

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

MISSION STATEMENT

The Corporation for National and Community Service will engage Americans of all ages and backgrounds in community-based service. This service will address the nation's education, human, public safety, and environmental needs to achieve direct and demonstrable results. In doing so, the Corporation will foster civic responsibility, strengthen the cords that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service.

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THE WHITE HOUSE
WASHINGTON

I support President Clinton's government reinvention goals:

We will invent a government that puts people first, by

- Cutting unnecessary spending
- Serving its customers
- Empowering its employees
- Helping communities solve their own problems
- Fostering excellence

Here's how: We will

- Create a clear sense of mission
- Steer more, row less
- Delegate authority and responsibility
- Replace regulations with incentives
- Develop budgets based on outcomes
- Inject competition into everything we do
- Search for market, not administrative, solutions
- Measure our success by customer satisfaction



Eli Segal

Chief Executive Officer

Corporation for National and Community Service

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September 24, 1993

MEMORANDUM

To: Eli Segal

From: Shirley Sagawa

Re: Mission Statement Dispute

Date: October 8, 1993

I know you will be hit up by Rick about the Mission statement upon your return. Here are my thoughts:

I agree that our original mission statement was better than the final one. I would have no problem dropping meaningful results in favor of demonstrable results, and I liked having it all in the first sentence. I don't think the new statement is all that different from the old. However, all substance aside, reopening the mission statement has some important implications for the organization and our future functioning:

1. We did try hard to use a fair process in working through the mission statement. No decision is ever unanimous -- people who do not agree with your decisions must nonetheless respect them or we will have a dysfunctional organization.
2. I don't know why Rick was not at the meeting at which the final decisions were made -- I'm sure I would just as soon have had him there. But in the future, if he is not party to a decision, disagrees with it, and it is automatically reopened, that assumes he has a different role than that of merely an advisor.
3. That said, the mission statement is obviously important and will guide future decisions. If you have second thoughts because Rick (or Robert and Diana, who agree with him) has been persuasive on the merits (not on the process), I would recommend that we revisit the statement with a meeting of senior staff.

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: RICK DATE: 01/03/13
2013-0124-S

Shirley - I believe strongly about this
& accordingly want to push it. I
hope you won't regard it as
intrusive re-litigation - and I'm
happy to talk it through before
I send it, if you'd like

October 7, 1993

Rick

MEMORANDUM TO ELI SEGAL

~~CONFIDENTIAL~~

FROM: RICK ALLEN

SUBJECT: MISSION STATEMENT

The mission statement I signed off (enthusiastically) on appears to have changed thereafter, in the version that was circulated at the all-hands meeting. I wasn't aware of these changes until you modified a line in the Chicago speech draft, and therefore don't feel badly about bringing one of them up to your attention, since I don't agree with two of the changes (one of which I regard as fundamental).

Here's the way the mission statement began: "The Corporation for National and Community Service will engage Americans of all backgrounds in organized efforts to address national education, public safety, environmental and human needs through community-based service with direct, demonstrable results. National service will foster citizen responsibility, build community, and provide educational opportunity for those who make a substantial commitment to service."

Here's how it now reads: "The Corporation for National and Community Service will engage Americans of all ages and backgrounds in community-based service. This service will address the nation's educational, human, public safety, and environmental needs to achieve meaningful results. In doing so, the Corporation will foster civic responsibility, strengthen the cords that bind us together as a people, and provide educational opportunity for those who make a substantial commitment to service."

I have a ground level question about the first sentence, which went from an emphasis on what service aims to accomplish, back to the old, grass-roots, community-building goals that we had agreed were important, but secondary. It's a change that shouldn't be made -- and although no one has ever died from a mission statement, the change suggests to me that the "emphasis" debate, on which the President has been clear, is somehow still open for some. This worries me.

What I do see as crippling is the move from "direct, demonstrable results" to "meaningful results". "Direct" is important -- Congress and the taxpayer won't pay the costs of this program (on a per participant basis) for indirect gain. "Demonstrable" is also key -- if you can't demonstrate your impact, then you probably haven't had an impact at all. (Please remember that we began our stint here calling for "quantifiable" results -- moving to "demonstrable" was intended to get us out of numerical targets that could be measured but may not reflect real change.) "Meaningful" -- if left alone (it works, with "direct" and "demonstrable") is a touchy-feely word that sounds like a dodge to allow programs to make excuses. We are back-sliding into the service field's traditional unwillingness to be held accountable -- and that dog don't hunt in this budget environment.

This to me is fundamental. The beauty of the competitive funding process is (inter alia) that, if we require programs to state in their applications what they intend to achieve (and the benchmarks against which to judge their progress towards those ends), then competitive pressures will have them set the bar as high as they think they can handle, so as to "win" at the application stage. Letting people get away with "meaningful" is letting them get away with murder.

I urge you to remember how we started -- trying to think about how we wanted the President to describe this program's success in 1996. It wasn't with weak words. It was that we had done something important and useful, and could prove it.

Let's not trim our sails at the start of the voyage! We will have enough pressure to do that in the coming months -- we should at least set off on the truer, tougher tack at launch.

I think we should sit down and hash this out, once and for all.

cc: Shirley

Eli Segal

draft mission

9/22/93

and will
achieve

The Corporation for National and Community Service will engage Americans of all ages and backgrounds in community-based service. This service will address the nation's educational, human, public safety, and environmental needs with meaningful results.

In doing so, the Corporation will foster citizen responsibility, and provide educational opportunity for those who make a substantial commitment to service. ~~and~~ strengthen the cords that bind us together as a people. ↵

Shirley

Sentence 2 is a little awkward

Gene Sofer

draft mission

9/22/93

The Corporation for National and Community Service will engage Americans of all ages and backgrounds in community-based service. This service will address the nation's educational, human, public safety, and environmental needs ~~with~~ meaningful results. In doing so, the Corporation will foster citizen responsibility, ~~and~~ ^{and} provide educational opportunity for those who make a substantial commitment to service, and strengthen the cords that bind us together as a people.

to achieve

Shirley - I'm not sure that "cords that bind us" reads as well as it sounds. I'd be inclined to go back to rebuild community... if anybody else feels the way I do.

←

THE WHITE HOUSE
WASHINGTON

September 9, 1993

MEMORANDUM FOR OFFICE OF NATIONAL SERVICE STAFF

FROM: ELI J. SEGAL

SUBJECT: Draft Mission Statement

The enclosed draft mission statement reflects our best shot at our vision for national service. Should you have any comments, please give to Shirley Sagawa by September 15. Thanks.

Draft Mission Statement

The Corporation for National and Community Service will engage Americans of all backgrounds in organized efforts to address national education, public safety, environmental and human needs through community-based service with direct, demonstrable results. National Service will foster citizen responsibility, build community, and provide educational opportunity for those who make a substantial commitment to national and community service.

Shirley-

The only suggestion I would make is to make it more clear that there will not be any participants applying directly to the federal govt. So, in line 2, I recommend

"engage Americans of all backgrounds in organized efforts at the state and local level to address...

or

in line 3: "to address national, state and local educational, public safety..."

THE WHITE HOUSE

WASHINGTON

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Shirley -

when the President preaches
his three pillared ^{political} philosophy it is
always in this order: Opportunity,
Responsibility, and Community. Our
mission statement could reflect
this.

-Chris

Draft Mission Statement

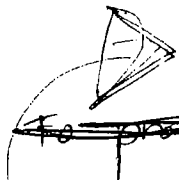
The Corporation for National and Community Service will engage Americans of all backgrounds in organized efforts to address national education, public safety, ~~environmental~~ and human needs through community-based service with direct, demonstrable results. National Service will foster citizen responsibility, build community, and provide educational opportunity for those who make a substantial commitment to service.

Mission Statement

Jaca: To balance nat'l priorities + local initiative
to tackle ~~hard~~ problems in our
communities through service programs w/
demonstrable direct results

To
~~Demonstrate that service can~~ Address critical
national needs through locally based service
Community

To ^{promote} ~~support~~ service as a delivery
system for (change) → could be confused w/ Advocacy
addressing nat'l needs ~~at the~~
at the community level


~~To promote~~

Responsibility

Opportunity → college access?

Building Community → diversity

~~is~~ in communities across the country
 to address ~~the~~ national needs through
 direct service by Americans from
 all backgrounds
 and foster ~~the~~ ^{educational} citizen responsibility
 and provide opportunity for those ~~existing~~ who
~~to bring together~~ to make a substantial
 commitment to service

~~The mission of~~ The Corporation for National and Community
 Service will address ~~national needs related to~~ Education,
 public safety, the environment, and human needs [Nat'l needs]
 through direct service by Americans of all
 backgrounds

Call
 Pam
 3262

with
 demonstrable
 results in communities
 across the nation.

Budget justification
 BS Curry #s -

MT
 Dice

Betty Ann re: audit trail

State laws implementing 1990 Act

Towns + Townships
 Sept 8
 call
 Melinda

member of
the corporation for
National and community service most is to
~~tackle problems in our communities~~ help communities
tackle ^{current} problems related to education, public safety, the
environment and youth human resources. ^{the corporation} ~~through~~
~~that have done~~ will support service
with direct, demonstrable results. The corporation
will promote programs which ~~also~~ help develop
~~the ability of~~ participants as responsible citizens
and ~~will~~ ~~provide~~ provide education awards to
the participant who ~~successfully~~ complete their
service commitments.

all backgrounds
city across nation

THE WHITE HOUSE
WASHINGTON

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ACTION
THE FEDERAL DOMESTIC VOLUNTEER AGENCY
1100 VERMONT AVENUE, NW
WASHINGTON, DC 20525

OFFICE OF THE DIRECTOR
FACSIMILE TRANSMITTAL SHEET

TO: Shirley Sagawa, Office of National Service

LOCATION: The White House

FAX #: 456-6420 **PHONE #:** 456-6444

FROM: Gary Kowalczyk

FAX #: (202) 606-4928 **TELEPHONE #:** (202) 606-4880

COMMENTS: MISSION STATEMENT

NUMBER OF PAGES (INCLUDING COVER SHEET) 2

**IF THERE IS ANY PROBLEM WITH THIS TRANSMISSION, PLEASE CALL
(202) 606-4880.**



OFFICE OF THE DIRECTOR

1100 VERMONT AVENUE, NW
WASHINGTON, DC 20525

September 15, 1993

MEMORANDUM

TO: Shirley Sagawa
Office of National Service

FROM: Gary Kowalczyk *GK*
Acting Director

SUBJECT: Mission Statement

As requested, we circulated the vision statement on national service. Comments reflected the following themes:

- The statement should encompass age, e.g. "... engage Americans of all ages and backgrounds"
- The statement should mention life-long service, e.g. "... foster citizen responsibility and life-long service"
- Since some of the Corporation's volunteers commit substantially to service but will not receive educational benefits (major portions of Serve America and the National Senior Volunteer Corps), state "... and provide educational opportunity for many of those who make a substantial commitment to service."

The general belief was that the statement is easily grasped and is appropriately terse and outcome oriented.

ACTION'S MISSION

To stimulate voluntary citizen participation in addressing the needs of American communities, particularly those of the poor, the disadvantaged and the elderly.

Catherine

Working from the ONS draft:

¹The Corporation for National and Community Service will engage² Americans of all ³backgrounds in organized ⁴efforts to address national⁵ education, public safety, environmental, and human needs⁶ through community-based service with direct⁷, demonstrable⁸ results. National Service will foster citizen responsibility, build community, and provide educational opportunity for those who make a substantial commitment to service.

Overall recommendations:

1. Open with a vision statement. Without it, sounds too much like a jobs program.

¹ Needs a vision statement that motivates action. The statement as is descriptively accurate but could be more inspirational --- why we are doing these things. Suggestions:

renew an ethic of civic responsibility and national unity by weaving community service into the fabric of every American's life.

or

"develop public-spirited, effective citizens, with the skills needed for life long contributions to solving the pressing problems facing our communities and our nation"

²recommend a more actively descriptive phrase such as "provide meaningful service opportunities for"

³ add "ages"

⁴ would like some clarification. it may not add much but it could prohibit individual placements that have been so effective in rural programs.

⁵ do we mean domestic? or do we mean that priorities are set nationally? If we mean nationally-set priorities, does this impede a local community's ability to set own? Consider replacing with "critical" or "unmet".

⁶ consider replacement language for " needs" such as "priorities"

⁷ Direct is a little dangerous --- it leaves out the possibilities of in-direct but valuable, critical or priority needs. For instance, a particular community task may not be a suitable effort for a highly skilled n.s. participant, but the design of the task or its supervision may be. That is not direct, but may be an excellent n.s. opportunity.

⁸ measurable might be closer to the intent?

2. Remove language that impedes service-learning and the K-12 programs, i.e. "direct and demonstrable"
3. Consider reversing the order of the sentences ... go from broad to narrow.
4. Elevating participant impact in the statement.
5. Ponder "National" and its impact. Consider deleting, or replacing with "critical" etc.
6. Do we need partnership language? Such as "in partnership with ..."
7. Consider new Board development and buy-in

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