. Paul Coverdell, a former director of the Peace Corps, and John Sibley, director of the state advisory board for community service. He read a letter from President Bill Clinton to the governor and Peach Corps members. Then the governor conducted the swearing in ceremony for all of the Peach Corps members.

The Valdosta Peach Corps presented dignitaries with a Peach Corps t-shirt and the McDuffie Corps presented them with a ball cap. All of the officials signed the Peach Corps commitment board which will be brought back to Thomson to hang at the Depot during the year.

Local site coordinator David Moore said the event was well covered by Atlanta media, including CNN. Corps members were interviewed after the ceremony and there was a time for them to meet and shake hands with the dignitaries.

"It was a very successful day," Moore said. "We got to meet the senator and governor and to shake a lot of hands. Everyone enjoyed talking to them."

Afterwards, the group took a tour of the state capitol, went to the Martin Luther King Jr. Center and took a drive-by tour of some homes built by Habitat for Humanity.



### Hard at Work

Peach Corps worker Bo Carson is hard at work at the Westview Cemetery clearing an area for the city that will be a part of the cemetery's expansion. The public works crew of the corps spent approximately four days last week hard at work.

Progress Photo by Jennifer Whitaker

October 5, 1993

Meeting with United Negro College Fund presidents

DATE: October 7, 1993  
TIME: 12:30 - 1:45  
LOCATION: Stouffer Concourse Hotel  
From: Susan Stroud

I. PURPOSE

To meet with the presidents of the United Negro College Fund at their semi-annual meeting to discuss the national service legislation.

Format: 12:30-1:00 lunch buffet line  
1:00 Bill Gray introduces Johnnetta Cole; Johnnetta Cole introduces Eli  
1:05-1:15 video  
1:15-1:30 Eli's comments  
1:30-1:45 Q&A facilitated by Johnnetta Cole

Sec. Riley will address the UNCF presidents and a larger audience at the King Chapel at Morehouse College at 11:00. I will have a copy of his remarks. Terry Peterson and I agreed that each of you should reference the other's remarks. The Secretary will include service in his remarks; you should reference education as one priority and the Secretary's support.

II. BACKGROUND

UNCF presidents were not supportive of the legislation, believing that funding for national service directly competes with funding for financial aid. You met with Bill Gray several months ago; Jack met with Bill Gray at an earlier point; Susan met with the lobbyist and government affairs person at UNCF.

You have met with several UNCF presidents: Johnnetta Cole, Norman Francis, and Delores Cross.

III. PARTICIPANTS

Bill Gray, President, UNCF  
UNCF staff  
UNCF presidents (see attached list)  
ONS staff

IV. REMARKS

This is an important meeting because the lack of support or resistance to national service would continue to be a political embarrassment. If they can be persuaded that national service funding does not compete with financial aid, then the common ground to build a relationship on is very firm. Black colleges and universities have strong traditions of serving their communities and talented and needy Black students.




UNITED STATES DEPARTMENT OF EDUCATION  
OFFICE OF POSTSECONDARY EDUCATION

MEMORANDUM

October 5, 1993

TO: Eli Segal  
Susan Stroud

FR: Paul Jamieson 

RE: Briefing material for meeting with UNCF

**FY 1994 BUDGET**

As you may be aware, Congress is considering the appropriation for the Department's FY 1994 budget. Both the full House and Senate have passed their respective Committee's versions of the bill, and conference negotiations are occurring this afternoon (Tuesday). We will be sure to let you know the outcomes as soon as they are available.

The 1995 budget is still being developed, so we cannot give out any but the most general information regarding the President's commitment to expanding educational opportunity.

**SPECIFIC ISSUES**

At a meeting with Secretary Riley toward the end of the summer, UNCF raised the following issues as important agenda items for historically black colleges and universities (HBCUs):

**Pell Grants** As you know, UNCF's position on national service has been fed by the perception of a conflict between funding for Pell grants and national service. As you have said in the past, I think you ought to say that the Administration's 93 Supplemental and 94 budget request demonstrated our commitment to the financial integrity of the Pell grant program and keeping the maximum award at \$2300, even with increased numbers of students. Now and in the future, Pell grants will remain the cornerstone of financial aid for low income students.

**Campus Based Aid** The Department's FY 94 budget does include a \$200 million overall cut in the campus based programs (Supplemental Education Opportunity Grants, Work Study and Perkins loans). The campus-based aid is likely to be less of an issue because the House and Senate Committee versions restored most of what the Administration proposed cutting. Without making any promises, you can also emphasize that national service can mean great things for the HBCUs, many of whom have been operating successful model community service programs on their campuses for decades.

**State Postsecondary Review Entity (SPRE)** In an attempt to get a handle on unscrupulous and financially unsound schools with high default rates, poor job placement records, and sloppy management, the Department is proposing giving the state review boards (authorized in the 1992

Amendments) increased funding and authority to sanction schools in their state. HBCUs are vehemently opposed to this proposal for two reasons. First, they often have high default rates and low job placement statistics, even for their graduates. Since one criterion used is the percentage of people in default (instead of the gross dollar amount), HBCUs feel that such a policy discriminates against black colleges, whose purpose it is to serve low income students "at risk" of defaulting on their loans. Second, many HBCUs (particularly in the South) have traditionally had an adversarial relationship with state governments and have been able to appeal to the federal government for help. Under this proposal, HBCUs could not easily bypass these state review boards. One positive thing you can point out is the Department would support a continuation of the current waiver from penalties for high defaults for HBCUs through 1997 (when the Higher Education Act is reauthorized).

**HBCU Capital Financing** The capital financing proposal would use federal funds to insure a percentage of bonds issued by institutions to raise money for physical improvements on campus. The President of UNCF serves on the advisory board of the capital financing program. The Department's 94 request includes fund to cover \$375 million in bonds (\$125 million for public institutions which also receive state funding, and \$250 million for insurance for private institutions). HBCUs are very excited about this proposal.

**Institute for International Public Policy** Another new program, this initiative would fund an institute to conduct a program to significantly increase the numbers of African Americans and other minorities in international service. HBCU students are specifically cited as eligible recipients for the award. The Administration budget includes \$4 million for FY 1993.

**Minority Teacher Recruitment** The Department is requesting a slight increase for this initiative, although the House and Senate versions have kept the figure at \$2.4 million.

**Direct lending** The Administration's direct lending initiative will help low-income students by expanding access to postsecondary education through lower interest rates and more flexible repayment schedules. Approximately 20 HBCUs have applied to be direct lending schools.

## **OTHER GENERAL ISSUES**

**Lack of an Executive Order** Traditionally incoming Presidents sign an executive order recognizing the needs of and pledging to work with HBCUs. The President has not yet signed this executive order, though we suspect it is only a procedural, not a substantive, delay.

**Training and Technical Assistance** You might also mention the effort to provide training and technical assistance in applying for federal grants. HBCUs feel unfairly penalized because they lack the training necessary to write a grant proposal for federal funds (from a variety of sources) You can explain that providing training and technical assistance will be a major focus of the Corporation and State Commissions.

Attached is a table of specific budgetary information regarding Education programs of interest to HBCUs.

cc:   The Deputy Secretary           Terry Peterson           Billy Webster           Hazel Mingo  
      Catherine LeBlanc           David Longanecker

**COMPARISON OF FY 93 APPROPRIATION AND FY 94 REQUEST FOR SELECT PROGRAMS IN DEPARTMENT OF EDUCATION (HIGHER EDUCATION)**

The following table highlights some of the initiatives that are of concern to Historically Black Colleges and Universities (HBCUs). Figures are in thousands of dollars:

<b>Program</b>	<b>FY 93 Appropriation</b>	<b>FY 94 Admin. Request</b>	<b>House Floor</b>	<b>Senate Floor</b>	<b>Notes</b>
Pell Grants	6,188,683	6,303,566	6,303,566	6,303,566	Administration request maintains \$2300 maximum award and \$185.3 million for the shortfall
SEOG's (campus-based)	585,280	499,892	555,000	583,407	Cut will not be popular among HBCUs
Perkins Loans (campus-based)	183,520	159,037	173,000	173,000	Looks like Congress will only make a small cut.
Federal Work Study (campus-based)	616,949	526,941	586,000	616,508	Includes request that 10 percent of FWS funds be spent on community service in 94-95; technical amendment would make non federal match requirement easier for schools to meet.
State Student Incentive Grants	72,555	-----	62,800	72,429	Proposal to eliminate will not be popular with HBCUs.
HBCU Capital Financing	----	375,000	187,500	375,000	Will be an area of dispute in conference. HBCUs pushing hard for this.
State Postsecondary Review	----	25,000	25,000	10,000	Also likely to be discussed in detail during conference. HBCUs anxious they will be disproportionately affected.
Minority Science improvement	5,892	5,892	5,892	5,892	No change in funding.
Minority Teacher Recruitment	2,480	2,5447	2,480	2,480	Administration requesting slight increase from 93.

Program	FY 93 Apprpr.	FY 94 Admin. Request	House Floor	Senate Floor	Notes
Mary McCloud Bethune Fine Arts Center	----	12,500	----	----	Despite limited budget, seen as important tribute to black leader. Senator Harkin said he liked the idea, but couldn't fit it into budget.
Federal TRIO	388,048	398,525	418,525	418,525	TRIO programs targeted toward providing supplementary education for at risk, low income students.
Howard University	194,005	192,686	192,686	192,686	Includes funds for academics, endowment, construction and research.
Urban Community Service	9,424	9,424	9,424	11,000	UCS provides grants to foster community service in low-income urban areas.
National Early Intervention	----	----	2,500	---	Modeled on Lang "I have a dream" program, this initiative would provide academic support and financial assistance to at-risk youth who stay in school.

1 Does not include \$2,023,730,000 supplemental request to eliminate the shortfall.

Jurner Battle Rm 921  
404-209-9999

Karen Shimkus 312-744-7256  
Mayor's ofc

Mary Dubertozzi 312-353-4899  
ACTION

Adam Davidson 312-460-9321  
WBEZ NPR

Helen Watts, Chic P.D. 312-747-5501

Michelle Nunn, Hands On Atlanta  
404-872-2252

Ed Kilgore 404-657-7768



**United Negro College Fund, Inc.**  
500 East 62nd St., New York, N.Y. 10021 (212) 326-1118

Turner C. Battle, III  
Assistant Executive Director  
Secretary of the Corporation

September 30, 1993

Ms. Karen D. Ewing  
Executive Assistant  
to the Director  
Office of National Service  
The White House  
Room 145  
Washington DC 20500

404-209-9999  
XO  
X921

Dear Ms. Ewing:

This is to confirm our telephone conversation with reference to Mr. Eli J. Segal agreeing to make a presentation at 12:30 p.m. on Thursday, October 7.

It is our understanding that he will arrive at 12:00 p.m. The meeting will reconvene at 12:30 p.m. in Ballroom A at which time lunch will also be served.

With warm personal regards,

Sincerely,

TCB:pc



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THIS RESERVATION PREPARED BY MEL CARMALT.
THIS RESERVATION REQUESTED BY KAREN EWING.



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THIS RESERVATION REQUESTED BY KAREN EWING.

**THE WHITE HOUSE OFFICE  
TRAVEL AUTHORIZATION**

NO. 71304

Date of Request October 4, 1993

**1. TRAVELER:**

Name: KAREN D. EWING  White House Staff  
 Extension: 6444 Room: 145  Other: \_\_\_\_\_

**2. PURPOSE(s) and DATE(s):** 10/6-7 logistics for Eli Segal's speech and meetings in Atlanta.

**3. ITINERARY:** DCA - Atlanta - DCA  
 (List all cities where stopovers occur.)

DEPARTURE			RETURN		
Date:	Time:	Mode:	Date:	Time:	Mode:
10/6	PM	commercial	10/7	PM	commercial

**5. FUNDING SOURCE:**  
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**6. SPECIAL EXPENSES**      **TRAVEL ADVANCE REQUESTED**

<input type="checkbox"/> Commercial Car Rental	<input type="checkbox"/> Taxi	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Amount \$ _____
<input checked="" type="checkbox"/> Hotel	Name: <u>Marriott Marquis</u>	Recipient's Signature: _____		
<input type="checkbox"/> Other: <u>Stout &amp; Spencer</u>		Date: _____		

*Please See Reverse Side for Further Instructions Regarding Travel Expenses*

**7. TRAVELER'S SIGNATURE:** Karen D. Ewing  
 (I have read and agree to the terms set forth on the reverse side.)

**8. APPROVING SIGNATURES:**

Office Head: \_\_\_\_\_

Approving Official  
 (Political or Foreign Travel): \_\_\_\_\_

Special Assistant to the President and  
 Director of White House Operations: \_\_\_\_\_

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Any travel advance which is neither repaid nor accounted for in full by an expense voucher within 15 days after return may be deducted from the staff member's salary.

**3. GOVERNMENT TICKETS FOR OFFICIAL TRAVEL ONLY**

Government-issued tickets shall be used for official trips only (i.e., no political or personal travel). The entire cost of any government-issued tickets that are used for unofficial travel will be considered a personal travel advance and treated accordingly.

**4. TO OBTAIN REIMBURSEMENT, RECEIPTS ARE REQUIRED FOR ALL EXPENDITURES REGARDLESS OF THE AMOUNT**

**5. FOR DETAILED INFORMATION REGARDING TRAVEL REGULATIONS AND POLICIES, PLEASE REFER TO THE WHITE HOUSE TRAVEL HANDBOOK (Additional copies available by calling Extension 2500.)**

# THE WHITE HOUSE OFFICE TRAVEL AUTHORIZATION

NO. 71303

Date of Request October 1, 1993

1. **TRAVELER:**  
 Name: SEGAN, ELI J.  White House Staff  
 Extension: 6444 Room: 1045  Other: \_\_\_\_\_

2. **PURPOSE(s) and DATE(s):** 10/6 Speech in Chicago to Center for Corporate Community Relations. 10/7 speech to United Negro College Fund in Atlanta and meeting w/ Gov.

3. **ITINERARY:** DCA - Chicago - Atlanta - Colorado  
 (List all cities where stopovers occur.)

DEPARTURE			RETURN		
Date: <u>10/6/93</u> Am	Time: <u>AM</u>	Mode: <u>commercial</u>	Date: <u>10/11/93</u>	Time: <u>PM</u>	Mode: <u>commercial</u>

5. **FUNDING SOURCE:**  
 OFFICIAL     POLITICAL     501(c)(3)     OTHER plus personal

6. **SPECIAL EXPENSES**      **TRAVEL ADVANCE REQUESTED**

<input type="checkbox"/> Commercial Car Rental <input type="checkbox"/> Taxi <input checked="" type="checkbox"/> Hotel Name: <u>Marriott Marquis</u> <input type="checkbox"/> Other: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Amount \$ _____ Recipient's Signature: _____ Date: _____
---	--

Please See Reverse Side for Further Instructions Regarding Travel Expenses

7. **TRAVELER'S SIGNATURE:** \_\_\_\_\_  
 (I have read and agree to the terms set forth on the reverse side.)

8. **APPROVING SIGNATURES:**

Office Head: \_\_\_\_\_

Approving Official  
 (Political or Foreign Travel): \_\_\_\_\_

Special Assistant to the President and  
 Director of White House Operations: \_\_\_\_\_

9. **FOR TRANSPORTATION OFFICE USE ONLY:**

Control No.: \_\_\_\_\_ Account: \_\_\_\_\_

Date of Request: \_\_\_\_\_  
October 1, 1992

**THIS APPROVAL IS SUBJECT TO ALL  
APPLICABLE GOVERNMENT LAWS AND REGULATIONS  
AS WELL AS THE FOLLOWING ADMINISTRATIVE  
TRAVEL POLICIES**

**1. ADVANCES FOR OFFICIAL TRAVEL ONLY**

Cash travel advances will not be provided for political trips.

Advances will not be provided to anyone with an outstanding unaccounted-for advance.

Advances over \$250 require 48-hour notice to White House Administrative Office, Extension 2500.

**2. ADVANCES TO BE REPAID FROM SALARY AFTER 15 DAYS**

Any travel advance which is neither repaid nor accounted for in full by an expense voucher within 15 days after return may be deducted from the staff member's salary.

**3. GOVERNMENT TICKETS FOR OFFICIAL TRAVEL ONLY**

Government-issued tickets shall be used for official trips only (i.e., no political or personal travel). The entire cost of any government-issued tickets that are used for unofficial travel will be considered a personal travel advance and treated accordingly.

**4. TO OBTAIN REIMBURSEMENT, RECEIPTS ARE REQUIRED FOR ALL EXPENDITURES REGARDLESS OF THE AMOUNT**

**5. FOR DETAILED INFORMATION REGARDING TRAVEL REGULATIONS AND POLICIES, PLEASE REFER TO THE WHITE HOUSE TRAVEL HANDBOOK (Additional copies available by calling Extension 2500)**

Control No. \_\_\_\_\_  
Account \_\_\_\_\_

# DRAFT

Tuesday, October 5, 1993

## SPEECH TO THE CENTER FOR CORPORATE COMMUNITY RELATIONS AT BOSTON COLLEGE

DATE: Wednesday, October 6  
TIME: 1:30 p.m.  
LOCATION: Hotel Nikko Chicago, Ballroom A  
FROM: Jodi Kanter

### I. PURPOSE

You will address approximately 150 corporate community relations people on the Administration's efforts to implement a national service program emphasizing the role of corporations in shaping this vision.

### II. BACKGROUND

The 1993 Leaders Conference: Strategic Community Relations will explore current issues and trends in corporate community relations. The centerpiece of the conference's first day is a keynote panel representing three different perspectives on "The Changing Business Environment." You are the last of three speakers. Peter Morrison, a demographer from RAND, will speak first in general terms of new trends in families, employees, diversity and job related issues. Joel Kurtzman, executive editor of the Harvard Business Review, will follow with a discussion of the changing social compact of private business and government, and employee economics. After your presentation, Jack Sabater of IBM will moderate a panel question/answer session.

The panel will be arranged in front of the room with three chairs behind a table with individual microphones and a podium with its own microphone. You will make your remarks from the podium and then be seated again for Q&A.

### III. PARTICIPANTS

150 corporate community relations people from companies throughout the country.

Panelists include: Peter Morrison, RAND  
Joel Kurtzman, Harvard Business Review  
Jack Sabater, IBM

### IV. REMARKS

Speech to follow

# DRAFT

Monday, October 4, 1993

## SPEECH TO THE CENTER FOR CORPORATE COMMUNITY RELATIONS AT BOSTON COLLEGE

DATE: Wednesday, October 6  
TIME: 1:30 p.m.  
LOCATION: Hotel Nikko, Chicago  
FROM: Karen Ewing

### I. PURPOSE

You will address approximately 150 corporate community relations people on the Administration's efforts to implement a national service program emphasizing the role of corporations in shaping this vision.

### II. BACKGROUND

You are the last of three participants on the Opening Panel of the 1993 Leaders Conference: Strategic Community Relations. Peter Morrison, a demographer from RAND, will speak first in general terms of new trends in families, employees, diversity and job related issues. Joel Kurtzman, executive editor of the Harvard Business Review, will speak second. He will discuss the changing social compact of private and government, and employee economics. You will then speak followed by a panel question/answer session moderated by Jack Sabater of IBM.

### III. PARTICIPANTS

150 corporate community relations people from companies throughout the country.

Panelists include: Peter Morrison, RAND  
Joel Kurtzman, Harvard Business Review  
Jack Sabater, IBM

### IV. REMARKS

Speech to follow  
Talking points to follow

MEMO

To: Rick

From: Jodi

Re: Center for Corporate Community Relations 1993 Leaders  
Conference, Chicago

This conference will explore current issues and trends in community relations, including the CR professional's changing role in corporations. The centerpiece of the first day of the conference will be the Keynote Panel which Eli is scheduled to lead off. The panel will represent three different perspectives on "The Changing Business Environment."

About 150 people will attend the conference. Most of this number will be made up of Managers and Vice Presidents of major corporations in the United States and Europe.

The panel will be held in Ballroom A of the Hotel Nikko. Eli is scheduled to speak for twenty-five minutes (maximum) at 1:45 and should arrive no later than 1:00 pm. The tables in the ballroom will be arranged in a "herring bone" configuration--slanted in towards the center. The panel will be set up in the front of the room. There will be three chairs behind a table with individual mikes and a podium with its own mike.

Eli will be introduced by Jack Sabatur, Director of Corporate Social Policy and Programs at IBM. He has Eli's bio and will also be the moderator of the panel.

After Jack's introduction, Eli will proceed to the podium to speak. When he is finished, he will sit down and the two other panelists will deliver their remarks. They are Peter Morrison, Senior Staff Member of RAND policy center, who will provide demographic analysis, and Joel Kurtzman, Editor of the Harvard Business Review, who will provide the business perspective. Their presentations will be followed by a 30 minute open question and answer session in which Eli will participate.

Eli should address these kinds of questions: How is government trying to work with corporations? Why does government want corporations' help? What makes this program different from all other programs? Etc.

# DRAFT

## MEETING WITH GOVERNOR ZELL MILLER

DATE: Thursday, October 7  
TIME:  
LOCATION: Georgia State Capitol  
FROM: Karen Ewing

### I. PURPOSE

You will meet with Governor Zell Miller, Ed Kilgore, and Lynn Thornton to discuss Georgia's role as a leader in the national and community service state effort.

### II. BACKGROUND

### III. PARTICIPANTS

Governor Zell Miller  
Ed Kilgore, Director of Intergovernmental Affairs, Office of  
the Governor  
Lynn Thornton, Department of Community Affairs

### IV. REMARKS

Talking points attached



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

*11-8-93  
confirmation  
letter Chicago  
community rels*

August 2, 1993

Mr. Eli Segal  
Director, Office of National Service  
The White House  
1600 Pennsylvania Avenue, OEB Room 145  
Washington, DC 20500

*general terms  
friends - family  
work  
diversity  
employees*

Dear Mr. Segal:

This letter is a final confirmation of your willingness to serve as a featured speaker at The Center for Corporate Community Relations' 1993 Leaders Conference to be held at hotel nikko chicago in Chicago, Illinois from Wednesday, October 6, to Friday, October 8.

You will be one of three participants on the Opening Panel on Wednesday, October 6, from 1:45 to 3:30 p.m. You will open the panel. Peter Morrison, a demographer from RAND, will follow you and Joel Kurtzman, Executive Editor of the Harvard Business Review, will conclude the panel. Each panelist's presentation should last no longer than 25 minutes. A question and answer session, moderated by Jack Sabater, Director of Corporate Social Policy and Programs for IBM, will follow. 714-765-5619

*changing  
executive  
company  
policy  
employee  
economic*

As we have previously discussed, you should be prepared to discuss the Clinton Administration's efforts to implement a national service program. Specifically, your audience will expect to hear about what role corporations can play in helping shape this effort. Finally, we would like for you to close by making some recommendations as to how companies might work more closely with the Administration to achieve this objective.

Switching gears, I need to know if you will need overnight accommodations at hotel nikko chicago for Tuesday, October 5, and/or Wednesday, October 6. If so, please let me know as soon as possible so that I can make the necessary arrangements. If not, I still need to know when you plan on arriving, be it Tuesday, October 5, or Wednesday, October 6.

Enclosed is a copy of the Conference brochure for your review. You should expect to receive another letter from me, concerning your audio visual needs, in late August. However, in the meantime, should you have any questions, please feel free to contact me.

We look forward to your participation. Thank you.

Sincerely,

William M. Davis  
Manager, Marketing

cc: K. Ewing

2 not  
in WSW  
after

Center for Corporate Community  
Relations - Chicago  
Oct 6

1:45 PM  
WED.

1 PM  
Arrival

heart of loop



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

August 24, 1993

Mr. Eli Segal  
Director, Office of National Service  
The White House  
1600 Pennsylvania Avenue, OEB Room 145  
Washington, DC 20500

Dear Mr. Segal:

This letter is the last written correspondence that we will have until you arrive in Chicago to speak at The Center's 1993 Leaders Conference. Therefore, I would like to take this opportunity to review some last minute details.

You should plan to lead off the Opening Panel on Wednesday, October 6, at 1:45 p.m. Given the time limit for this panel, your presentation should last no longer than 25 minutes. If you have any special audiovisual requests, please fill out the enclosed form and return it to The Center by **Friday, September 10**.

Furthermore, it would be greatly appreciated if you could furnish me with a copy of your presentation by **Friday, September 24**. This is done for two reasons. First, and foremost, we like to have copies of the presentations available at the Conference for registrants to take with them. Second, it allows us the opportunity to preview your comments prior to the Conference. However, if this is not feasible, I will still need at least an outline of your proposed remarks.

Finally, I am still waiting to hear if you will need overnight accommodations at hotel nikko chicago for Wednesday, October 6. If so, please let me know by **Friday, September 10**, so that I can make the necessary arrangements. If not, I still need to know when you plan on arriving.

Should you have any further questions, please feel free to contact me.

Thank you for your efforts.

Sincerely,

  
William M. Davis  
Manager, Marketing

cc: K. Ewing



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

August 2, 1993

Mr. Eli Segal  
Director, Office of National Service  
The White House  
1600 Pennsylvania Avenue, OEB Room 145  
Washington, DC 20500

Dear Mr. Segal:

This letter is a final confirmation of your willingness to serve as a featured speaker at The Center for Corporate Community Relations' 1993 Leaders Conference to be held at hotel nikko chicago in Chicago, Illinois from Wednesday, October 6, to Friday, October 8.

You will be one of three participants on the Opening Panel on Wednesday, October 6, from 1:45 to 3:30 p.m. You will open the panel. Peter Morrison, a demographer from RAND, will follow you and Joel Kurtzman, Executive Editor of the Harvard Business Review, will conclude the panel. Each panelist's presentation should last no longer than 25 minutes. A question and answer session, moderated by Jack Sabater, Director of Corporate Social Policy and Programs for IBM, will follow.

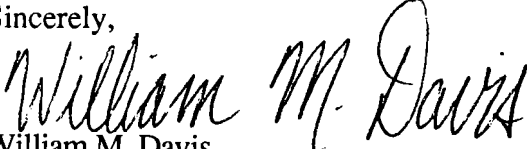
As we have previously discussed, you should be prepared to discuss the Clinton Administration's efforts to implement a national service program. Specifically, your audience will expect to hear about ~~what role corporations can play in helping shape this effort.~~ Finally, we would like for you to close by making some recommendations as to how companies might work more closely with the Administration to achieve this objective.

Switching gears, I need to know if you will need overnight accommodations at hotel nikko chicago for Tuesday, October 5, and/or Wednesday, October 6. If so, please let me know as soon as possible so that I can make the necessary arrangements. If not, I still need to know when you plan on arriving, be it Tuesday, October 5, or Wednesday, October 6.

Enclosed is a copy of the Conference brochure for your review. You should expect to receive another letter from me, concerning your audio visual needs, in late August. However, in the meantime, should you have any questions, please feel free to contact me.

We look forward to your participation. Thank you.

Sincerely,

  
William M. Davis  
Manager, Marketing

cc: K. Ewing



## AUDIOVISUAL CHECK LIST

### 1993 Community Relations Leaders Conference

hotel nikko chicago  
October 6 - 8, 1993

NAME \_\_\_\_\_  
TITLE \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
PHONE \_\_\_\_\_ FAX \_\_\_\_\_

\_\_\_ Please check here if you **DO NOT** need any audiovisual equipment

\_\_\_ Lavalier Microphone (A podium microphone is provided)

\_\_\_ Overhead Projector

\_\_\_ Blank Transparencies with Marker

\_\_\_ 35mm Carousel Slide Projector

\_\_\_ Pointer

\_\_\_ Flip Chart with Marker

\_\_\_ Other \_\_\_\_\_



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

? KA

Edmund Burke  
Director

KAREN  
October 6  
event? el

Dear Eli,

Congratulations!!

Getting the President's  
National Service Bill through  
Congress was a lot of hard  
work and perseverance on  
your part. You should  
feel very proud of this  
accomplishment.

See you in Chicago in  
October when you can sell  
corporations on the program

Ed Burke

---

## **Clinton Presidential Records Digital Records Marker**

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This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

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Publications have not been scanned in their entirety for the purpose of digitization. To see the full publication please search online or visit the Clinton Presidential Library's Research Room.

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# Corporate Community Relations

## LETTER

July/August 1993

Vol. 7, No. 10

### Corporations and National Youth Service

*They will work in the streets, creating community gardens and hauling away junk... They will work in classrooms, helping young children improve reading and math skills... They will work in the fight against AIDS, delivering meals to those afflicted and teaching kids about the disease.*

If National Youth Service (NYS) becomes a reality, as the Clinton administration is advocating, each year thousands of young adults will help mend the country's ills in return for money for education. And although no one anticipates that an NYS program will alleviate the need for corporate involvement in the non-profit sector, experts say it could certainly affect current involvement and offer new options for the future.

As currently proposed, an NYS program would provide educational awards of \$6,500 in return for a year of full-time service to programs that directly benefit the community and address unmet educational, environmental, human or public service needs. In addition, program recipients would receive a stipend (amount to be determined), health insurance, and child care assistance, if needed. Programs employing the participant would have to pay 15 percent of the stipend and health care benefits in cash, and 25 percent of other program costs. (See proposal highlights, page 3.)

#### ■ Opportunities for Corporate Support

As with any new program, NYS has met with skepticism and criticism. Although they like the idea of additional help, many nonprofits are concerned about the program's expense, saying they just don't have the cash to participate. Some suggest this is one place where corporations could get involved, by subsidizing nonprofits' participation.

The corporate response to this idea has been less than positive, though, with CR executives asking why a corporation would fund a program that pays for service when employee volunteers may already donate time to the cause, without stipend or payment.

"The difference is intensity of service," says Susan J. Ellis, president of Energize, a volunteerism consulting company in Philadelphia. "The reason for stipending is that it is meant to be full time, and that is not in any way, shape, or form what employee volunteers are doing."

When considering the options for corporate involvement in an NYS program, most experts agree that funding nonprofits' participation is an obvious option, but the least ambitious one. Nonetheless, says Ellis,

*continued on page 2*

## Inside

4

**Programs & Projects...** UPS's Community Internship Program... G Street Fabrics helps homeless kids... Sara Lee's Frontrunner Awards.

6

**News & Trends...** CEP targets teens... Arts make a difference... The case for CSR... Scan a coupon, give a meal... and more.

To Karen.  
Date 8/19. Time 9:15

**WHILE YOU WERE OUT**

M. Bill Davis  
of Center at B.C.  
Phone 617-552-8671

Area Code	Number	Extension
TELEPHONED		PLEASE CALL
CALLED TO SEE YOU		WILL CALL AGAIN
WANTS TO SEE YOU		URGENT
RETURNED YOUR CALL		

Message  
re: accomodations for  
segal in chicago.  
Does he need a  
a hotel room for 10/5,  
10/6, ?  
Operator



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

Center for Corporate Comm  
Relations  
Boston College  
Oct 6

DATE: 7/22/93

FROM: Bill Davis

The Center for Corporate Community Relations at Boston College  
(617) 552-4545

FAX # (617) 552-8499

TO: Karen Ewing & Jim Kreidler

OF: Office of National Service

FAX# 202-456-6420

VOICE #

COMMENTS:

Copy of letter inviting Mr. Segal  
to speak and the latest  
registration brochure.

Number of pages following this cover sheet: 7

36 College Road, Chestnut Hill, Massachusetts 02167-3835  
617-552-4545

FAX - 617 - 552 - 8499

Peter Morrison -  
RAND

Joel Kurtzman  
H Business Review  
Exec. DIR



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

March 24, 1993

Ms. Karen Ewing  
Special Assistant  
Office of National Service  
1600 Pennsylvania Avenue  
Washington, DC 20500

JACK SABATUR  
Moderator  
IBM - DIR. Corp  
Social Policy &  
Prog.

Dear Ms. Ewing:

I am writing to you, as Mr. Segal's personal assistant, to determine both his interest in and availability for serving as a featured speaker at The Center for Corporate Community Relations' 1993 Leaders Conference.

Internationally recognized as a leading policy center for corporate citizenship, The Center for Corporate Community Relations at Boston College hosts its national conference every 18 months. The next Conference will be held at the hotel nikko chicago in Chicago, Illinois from Wednesday, October 6, to Friday October 8.

The Conference will open with a panel discussion from 1:30 to 3:30 pm on Wednesday, October 6. This discussion is designed to highlight the changing environment and its impact on business. We intend to bring in an official from the Clinton administration to discuss the efforts to develop and implement a national service program. Given Mr. Segal's new role as head of the Office of National Service, I thought he would be ideally suited to address what the new administration's position will be towards promoting corporate involvement in the community.

25 mins  
ELI - 1st

We will be filling out the panel with someone who will address the changing demographics in this country, as well as someone who will look at the changing economic climate and its impact on both US and world affairs. We have already confirmed Peter Morrison of RAND, a California think tank, and Joel Kurtzman, newly appointed editor of the Harvard Business Review, respectively, for these roles.

I have included some general information on The Center for your review. If Mr. Segal is available, and has an interest in sharing his insight on the incoming administration's attitude towards national service with corporate America, we would be most appreciative if he would join our opening panel. In the meantime, should you have any questions, please feel free to contact me. I will follow-up with you shortly to confirm his availability.

Thank you for your time and consideration.

Sincerely,

William M. Davis  
William M. Davis  
Marketing Manager

Q & A - 30 mins. end

150 people

Corp. Community Relations  
People from across  
Country

Chestnut Hill, Massachusetts 02167-3835  
Phone (617) 552-4545 • FAX (617) 552-8499



**1 9 9 3**

**Community  
Relations  
Leaders  
Conference**

## **Strategic Community Relations: Gaining a Competitive Edge**

---

*An outstanding agenda of expert speakers, panel discussions and strategy sessions designed to increase your leadership skills and effectiveness in strategically managing today's CR challenges:*

- *Planning and Positioning for Success*
- *Measuring CR's Impact on Corporate Performance*
- *CR as a Competitive Advantage*
- *Using the Corporate Culture*
- *Developing Global Strategies*

---

**October 6-8, 1993  
hotel nikko chicago  
Chicago, Illinois**



**conducted by The Center for Corporate Community Relations at Boston College**

# Strategic Community Relations: Gaining a Competitive Edge

As we enter this last decade of the 20th century, the challenges we face in strategically managing the CR function grow increasingly complex. Today's business environment is characterized by change and uncertainty on all levels. External forces such as a new administration, our global economy, and an increasing regulatory climate place unyielding pressures on the community relations function. Inside the company, CR professionals face the demands of quantitative measurement and the need to demonstrate added value.

The Center's 1993 Leaders Conference has been organized with these challenges in mind. The Conference will explore current issues and trends, looking at what is new and changing and how these developments will impact the CR professional's role in the corporation. This conference was designed to provide the information you need to give your corporation the necessary competitive edge.

## Speakers

Some of the speakers you will hear:

**Peter Morrison, Senior Staff Member, RAND**

Morrison will provide a current analysis of the demographics and trends impacting both companies and communities.

**Joel Kurtzman, Editor, Harvard Business Review**

Kurtzman will report on the current and future business climate and the implications for corporations.

**Dennis Foster, President & COO, Sprint Cellular**

Foster will discuss how CR is a significant part of any senior executive's responsibilities, as well as its role in helping companies achieve their business objectives.

**Arnold Hiatt, Chairman of the Board, Stride Rite Foundation & Director, CEO Programs, The Center for Corporate Community Relations at Boston College**

Hiatt will share his experience on how corporate citizenship and social responsibility can play a significant role in improving corporate performance.

**J. Kermit Campbell, President & CEO, Herman Miller**

Campbell will share his views on how strategic CR benefits both corporations and communities.

## Wednesday, October 6

8 am-12:00 noon

**Registration**

Note: Early registration is available on Tuesday, October 5, from 1 to 6 pm. If you arrive on Tuesday, please join us at the Welcoming Reception from 7 to 9 pm.

7:30 am-8:55 am

**Continental Breakfast**

9:00 am-12:00 noon

**Industry Group Meetings**

Back by popular demand! An opportunity for participants to discuss with colleagues issues unique to their particular industries. Consult the registration form to indicate your interest!

12:00 noon-12:55 pm

**Lunch (attendees on their own)**

1:00 pm-1:30 pm

**Welcoming Remarks**

Dee Dee Forbes, Conference Chair  
Edmund M. Burke, Center Director

1:30 pm-3:15 pm

**Opening Panel:**

**The Changing Environment and its Impact on Business**

Panel will assess the current and future business environment from several different perspectives.

■ **Government**

\*Eli Segal, Director, National Service Office

■ **Demographics**

Peter Morrison, Senior Staff Member, RAND

■ **Business**

Joel Kurtzman, Editor, Harvard Business Review

3:15 pm-3:40 pm

**Refreshment Break**

3:45 pm-5:00 pm

**Implications for the CR Response: Roundtable Discussion Groups**

An opportunity to explore with colleagues the current and future business environment as presented in the opening panel, and examine the implications for the CR position.

7:00 pm-10:00 pm

**Dinner Cruise on Chicago's First Lady**

Join us for a dinner cruise along the Chicago River and Lake Michigan.

## Thursday, October 7

7:30 am-8:55 am	<p><b>Strategy Breakfast (optional)</b> An informal opportunity to network with colleagues about issues, programs, and concerns.</p>	12:00 noon-1:30 pm	<p><b>Keynote Luncheon:</b> <b>CEO Perspectives on CR</b> Guest Speakers: <i>Dennis Foster, President &amp; COO, Sprint Cellular</i> <i>Arnold Hiatt, Chairman of the Board, Stride Rite Foundation</i></p>
9:00 am-9:15 am	<p><b>Brief Review of the Previous Day's Activities</b></p>	1:45 pm - 2:45 pm	<p><b>Strategies for Enhancing the Value of CR</b> Concurrent workshops continue.</p> <ul style="list-style-type: none"> <li>■ <b>Evaluation/Measurement</b> Program Specific: <i>Judy Gilbert, BP Oil</i></li> <li>■ <b>Corporate Culture</b> Benchmarking: <i>Ann Pomykal, Texas Instruments</i></li> <li>■ <b>Building Alliances/Partnerships</b> Externally: <i>Pam Fuller, Bell South</i></li> <li>■ <b>Promoting CR programs</b> Externally: <i>Phil Johnson, Tandem Computers</i></li> <li>■ <b>Global Initiatives</b> Overseas company: <i>*Howard Chandler, Grand Metropolitan</i></li> </ul>
9:15 am-10:45 am	<p><b>Integrating CR into Business Functions (Panel)</b> Senior executives will speak about why and how they view CR as important to their jobs.</p> <ul style="list-style-type: none"> <li>■ <b>Operations</b> <i>Richard Evans, Vice President of Refining, Amoco Oil</i></li> <li>■ <b>Marketing/Sales</b> <i>*Tim Leiweke, President, Denver Nuggets</i></li> <li>■ <b>Finance/Accounting</b> <i>Bill O'Neil, Executive Vice President &amp; CFO, Polaroid</i></li> <li>■ <b>Human Resources</b> <i>*Richard Lidstad, Vice President of Human Resources, 3M</i></li> </ul>	2:45 pm-2:55 pm	<p><b>Refreshment Break</b></p>
10:45 am-10:55 am	<p><b>Refreshment Break</b></p>	3:00 pm-4:15 pm	<p><b>Strategically Managing Critical Issues of the '90s (Workshops)</b> Workshops will focus on successful CR program initiatives.</p> <ul style="list-style-type: none"> <li>■ <b>Education</b> <i>Eileen McSweeney, Champion International</i></li> <li>■ <b>Environment</b> <i>Bob Langert, McDonald's</i></li> <li>■ <b>Diversity</b> <i>Shirley Strong, Levi Strauss</i></li> <li>■ <b>Health</b> <i>*Donna Cary, Merck</i></li> <li>■ <b>Economic &amp; Community Development</b> <i>Joan Shapiro, South Shore Bank</i></li> </ul>
11:00 am-12:00 noon	<p><b>Strategies for Enhancing the Value of CR</b> Concurrent workshops will evaluate how CR can have a positive impact on corporate performance. <i>(Participants choose two workshops; one prior to lunch and one after. Please indicate your choices on the registration form.)</i></p> <ul style="list-style-type: none"> <li>■ <b>Evaluation/Measurement</b> Overall: <i>Dave Olsen, Salt River Project</i></li> <li>■ <b>Corporate Culture</b> Benchmarking: <i>Ann Pomykal, Texas Instruments</i></li> <li>■ <b>Building Alliances/Partnerships</b> Internally: <i>Pat Hoven, Honeywell</i></li> <li>■ <b>Promoting CR programs</b> Internally: <i>Bob Reid, Ford Motor Company</i></li> <li>■ <b>Global Initiatives</b> Domestic company: <i>*Ken Ross, PepsiCo</i></li> </ul>		



## Friday, October 8

## Registration Information

- 7:30 am-8:55 am**      **Strategy Breakfast (optional)**  
An informal opportunity to network with colleagues about issues, programs, and concerns.
- 9:00 am-9:30 am**      **1993 Profile of the CR Profession**  
A report on results of The Center's 1993 Survey of Community Relations Professionals.  
*Richard Barnes, Research Director, The Center*
- 9:30 am-10:30 am**      **Research**  
*David Grayson, Managing Director, Business in the Community, London, England*  
A summary of the current research highlighting how CR helps improve corporate performance and a discussion of what is needed to foster future research.
- 10:30 am-10:40 am**      **Refreshment Break**
- 10:45 am-11:30 pm**      **Future Directions:  
Standards of Excellence**  
Introduction of The Center's **Standards of Excellence in Community Relations**, a measurement tool to help companies assess and guide their community relations practices.  
*Nancy Goldberg, Associate Director, The Center*
- 11:30 am-12:00 noon**      **Closing Remarks**  
Guest Speaker:  
*J. Kermit Campbell, President & CEO, Herman Miller*

- **Registration Fees**  
**Register before July 15, 1993 and save \$100!**  
Center member company: \$695 (\$795 after July 15)  
Alumni company: \$795 (\$895 after July 15)
- Registration fees are payable in advance. Upon receipt of your registration form and payment, a confirmation letter will be sent to you. Registration fees cover all conference materials, scheduled program events and meals. Registration fees do not include hotel accommodations.
- The full conference fee is payable in advance. Make all checks payable to *Boston College-CECR*.
- **Hotel Information**  
**\$130/single per night, \$155/double per night, plus 14.9% city tax.**  
This rate is available to our registrants from Tuesday, October 5 through Saturday, October 9. Although registration fees do not include the cost of lodging, **The Center will take responsibility for all hotel reservations** by providing the hotel with a rooming list prior to the conference. Please indicate on the enclosed registration form if hotel accommodations are required. You will receive registration confirmation soon after your registration information is received.
- **For Reservations**  
Please complete the enclosed registration form and return it to The Center. **Registration forms must be received by September 1, 1993.**
- **Cancellation Policy**  
Full refunds before August 1, 1993. \$250 administrative fee after August 1, 1993. No refund after September 1, 1993. Cancellations may be phoned into The Center, but must be confirmed in writing by the stipulated deadline dates, either by fax or by letter.
- **Airline Discounts**  
Save 5 to 40% with Thomas Cook Travel, the official agency of the 1993 Community Relations Leaders Conference. To take advantage of the special airfare, call **1-800-457-2323**, and ask for a Boston College representative. (Be sure to mention The Center's 1993 Leaders Conference to obtain your discount.)

\*confirmation pending

# Registration Form

## Community Relations Leaders Conference October 6-8, 1993 Chicago, Illinois



1 9 9 3

**Community  
Relations  
Leaders  
Conference**

Please complete the registration form below and return (for multiple registrations, please photocopy this form):

**By mail:** The Center for Corporate Community Relations at Boston College, 36 College Road, Chestnut Hill, MA 02167-3835.

**By fax:** Dial (617) 552-8499.

**By phone:** To register by phone, call Kathy Outlaw at (617) 552-0723.

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Name you wish to appear on badge: \_\_\_\_\_

### Conference Registration Information: Register early and save \$100!

- Center Member Company: \$695 (\$795 after July 15)
- Alumni Company: \$795 (\$895 after July 15)
- Total amount enclosed: \$ \_\_\_\_\_
- Please bill me.

- I plan to stay at the hotel nikko chicago.
  - Please reserve a single room for the nights of: \_\_\_\_\_

- Please reserve a double room for the nights of: \_\_\_\_\_

- smoking
- non-smoking
- king-size bed

- I do not require hotel reservations.
- I plan to attend the reception on Tuesday evening, October 5.
- I plan to attend the dinner event on Wednesday, October 6. (Cost is included in registration.)

- Yes, I am interested in attending the Special Meeting for Industry Groups on Wednesday, October 6, from 9 am to 12 noon.

Please indicate which group you would like to attend:

- |   |   |
|---|---|
| <input type="checkbox"/> Banking/Financial Services | <input type="checkbox"/> Defense/Manufacturing        |
| <input type="checkbox"/> Pharmaceuticals            | <input type="checkbox"/> Gas/Electric Utility         |
| <input type="checkbox"/> Computers/IT Tech          | <input type="checkbox"/> Health                       |
| <input type="checkbox"/> Telecommunications         | <input type="checkbox"/> Consumer Products            |
| <input type="checkbox"/> Oil/Chemical               | <input type="checkbox"/> Other (please specify) _____ |

### Please check the two strategy workshops you plan to attend on Thursday, October 7.

#### Session One: 11 am-12 noon:

- Evaluation/Measurement—overall
- Corporate Culture benchmarking
- Building Alliances/Partnerships—internally
- Promoting CR Programs—internally
- Global Initiatives—domestic company

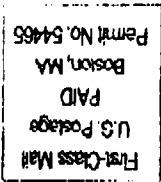
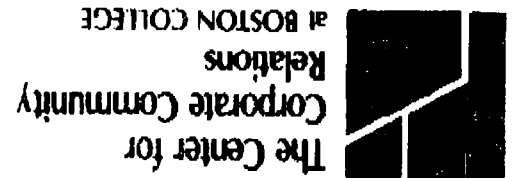
#### Session Two: 1:45-2:45 pm:

- Evaluation/Measurement—program specific
- Corporate Culture benchmarking
- Building Alliances/Partnerships—externally
- Promoting CR Programs—externally
- Global Initiatives—overseas company

### Please check the one issues workshop you plan to attend on Thursday, October 7.

- Education
- Environment
- Diversity
- Health
- Economic/Community Development

36 College Road  
Chestnut Hill, MA 02167-3835



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Whirlpool Corporation

#### **1993 LEADERS CONFERENCE PLANNING COMMITTEE**

Dorothy Forbes ( <i>Chair</i> ) Cabot Corporation	Jane Ostrander Morton International	Brian Cosgrove Securities Industry Automation Corp.
Miriam Welty Abbott Laboratories	Linda Tucker Motorola, Inc.	David Thomas Sprint
Connie Crowley ARCO Coal Company	Jeff Price National Basketball Association	Janine Manning UNUM Life Insurance Company
Jill Willis BellSouth Telecommunica- tions	Joan Rahavy New England Telephone	Thomas Vance The Upjohn Company
Valerie Sherlock Conoco Inc.	Michael Lewis North Atlantic Energy Services Corporation	Theresa Apodaca US WEST
James Simmons Coors Brewing Company	Ruthann Williams Public Service Company of Colorado	Virginia Rodriguez The Washington Post
Melissa MacDonnell Fleet Bank	Marge Qualls Puget Sound Power & Light Company	Jay Van Den Berg Whirlpool Corporation
Bruce Childs GTE North	Joyce Williams-Mitchell Reebok International Limited	
Bill Lipscomb IBM Corporation		



**1 9 9 3**

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**Community  
Relations  
Leaders  
Conference**

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## **Strategic Community Relations: Gaining a Competitive Edge**

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*An outstanding agenda of expert speakers, panel discussions and strategy sessions designed to increase your leadership skills and effectiveness in strategically managing today's CR challenges:*

- *Planning and Positioning for Success*
  - *Measuring CR's Impact on Corporate Performance*
  - *CR as a Competitive Advantage*
  - *Using the Corporate Culture*
  - *Developing Global Strategies*
- 

**October 6-8, 1993  
hotel nikko chicago  
Chicago, Illinois**



*conducted by The Center for Corporate Community Relations at Boston College*

*closed press?*  
*Omar - Xavier*

DRAFT

30 September 1993

To: Johnnetta Cole  
From: Susan Stroud  
Re: UNCF meeting

Thank you again for helping to arrange for Eli to meet with the UNCF presidents on October 7. We know that this is an important meeting for building bridges with college and university presidents who have concerns about the national service legislation. Eli would like to respond fully to those concerns. To that end, we would hope the format would allow for his remarks as well as a thorough and frank discussion.

Eli and I have had a brief conversation about his remarks. Thank you for agreeing to look over some bullet points and let us know about the substance and approach. I look forward to talking with you on Monday.

**talking points:**

- this is not a white, middle class program (how explicit can Eli be?)
- don't mention Sam Nunn, Dave McCurdy, DLC
- don't mention national service as an access to college program
- sell it as a way to build communities, encourage responsibility, a means to bring down barriers by providing opportunities to work together

**1. politics**

- support of the entire Black caucus: 34 members of the Black caucus were original co-sponsors
- Congressman Stokes' committee is the principal funder; and Rep. Owens was also a key sponsor
- meeting with John Lewis?

**2. program**

- 50% rule: targeted service at economically distressed rural and urban communities
- priorities of program: violence reduction, improvement of education, health and human needs, environment
- \$12 million for training and technical assistance will be available to colleges and universities
- states are encouraged to emphasize hiring of participants from communities of greatest poverty

### **3. financial aid**

(Get briefing book materials from floor debates - talking points)

(How much does Eli want/need to defend financial aid policies?)

- national service does not compete with financial aid; Administration is committed to need-based aid (see attached re Pell grants, campus-based programs)
- funded out of HUD/VA: no guarantee this money would have gone to financial aid: another kind of domestic program
- compare to GI Bill: give to society, society gives back - education is one of the best benefits

### **4. historically black colleges**

- builds on the traditions in Black education - service fraternities, focus on community
- presidents consulted with: Norman Francis, Johnnetta Cole, Delores Cross, others?

### **5. what should Eli offer?**

- a liaison with HBCUs?
- Eli's door always open?
- regular conversations?

We need to add examples, details, names of other presidents and students Eli has met with.

We also have an eight minute video about the national service program that we should consider showing before Eli speaks.

## **DIVERSITY**

### **DIVERSITY IS THE KEY TO NATIONAL SERVICE**

- National service should not be limited to at-risk youths. Without diversity, it won't build a spirit of community and citizenship; it won't send the message that service is for everyone; it won't reunite Americans; and ultimately, it won't win the support of American taxpayers.

### **DIVERSITY BUILDS COMMUNITY**

- National service should bring together Americans from diverse economic backgrounds in service to our communities. When we work together, we discover the values and the bonds that unite us. Nothing is more important in America right now than breaking down the barriers that divide our communities.
- Not all programs will be diverse -- and that's fine. Specifically, youth corps offer important benefits like job training and high school equivalency/GED help that are especially important for disadvantaged youth.
- There has to be diversity in the program as a whole -- and that requires broad eligibility for participation. High school dropouts in many service corps and college graduates in professional corps should be on the same team, working for common goals. Even if individual programs aren't diverse, the national service initiative as a whole has to be an American program that includes the full spectrum of Americans.

### **THE LEGISLATION REQUIRES STRONG LOW-INCOME PARTICIPATION**

- There will be special efforts to ensure that programs meet the greatest needs. Nobody wants to see programs serving the most affluent communities. That's why there is a special priority for programs in areas that need help most, and why the legislation targets 50 percent of program funds to areas of greatest need.
- Programs will recruit from the areas they serve. The legislation requires that 50 percent of program funding goes to programs that recruit from distressed areas.
- All programs will be required to make special efforts to recruit disadvantaged young people. It can be harder to reach at-risk youth; the program makes sure that happens. And, by providing a living allowance and health and child care benefits, the program makes it possible for low-income participants to serve.

## **MEANS-TESTING**

### **NATIONAL SERVICE IS NOT NEED-BASED AID**

- Need-based student aid is based on the premise that finances alone will not keep a talented citizen who has worked hard to earn college admission from pursuing that dream.
- The guarantee of access to a higher education for all who qualify for admission is the key to our country's future economic competitiveness as well as to individual success.
- The five need-based student aid programs -- Pell Grants, Student Loans, College Work Study, Perkins Loans and Supplemental Educational Opportunity Grants -- have been highly successful in helping worthy students pull themselves up by their bootstraps and get ahead in life.

### **NATIONAL SERVICE IS A SERVICE PROGRAM WITH A MERIT SCHOLARSHIP APPROACH -- VERY DIFFERENT FROM NEED-BASED AID**

- National service is not and should not be viewed as student aid. The President's National Service program provides a merit scholarship based on service performed. Such a concept is best exemplified by the GI Bill and the Public Services Health Corps -- not by the Title IV programs in the Higher Education Act.
- As a service program, national service is very different from need-based aid, meeting the educational, environmental, human, and public safety needs of communities, building a sense of community, and bringing diverse citizens together for common purposes. The program is very different from need-based aid.
- Merit programs should be available to all who perform the required service or meet the required standards. They should not be based on income, and should not separate into two classes people who do the same work. That would undermine a central goal of the program -- to bring people together. We should not means-test this program any more than we should means-test the GI Bill.
- The proposal before us sets a dangerous precedent that could serve to undermine both needs-based aid and the GI Bill. Friends of veterans and the 5 million plus student aid recipients per year should oppose this amendment.

Eli is the only speaker  
for the board meeting  
60 people

**UNITED NEGRO COLLEGE FUND**

500 East 62 Street, New York, New York 10021

(212) 326-1111

212-326-1164 fax

**William H. Gray, III**  
President  
Chief Executive Officer

Yes 9/17

September 8, 1993

60 Presidents

Mr. Eli Segal  
Assistant to the President and  
Director of National Service  
Executive Office Building  
The White House  
Room 145  
Washington DC 20500

Dear Mr. Segal:

It is with great pleasure for me to extend this invitation to you to make a presentation on the President's National Service Plan to the Presidents of our 41 member colleges and universities. *throughout South*

The meeting will be held on Thursday, October 7, 1993, at the Stouffer Concourse Hotel located adjacent to the Atlanta Airport. We would be delighted to have you speak during the morning session from 10:30 am to 11:15 am.

The Presidents have shown great interest in the National Service Plan. I am certain your discussion will be a rewarding experience for each of them.

We would like to have your response on or before Monday, September 20, 1993. If you should require further information, you may contact Turner Battle, our Corporate Secretary at (212) 326-1118.

Sincerely,

*Bill*

TCB:WHG:pc

THE WHITE HOUSE

WASHINGTON

September 17, 1993

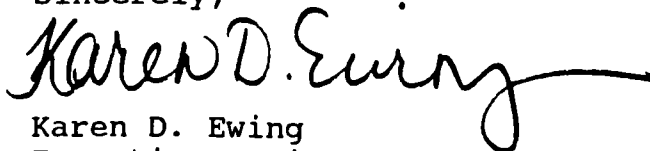
Mr. Turner Battle  
Corporate Secretary  
United Negro College Fund  
500 East 62 Street  
New York, NY 10021

Dear Mr. Battle:

This is to confirm that Eli J. Segal will address the board meeting of the UNCF college and university presidents in Atlanta on October 7. I have enclosed a photo and a copy of his biography. Should you have any questions or need additional information, please don't hesitate to call me at 202-456-6444.

We look forward to seeing you soon.

Sincerely,



Karen D. Ewing  
Executive Assistant to the Director  
Office of National Service

/kde  
Enclosure



The Center for  
Corporate Community  
Relations  
at BOSTON COLLEGE

August 2, 1993

Mr. Eli Segal  
Director, Office of National Service  
The White House  
1600 Pennsylvania Avenue, OEB Room 145  
Washington, DC 20500

Dear Mr. Segal:

This letter is a final confirmation of your willingness to serve as a featured speaker at The Center for Corporate Community Relations' 1993 Leaders Conference to be held at hotel nikko chicago in Chicago, Illinois from Wednesday, October 6, to Friday, October 8.

You will be one of three participants on the Opening Panel on Wednesday, October 6, from 1:45 to 3:30 p.m. You will open the panel. Peter Morrison, a demographer from RAND, will follow you and Joel Kurtzman, Executive Editor of the Harvard Business Review, will conclude the panel. Each panelist's presentation should last no longer than 25 minutes. A question and answer session, moderated by Jack Sabater, Director of Corporate Social Policy and Programs for IBM, will follow.

As we have previously discussed, you should be prepared to discuss the Clinton Administration's efforts to implement a national service program. Specifically, your audience will expect to hear about what role corporations can play in helping shape this effort. Finally, we would like for you to close by making some recommendations as to how companies might work more closely with the Administration to achieve this objective.

Switching gears, I need to know if you will need overnight accommodations at hotel nikko chicago for Tuesday, October 5, and/or Wednesday, October 6. If so, please let me know as soon as possible so that I can make the necessary arrangements. If not, I still need to know when you plan on arriving, be it Tuesday, October 5, or Wednesday, October 6.

Enclosed is a copy of the Conference brochure for your review. You should expect to receive another letter from me, concerning your audio visual needs, in late August. However, in the meantime, should you have any questions, please feel free to contact me.

We look forward to your participation. Thank you.

Sincerely,

William M. Davis  
Manager, Marketing

cc: K. Ewing

# Strategic Community Relations: Gaining a Competitive Edge

As we enter this last decade of the 20th century, the challenges we face in strategically managing the CR function grow increasingly complex. Today's business environment is characterized by change and uncertainty on all levels. External forces such as a new administration, our global economy, and an increasing regulatory climate place unyielding pressures on the community relations function. Inside the company, CR professionals face the demands of quantitative measurement and the need to demonstrate added value.

The Center's 1993 Leaders Conference has been organized with these challenges in mind. The Conference will explore current issues and trends, looking at what is new and changing and how these developments will impact the CR professional's role in the corporation. This conference was designed to provide the information you need to give your corporation the necessary competitive edge.

## Speakers

Some of the speakers you will hear:

**Peter Morrison, Senior Staff Member, RAND**

Morrison will provide a current analysis of the demographics and trends impacting both companies and communities.

**Joel Kurtzman, Editor, Harvard Business Review**

Kurtzman will report on the current and future business climate and the implications for corporations.

**Dennis Foster, President & COO, Sprint Cellular**

Foster will discuss how CR is a significant part of any senior executive's responsibilities, as well as its role in helping companies achieve their business objectives.

**Arnold Hiatt, Chairman of the Board, Stride Rite Foundation & Director, CEO Programs, The Center for Corporate Community Relations at Boston College**

Hiatt will share his experience on how corporate citizenship and social responsibility can play a significant role in improving corporate performance.

**J. Kermit Campbell, President & CEO, Herman Miller**

Campbell will share his views on how strategic CR benefits both corporations and communities.

## Wednesday, October 6

8 am-12:00 noon

### Registration

Note: Early registration is available on Tuesday, October 5, from 1 to 6 pm. If you arrive on Tuesday, please join us at the Welcoming Reception from 7 to 9 pm.

7:30 am-8:55 am

### Continental Breakfast

9:00 am-12:00 noon

### Industry Group Meetings

Back by popular demand! An opportunity for participants to discuss with colleagues issues unique to their particular industries. Consult the registration form to indicate your interest!

12:00 noon-12:55 pm

### Lunch (attendees on their own)

1:00 pm-1:30 pm

### Welcoming Remarks

Dee Dee Forbes, Conference Chair  
Edmund M. Burke, Center Director

1:30 pm-3:15 pm

### Opening Panel:

#### The Changing Environment and its Impact on Business

Panel will assess the current and future business environment from several different perspectives.

#### ■ Government

\*Eli Segal, Director, National Service Office

#### ■ Demographics

Peter Morrison, Senior Staff Member, RAND

#### ■ Business

Joel Kurtzman, Editor, Harvard Business Review

3:15 pm-3:40 pm

### Refreshment Break

3:45 pm-5:00 pm

### Implications for the CR Response Roundtable Discussion Groups

An opportunity to explore with colleagues the current and future business environment as presented in the opening panel and examine the implications for the CR position.

7:00 pm-10:00 pm

### Dinner Cruise on Chicago's First Lady

Join us for a dinner cruise along the Chicago River and Lake Michigan.



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CONTINUED ON PAGE 2



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 THIS RESERVATION REQUESTED BY KAREN EWING.

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