

NLWJC - Kagan

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Race-Race Initiative - General [1]

DRAFT
September 28, 1998

MEMORANDUM TO THE PRESIDENT

FROM: MARIA ECHAVESTE

SUBJECT: President's Initiative on Race: Transition Activities

The purpose of this memorandum is to update you on the transition plans for the President's Initiative on Race (PIR). As you know, on September 30, 1998, the term of the Advisory Board (created by Executive Order) expired. In transitioning from PIR, our objectives are threefold: 1) to sustain PIR's achievements; 2) to continue your commitment to improving race relations; and 3) to create a transition structure of some kind to accomplish the necessary tasks. Below is a description of immediate and longer term transition activities necessary to achieve these objectives:

Sustaining PIR's Achievements. We are committed to sustaining the projects undertaken by PIR over the past year. These activities include the following:

- Submitting to you a weekly report of race-related activities.
- Identifying promising practices for improving race relations.
- Updating the PIR page on the White House website which posts Presidential remarks on race, promising practices, the *One America Dialogue Guide*, and when available, your report on race.
- Coordinating the correspondence regarding race issues addressed to the White House and drafting responses.

Improving Race Relations. To continue your commitment to improve race relations, we will carry on the work of PIR in the following ways:

Completing Your Report. We are working with Christopher Edley to complete your report on race. We are currently circulating a draft of his book outline based on your input when we last met. We plan on having that to you next week. After reaction from you, Edley and Terry Edmonds will work (with input from the White House as appropriate) to finish a draft for your review by December 1.

Highlighting Racial Trends. On October 15 and 16, the National Research Council, the research arm of the National Academy of Sciences, will host a national research conference that will examine past and current trends for Blacks, Hispanics, Asians, and American Indians in several key areas. PIR and CEA provided the impetus for the conference which will effectively highlight the continuing Administration engagement on race issues. To this end, we will make available the conference papers as a resource to policy makers, news media, and scholars.

Continuing Your Focus on Race. To do so, we will engage in the following ongoing tasks:

- Coordinating the various White House offices with regard to policies involving race issues.
- Serving as a liaison between the White House and civic leaders, members of Congress, local government representatives, civil rights organizations, community organizations, and the general public on race-related matters.
- Identifying issues involving race on which the White House could take a leadership role.

A Transition Structure. In order to sustain PIR's achievements as well as to continue our focus on race-related matters, we propose establishing a task force of White House staff members and agency representatives. The charge of this team is to manage effectively the short- and long-term transition, outreach, and policy activities outlined above. We thus plan to form the action team in an expeditious manner. To ensure our success, I have asked Minyon Moore to coordinate the team's activities with that of the Office of Public Liaison and together, she and I will serve as its "governing board." We would need to bring on three staff members (two for OPL, one for DPC) to ensure that we will succeed in the above described tasks.

I will continue to update you on the progress of our transition activities. In the meantime, do not hesitate to contact me with any recommendations or concerns.

ONE AMERICA IN THE 21ST CENTURY

The President's Initiative on Race

Race Initiative - general
and

Race Initiative - policy -
General

On June 14, 1997, President Clinton announced an effort to lead our nation toward becoming one America in the 21st century. He outlined the following goals for the Initiative:

- to develop policies that can make a real impact on closing the gap in economic opportunity, education, health care, housing, crime and the administration of justice;
- to recruit leaders and encourage community efforts (i.e. promising practices), all over the country, that bring people together across racial lines;
- and to raise the issue of race on the national agenda through dialogue that educates the American public.

Highlights of Progress

- **Increased Civil Rights Enforcement.** In his FY 99 budget, the President proposed \$602 million, the largest single increase (16 percent) for the enforcement of civil rights laws in nearly two decades. The cornerstone of this initiative is a \$37 million (15 percent) increase for the EEOC. Through a combination of the increased use of mediation, improved information technology and an expanded investigative staff, the EEOC will reduce the average time it takes to resolve private-sector complaints from over 9.4 months to 6 months and reduce the backlog of cases from 64,000 to 28,000, by the year 2000.
- **Enforcement Against Housing Discrimination.** To respond to the increase in reported cases of serious fair-housing violations, HUD will double the number of civil rights enforcement actions by the year 2000. In addition, HUD has committed \$15 million to 67 fair-housing centers around the country to assist in combating housing discrimination this year.
- **Getting Good Teachers into Underserved Areas.** Responding to the need for a diverse and excellent teaching force, the President proposed a \$350 million program to attract talented people of all backgrounds to teach at low-income schools across the nation. The funding also will be used to improve dramatically the quality of training given to future teachers. This new program will help bring nearly 35,000 outstanding new teachers into high-poverty schools in urban and rural areas over the next five years.
- **Hispanic Education Action Plan.** Nearly one in three Hispanics between 25 and 29 years old left school without a high school diploma or a GED. To correct this situation, President Clinton announced an unprecedented \$600 million in the FY 99 budget to help Latino youngsters master the basics of reading and math. The funding will also pay for programs to help them learn English, stay in school, prepare for college and, ultimately, succeed in college.
- **Creating "Education Opportunity Zones."** The President proposed \$1.5 billion, over five years, to bolster reform efforts by high-poverty urban and rural school districts that demonstrate both a commitment to and a track record in improving educational achievement. Funds will be used to improve accountability, turn around failing schools, recognize outstanding teachers, deal with ineffective ones and expand public school choice.
- **Reducing Class Sizes and Modernizing Schools.** The President has proposed a \$12.4 billion initiative, over 7 years, to help local schools reduce class size in grades 1-3, from a national average of 22 to 18. Through the program, local schools will be able to hire an additional 100,000 well-prepared teachers. In addition, to address the crucial issue of school construction, the President proposed federal tax credits to pay interest on nearly \$22 billion in bonds to build and renovate public schools, largely in the 100-120 school districts with the greatest number of low-income children.

- **Tapping the Potential of America's Urban and Rural Communities.** The President's budget includes \$400 million for a new Community Empowerment Fund (CEF) that is expected to leverage an estimated \$2 billion in private-sector loans to help communities invest in businesses and create jobs -- as many as 280,000 jobs when projects are completed. In addition, the President's budget provides \$150 million per year for 10 years to fund 15 new urban Empowerment Zones (EZs) and \$20 million per year for 10 years to fund five new rural EZs. These funds will encourage comprehensive planning to create economic opportunity and revitalize distressed areas.
- **Increased Capital to Minority Businesses.** The Small Business Administration (SBA) has set a goal of providing an estimated total of \$1.86 billion in loans to African-American small business over a 3-year period and \$2.5 billion worth of loans to Hispanic-owned businesses by the year 2000. In addition, the SBA and the "Big Three" US automakers struck an agreement that will increase subcontracting awards to minority businesses by nearly \$3 billion over the next three years -- a 50 percent increase from current levels.
- **Eliminating Ethnic Health Disparities.** This new initiative sets a national goal of eliminating by the year 2010, longstanding disparities in the health status of racial and ethnic minority groups. Currently, for example, African Americans suffer from diabetes at 70 percent higher rates than white Americans, while Native Americans suffer from diabetes at nearly three times the average rate. Vietnamese women suffer from cervical cancer at nearly five times the rate of white women, and Latinos have two to three times the rate of stomach cancer as white Americans. The President announced a five-step campaign -- led by Surgeon General and Assistant Secretary for Health Dr. David Satcher -- to mobilize the resources and expertise of the Federal government, the private sector and local communities.
- **Fighting Hate Crimes.** On November 10, 1997, the President and Attorney General Janet Reno hosted the first-ever White House Conference on Hate Crimes, which featured many experts and law enforcement officers from around the country.
- **Highlighting Promising Practices.** The Race Initiative is compiling information on "promising practices," ideas from communities and organizations that are working to help bring people together as one America. Calling attention to this work, on June 3, the President attended the convention of City Year, a promising practice that brings together teams of diverse young people to work on community projects, thus helping break down racial barriers. To date, 150 promising practices have been identified and listed on the Race Initiative website, and the list continues to grow.
- **Efforts Involving American Indians.** The Board has made a special effort to include American Indians and Alaska Natives in its work. Indians participated as panelists at Advisory Board meetings that discussed stereotypes, poverty, labor, housing and higher education issues. The Board has held separate meetings with tribal leaders in Phoenix, Santa Fe and Denver. In addition, the Administration successfully fought back proposed legislation that would have ended sovereign immunity for tribes and, in May, the President issued an executive order strengthening government-to-government relationships between the tribes and the US.
- **Sparking Dialogue.** The Race Initiative has prompted innumerable conversations about race around the country, highlighted by an April "Month of Dialogue." From April 6-9, 600 colleges and universities participated in a "Campus Week of Dialogue," organizing hundreds of race-related events across the nation. On April 30, 41 governors, 22 mayors and over 100 YWCAs participated in special "Statewide Day of Dialogue" events.
- **Studying Race:** In May, the President's Initiative on Race announced that the National Research Council (NRC), the research arm of the National Academy of Sciences, will coordinate studies by prominent researchers on a range of topics related to race, including demographic trends. The work will include findings on whites, blacks, American Indians, Hispanics and Asian Pacific Americans. The project will culminate with a major research conference in October in Washington D.C.

PRESIDENT'S INITIATIVE ON RACE: June Progress Report Talking Points

Last year, on June 14, the President launched an unprecedented initiative on race to lead the nation in becoming one America in the 21st century.

While the charter for the President's Initiative on Race expires on September 30, the Administration is taking this opportunity to provide a progress report. This winter the President will issue a report to the American people with recommendations for continuing to build on the achievements of this effort.

Meeting our Objectives

At the President's direction, we set out last year to:

- develop national policy initiatives;
- recruit leaders and encourage efforts (i.e. promising practices) aimed at bridging racial divides in local communities across the country; and
- raise the issue of racial reconciliation to the national agenda through dialogue.

Since the Initiative's start, we have:

- developed and implemented new national policies and public/private partnerships;
- sparked hundreds of community-level activities around the country; and
- been the catalyst for dialogue, nationwide, that is destined to have a lasting impact on the national agenda.

Policy Actions. We have undertaken numerous policy actions designed to: close the opportunity gap; improve access to quality education, health care and housing; and reduce racial disparities around crime and the administration of justice.

- The President's FY 99 budget increases funding for the enforcement of existing civil rights laws to \$602 million, the largest increase in enforcement funding in nearly two decades.
- The President's FY 99 budget also includes \$350 million to bring nearly 35,000 outstanding new teachers into high-poverty schools in urban and rural areas, over the next five years.

Promising Practices: This year has given us an opportunity to shine a spotlight on all the existing work being done to bring people of different races together. It's also given us a chance to encourage many new efforts at the grass-roots level. We have witnessed a groundswell of support.

- The President's Initiative led one high school student (Tom Manatos) to organize other local high school students for a town hall discussion on promoting racial harmony within their schools.
- First Lady Hillary Rodham Clinton joined forces with the Boston-based Team Harmony Foundation to discuss ways to prevent prejudice with high school students in Boston and Washington, DC. As a result of the First Lady's events, Team Harmony has had requests to expand its program to New York, Chicago, Atlanta and Los Angeles.

Dialogue. By raising the issue of racial reconciliation to the national agenda, the President's Initiative has been the catalyst for dialogues across the country that have helped educate the American public about the facts surrounding race.

- Close to 600 colleges and universities organized race-related activities on their campuses during the first week of April.
- More than 40 of the nation's governors, 22 mayors and over 100 YWCAs participated in efforts to raise the public's consciousness on race.

We view our work over this year as building not a ceiling, but a foundation for one America. Racial reconciliation is something President Clinton has fought for all of his life. We know that even after our charter expires and the report to the American people is completed this issue will remain a priority on the President's agenda.

PRESIDENT'S INITIATIVE ON RACE -- June Progress Report Qs&As

1Q. Has the President made any decision about extending the Initiative on Race beyond September?

1A. The charter for the Advisory Board expires on September 30th. However, President Clinton has always had a personal commitment to these issues and will continue to commit his time and attention to building one America.

In the meantime, the work of the initiative will continue in several ways. In July, the President will participate in a nationally televised dialogue on race on PBS, with Jim Lehrer. In October, there will be a national research conference convened by the National Research Council. That conference will examine past and current trends among racial and ethnic groups in key areas such as health, education, employment and the administration of justice. It will also identify key gaps in research and data that are needed to promote a clearer understanding of race-related issues. This winter the President will release his report to the American people.

Equally important is the infrastructure that has been created over the past 12 months, which will continue to build on the year's efforts. For example, Cabinet activities will be ongoing and reported to the President every week. The initiative has also generated a cadre of leaders to carry on work at the local level.

2Q. How could you expect the initiative to accomplish anything lasting when it was limited to one year?

2A. This is a very complex issue, and we never said we would solve the race problem in this country in one year. What we have tried to do is help Americans understand that diversity is one of our nation's greatest strengths. We also have tried to energize people to make racial reconciliation a priority in their communities. Finally, we have tried to assess where we are as a nation, and this winter the President will provide all Americans with a blueprint of where we need to go in the 21st century.

3Q. The initiative has been at work for a year now. What's been accomplished?

3A. Since the initiative started we have developed and implemented policies that can make a difference in closing the gap in economic opportunity, education, health care, housing, crime and the administration of justice. We have recruited leaders and encouraged community efforts across the country. We have raised the issue of race on the national agenda.

For example, at the recommendation of the Advisory Board, the President increased the budget to enforce existing civil right laws by \$602 million -- the most significant increase in the last 20 years. This funding will enhance coordination of federal civil rights enforcement and lead to more consistent enforcement of civil rights laws, broader dissemination of best practices and improved data collection.

As another example, the initiative has identified more than 150 promising practices -- national and community-based programs that are working to bridge racial divides and promote racial reconciliation through dialogue and action -- that can be emulated across the country.

4Q. The initiative has been criticized by conservatives for not including their views. Where do conservative voices fit in this dialogue?

4A. From the beginning, we have sought to hear from a wide variety of viewpoints and considered such varied input critical to the initiative's success. We have invited individuals whose viewpoints cover the spectrum, including many conservatives, to participate in initiative events, among them the Akron Town Meeting, a White House meeting with the President and many Advisory Board meetings.

5Q. Critics such as Abigail Therstrom and Ward Connerly have formed a new group called "The

Citizens Initiative on Race and Ethnicity.” Do you view this as an indication that the President’s Initiative has failed in its effort to include conservative voices?

5A. The initiative has served as a catalyst for many community groups and citizens of different racial and ethnic backgrounds and different ideologies to come together for constructive dialogues. The Citizens Initiative on Race and Ethnicity is just one positive example of the wide-range of voices that we are reaching.

6Q. **There have been reports that the lack of enthusiasm from senior White House officials and subsequent friction between some of those officials and the initiative staff hurt the initiative’s work. How much of that is true?**

6A. There is a commitment at all levels of this White House -- starting with the President, Vice President and First Lady -- to this initiative and to tackling, head on, the difficult problems of race in America. The entire staff and Cabinet share the President’s commitment to making the improvement of race relations one of the highest priorities of his second term.

7Q. **The American Indian community has sharply criticized the initiative for failing to include an American Indian representative on the Advisory Board. Why was none appointed at the start? And after the issue was raised by that community, why was this oversight not corrected?**

7A. The Advisory Board has engaged and will continue to engage American Indians in this initiative. American Indians have been invited to participate in the Advisory Board’s meetings. Board members also have attended special forums to hear specifically from tribal leaders about unique issues that affect Indian country as part of the initiative’s effort to recognize the special government-to-government relationship that exists between the United States and American Indian tribes.

8Q. **The initiative never quite picked up momentum. Some have said it got off to a bad start because of a lack of clarity about the board’s mission. What happened?**

8A. While the initiative may have gotten off to a slow start, it picked up momentum that has been sustained with the success of recent activities.

As an example, in April alone over 600 colleges and universities across the nation sponsored forums on race. More than 40 governors and over 20 mayors took part in a statewide day of dialogue on race relations, and the President joined several well-known sports figures in a town hall meeting on race and sports, which was broadcast on ESPN.

9Q. **Why hasn’t the initiative taken on the issue of affirmative action since it is clearly the hot button issue on race?**

9A. The initiative has made affirmative action one part of the larger dialogue on race because the role of affirmative action continues to be debated across our nation, and we have endeavored to hear from all sides in that debate. However, it is important to note that affirmative action is only one small part of the larger issues of race in our nation.

In addition, affirmative action is an issue the administration has examined and reported on prior to this initiative. The Administration strongly supports the use of properly constructed affirmative action to remedy discrimination and to promote other compelling interests. We are, however, eager to hear other ideas for ensuring equal opportunity for all American citizens.

10Q. **Why didn’t the initiative deal with the apology for slavery issue?**

10A. The reaction to a formal apology reflects how deeply this issue continues to reverberate emotionally for a

lot of Americans, both black and white. However, the initiative has made a serious effort to expand the racial dialogue beyond issues of black and white.

One objective of the initiative was to move the country towards recognizing and realizing the full potential of its diversity. We have done that by finding ways in which we can offer real opportunities to Americans who work hard, but who continue to face barriers of discrimination based on race.

11Q. The President said in his commencement address that HE would report to the American people periodically on the work of the initiative. He has only done two town hall meetings for the race initiative in the entire year. What happened?

11A. The President has reported to the American people consistently over the last year through speeches, meetings, press conferences and other events at which he has called on Americans to bridge racial divides. For example, on June 3, the President attended the national convention of the City Year program, a service organization that plays an important role in bringing together people of different races and ethnicities.

From announcing policy that will help close opportunity gaps among the races -- such as recruiting well-trained teachers for under served school districts and involving local prosecutors in crime fighting efforts -- to raising public awareness -- through such activities as a PSA for the Superbowl and an upcoming nationally televised PBS conversation on race -- the President has been at the forefront of this issue all year.

Race Initiative-general

(Talking Points as of January 22, 1998)

THE PRESIDENT'S INITIATIVE ON RACE: Taking Action To Help Build One America

Summary of Major Events / Announcements.
As of January 22, 1998

DEVELOPING POLICY THAT OFFERS OPPORTUNITY TO ALL THOSE WHO WORK FOR IT

- **New Civil Rights Enforcement:** On Martin Luther King Jr. Day, January 19, 1998, Vice President Gore addressed the congregation at Ebenezer Baptist Church in Atlanta, Georgia. The Vice President announced the Administration's proposal for the largest single increase in the enforcement of our civil rights laws in nearly two decades. Through new reforms and through heightened commitment to enforcement, the Administration will seek to prevent discrimination before it occurs, and punish those who do discriminate in employment, in education, in housing, in health care, in access for those with disabilities. The Clinton Administration's Fiscal Year 1999 balanced budget contains \$602 million for civil rights enforcement agencies and offices -- an increase of \$86 million, or more than 16 percent, over last year's funding.
- **Getting Good Teachers Into Underserved Areas.** In his speech to the NAACP on July 17, 1997, the President announced a \$350 million program to attract talented people of all backgrounds to teach at low-income schools across the nation and to dramatically improve the quality of training and preparation given to our future teachers. This new program will help bring nearly 35,000 outstanding new teachers into high-poverty schools in urban and rural areas over the next five years. The President proposed doing this by offering scholarships to those students preparing to become teachers who will teach in targeted communities for at least three years. This proposal responds to the nation's need for a diverse and excellent teaching force.
- **Creating "Education Opportunity Zones."** On December 3, 1997, at President Clinton's first Race Town Meeting, the President announced a program aimed at demonstrating comprehensive, coordinated and effective approaches to expanding opportunities for students in high-poverty school districts. These grants are coupled with a balanced approach that places increased responsibility for results on school administrators, educators and students themselves. High-poverty school districts will be eligible for additional Federal funding, *if* they (1) adopt tough reform measures -- like those adopted in Chicago -- that make administrators, principals, teachers and students truly accountable for success or failure, and (2) in time, show real improvement in student achievement.
- **Acting To Prevent Housing Discrimination.** At a meeting with his Advisory Board on September 30, 1997, President Clinton announced a plan to ensure better enforcement of existing laws preventing housing discrimination. Under the plan, HUD Secretary Andrew Cuomo will double the number of civil rights enforcement actions by the year 2000 to respond to the increase in reported cases of serious fair-housing violations. Secretary Cuomo also committed \$15 million to 67 fair-housing centers around the country to assist in combating housing discrimination this year. Also, Secretary Cuomo now focuses on one race-based housing discrimination case each week and conducts a community forum that

focuses around each case.

- **Fighting Hate Crimes.** On November 10, 1997, the President and Attorney General Janet Reno hosted the first-ever White House Conference on Hate Crimes, which featured many experts and law enforcement officers from around the country. The President announced significant law enforcement and prevention initiatives to get tough on hate crimes.

ENGAGING AMERICANS IN A BROAD AND CONSTRUCTIVE DIALOGUE

- **Presidential Town Meetings.** On December 3, 1997, President Clinton led the first Race Town Meeting in Akron, Ohio to open up a national dialogue on race relations. This town meeting -- which brought together people with different viewpoints for a nationally-televised discussion of race relations -- was the first in a series of town meetings the President will be leading throughout the country over the coming months. In conjunction with the President's town meeting, there were more than ninety watch sites held throughout the nation by members of the Advisory Board, the President's Cabinet, and senior Administration officials. On Capitol Hill, Congresswoman Eleanor Holmes Norton (D-DC) and Congressman Tom Davis (R-VA) sponsored a mini-town-hall for the D.C. area.
- **Conversations That Bring Us Together.** The Administration has launched a program that enlists Administration appointees, Advisory Board Members, Cabinet Members, and Race Initiative staff to host conversations in towns and cities throughout the nation. To date, there have been over 100 conversations in 31 cities in 19 states.
- **Presidential Meeting With Conservative Writers and Academics.** When President Clinton launched his Race Initiative, he called for a national dialogue that includes voices from a wide array of views. On December 19, President Clinton brought together a group of conservative thinkers -- including Ward Connerly, Abigail and Stephan Thernstrom, Linda Chavez and Elaine Chao -- to continue the national dialogue and listen to their opinions on race relations in America.

HIGHLIGHTING PROMISING PRACTICES THAT ARE WORKING TO BUILD ONE AMERICA

- **Highlighting Promising Practices On The White House Website.** One of the critical elements of the Race Initiative is that local communities are the source of some of the best ideas and successful programs. The Race Initiative is compiling and assessing information on "promising practices," which are examples of communities and organizations that have ideas and programs that are working to help bring people together as One America. The One America Website highlights 50 such promising practices, and the list continues to grow.
- **Making Martin Luther King, Jr.'s Birthday A "Day On" Instead of A "Day Off."** President Clinton believes that coming together across racial lines to perform community service is a powerful means of bridging the gaps that too often divide Americans of different race and ethnicities. In his November 29, 1997 radio address, the President encouraged the American people to spend Martin Luther King Jr.'s birthday volunteering for local community groups and announced that the Corporation for National Service awarded 73 grants to communities from Boston to Los Angeles to help make the day of service a resounding success. On January 19, the President, Vice President and Administration officials joined community leaders throughout the country in a day of service.
- **First Lady Highlights Boston "Team Harmony" Promising Practice.** To highlight successful community efforts, Mrs. Clinton visited Boston, Massachusetts on December 9, 1997 to highlight "Team Harmony," a program that brings together youth of different backgrounds. More than 8000 Boston youth participated in Mrs. Clinton's visit.

RECRUITING LEADERS TO HELP BUILD ONE AMERICA

- **Mobilizing Business Leaders.** On December 1, 1997, Transportation Secretary Rodney Slater and Advisory Board Member Robert Thomas held a meeting with 50 business leaders

in Miami, Florida. The business leaders shared best practices for fostering and managing diversity, highlighted the links between majority- and minority-owned firms and discussed strengthening ties between corporations and their communities. Among the business leaders was Wayne Huizenga, co-chairman of Republic Industries, who stated, "I'm here for the same reason a lot of other people are. I'm very concerned with the whole diversity issue and its importance to the workplace." On January 13, Labor Secretary Alexis Herman held a roundtable discussion in Phoenix, Arizona with business and labor leaders.

- **Partnering With Universities.** Nearly a quarter of America's colleges and universities have agreed to partner with the Race Initiative to encourage every college and university to conduct special programs focusing on race and other dimensions of diversity in American society. The combined membership of ACE and AACU represents over 2,100 colleges and universities across the nation.
- **Reaching Out To Religious Leaders.** Reverend Suzan Johnson Cook of the Advisory Board is leading the Race Initiative's efforts to organize the national faith community so that they too can play an integral part in the effort.

FOCUSING ON THE YOUTH OF AMERICA

- **Public Service Announcement Released.** On December 2, 1997, the President's Initiative on Race released a public service announcement developed in conjunction with the Leadership Conference on Education Fund and the Ad Council. The PSA challenges youth to become more active in eradicating racism and prejudice, and asks young people to let President Clinton know what they are doing to improve race relations in America.
- **Call To Action To Young Leaders.** On November 28, 1997, the President sent a letter to 25,000 high school senior class presidents, college and university class presidents, and other young leaders from national and local organizations. In this letter, President Clinton issued a call to action by asking these young people to each commit to participating in at least one project aimed at moving our country closer together. Hundreds of youth leaders from across the country have responded to the President's call. Many of these youth activities will be highlighted as promising practices on the One America Website at <http://www.whitehouse.gov/initiatives/oneamerica>.
- **Vice President Briefing With Youth Media.** On December 1, 1997, the Vice President hosted a briefing at the White House for youth-oriented and specialty media, such as *Vibe Magazine*, *MTV* and *Univision*. At the briefing, the Vice President spoke about the special emphasis the Race Initiative is placing on youth and activities underway to reach out to America's youth. The Vice President called on the media representatives to find ways to use their creative energies to reach young people on the subject of race.

(Accomplishments Document as of January 21, 1998)

ONE AMERICA IN THE 21ST CENTURY: The President's Initiative On Race

"Today, I ask the American people to join me in a great national effort to perfect the promise of America for this new time as we seek to build our more perfect union.... That is the unfinished work of our time, to lift the burden of race and redeem the promise of America."

-- President Clinton, June 14, 1997

The President's Plan. The President is leading the nation in an effort to become One America in the 21st Century: a place where we respect others' differences and, at the same time, embrace the values that unite us. To achieve this goal, President Clinton has developed the following plan:

- 1) Continue To Develop Policy That Offers Opportunity To All Those Who Work For It.** Taking the recommendation of the President's Advisory Board, the primary focus of our policy actions will be to enhance educational and economic opportunity. A number of policy actions have been announced, including creating education empowerment zones, increasing quality teaching in underserved areas and stepping up enforcement to stop discrimination in housing.
- 2) Engage Americans In A Broad And Constructive Dialogue.** The President is encouraging communities across the country to engage in constructive dialogues on race. He is calling on them, not only to stand against discrimination, but also to build greater understanding across racial lines, and find resolutions to honest differences. From constructive dialogue, positive actions take root, like the Akron Coming Together Project.
- 3) Highlight Promising Practices That Are Working.** Community efforts are crucial to the success of the President's Initiative on Race. In communities throughout the country, people are working to bridge racial divides and to create equal opportunity for all. The Race Initiative staff is identifying and creating a compilation of these efforts, named "promising practices," so that others may participate in them or replicate them in their own communities, schools, businesses and religious organizations. These promising practices have been highlighted on the Website, at the President's Akron Town Meeting and Advisory Board Meetings.
- 4) Recruit Leaders.** The President is reaching out to leaders in several areas of American life with a special emphasis on recruiting youth, education, religious and business leaders. "One America" leaders are those people who take up the President's call by organizing efforts in their communities or professions. Through their leadership, the President's Initiative on Race will reach communities throughout the nation.
- 5) Focus On The Youth Of America.** The initiative has a special focus on youth. As our nation becomes more integrated in this era of global diversity, we need the active engagement of our nation's young people, because they will eventually lead this new America.
- 6) Advisory Board.** The President appointed a small, diverse group that will advise and assist him in outreach efforts and consultations with experts. They were chosen based on their outstanding leadership on this issue and their contributions to America's ongoing dialogue about race and reconciliation.
- 7) Deliver A Report from the President.** The President will issue a report in which he will: 1) present his vision of One America, including an assessment of the growing diversity of our nation; 2) reflect the work that has occurred during the initiative; and 3) provide recommendations and solutions that enable individuals, communities, businesses, public and private organizations and government at all levels to address difficult issues and build on our best possibilities.

CONTEXT

When we consider investing our scarce resources in any event or project, we need to see if they meet a few requirements, and we need to stop working on things that do NOT meet this criteria:

- Must speak to entire nation (it breaks through)
- Must be multi-racial (beyond the black-white paradigm)
- Must help the problem (be constructive)

GOAL LINE

At the end of the year, we will have brought people together to do two basic things: 1) candidly deal with the issue; and 2) constructively act. Each of the following activities will have moved us forward in these areas:

- **Government Policies:** The federal government will have acted in a number of issues that build *community*, support personal *responsibility*, and create *opportunity* for all Americans (e.g., health disparities, Hispanic ed, ed emp zones).
- **Leadership:** We will have found thousands of leaders who committed to doing something during the year and will continue to do something after the year.
 - Community leaders
 - numbers dialogue
 - Religious leaders
 - Corporate leaders
 - Cable idea
 - Stars idea
 - More Big 3 stuff
 - Effort logo/symbol
 - Educational leaders
 - Government - Congress, Governors, Local officials
- **Dialogue:** We will have hosted and stimulated thousands of discussions around the nation. These dialogues will elevate the interest and identify the obstacles we face and the solutions to overcoming those obstacles.
 - 3 Major Presidential Speeches
 - Why is One America Important
 - What does One America mean; Race as Patriotism
 - 4 Town Hall Meetings
 - Through our leaders and Presidential town halls, we encouraged X of town hall meetings to address the issues

Talked to and heard from 100 million Americans through:

- web
- Advisory Board
- President, Vice President, First Lady
- One America Conversations on Race

- **Promising Practices**

We identified 1000 promising practices that highlight Americans that are involved and encourage others to get involved.

- **Presidential Report**

Presidential Report that is a user manual

- study
- promising practices
- discussion of tough issues
- POTUS vision of One America

- **Youth**

In all of our activities (leaders, town halls, promising practices), we will have made a special effort to engage and encourage *youth role* in the initiative in order to establish the foundation for long-term, enduring progress.

OTHER

- **Roles**

- What do we want from the Cabinet?
- What is success for the Board?
- How do we involve the First lady and VPOTUS
- Edley, Harris

NEXT STEPS

- **Action agenda for now until Jan 20**

Race town hall
Youth initiative launch
PSA
SBA announcement
Race Board meeting
Emancipation Proclamation Day
Corp America
Cable Block
Religious Leaders
Conversations That Bring Us Together
Policy Announcements
Hispanic education

Health care
Chaka Fattah
SBA announcement
EEOC enforcement initiative
ERP Chapter

Other Ideas:

Need an elite media strategy. What is its objective?

Need to lay out the game plan for the year.

Conservatives

Media

Getting POTUS involved (dinners, meeting with Ad Bd sub-group)

New Talkers

Reconciliation Fund to promote projects

Unity Day (like AIDS walk, Race for the Cure)

Race initiative - general

Rona/Talie

THE WHITE HOUSE
WASHINGTON

'97 NOV 3 PM 12:45

November 3, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: SYLVIA MATHEWS ^{shared to both} AND JUDY WINSTON

SUBJECT: President's Initiative on Race

This memo describes events and announcements of particular importance that we will make between this week and the first of the year. After Congress recesses, we would like to meet with you to discuss these goals and activities of the President's Initiative on Race (PIR) and the "President's Report to the American People." Our meeting with you will allow us to discuss these activities and help shape your report.

NOVEMBER

Community Efforts: One of the main components of the PIR is identifying and highlighting successful efforts that bridge the economic and social separation among the races. The goal is to inform people about things that are working so these efforts might be replicated in other communities and so that people are encouraged generally to become involved in the PIR. Through an internal vetting system, we will determine the practices that we should highlight. By November 7, we will place at least ten community efforts on the White House web site. This placement will be the start of regular postings whereby community efforts will be added on a regular basis. By December 3, we hope to have posted at least fifty community efforts. Over the course of the year, the PIR will continue to place community efforts on the web, compile a report of these efforts and seek other distribution sources to provide maximum exposure of the things that are working in communities. We are working with the Communications office to ensure that these efforts receive appropriate media coverage.

The White House Conference on Hate Crimes: A special focus of the PIR will be enforcement of laws. On November 10, you will convene The White House Conference on Hate Crimes, which will focus on the enforcement of laws against hate crimes. The Office of Public Liaison and the Domestic Policy Council are working to bring together a diverse and inclusive group of Americans to discuss and examine proactive solutions to the growing problems of bias-motivated crime. You will host a breakfast reception at the White House and host a panel with the Vice President and several members of the Cabinet at George Washington University. We are working closely with the Justice Department and have developed specific proposals in the area of legislation, law enforcement, community outreach, data collection and education to be announced at the Conference. Specifically, the Attorney General has indicated that she will

statute to include gender, sexual orientation, and disability (currently protection is only offered against hate crimes motivated by bias against a person's race, color, religion or national origin). Senator Kennedy had indicated he would introduce legislation to this effect shortly before or on the day of the Conference. This proposal is expected to require an increase of resources for both the FBI and US Attorney offices. Additionally, DOJ is proposing the establishment of a hate crime task force in each of the federal United States Attorney Offices to coordinate the federal, state and community response to bias crimes. These task forces would be a run by a senior Assistant United States Attorney in each District. Finally, there will be proposals to improve reporting and hate crimes data collection and recommendations for teaching young people not to hate.

Cable Industry: Recently, Bob Johnson sent us a proposal for the cable industry's involvement with the PIR. His proposal has two parts: a cable "road block" and a free-style format. Bob currently has 60 percent of the industry interested, but not yet committed. Bob believes that a Presidential meeting/announcement is the way to ensure that nearly all cable companies participate.

Road Block: Mr. Johnson would like BET to film a town hall meeting with you, the Vice President or the First Lady sometime in February 1997, which is Black History month. The town hall meeting would be broadcast simultaneously on all the other cable channels that have committed to participating. This is what they term a "road block." The benefit of this approach lies in its tremendous reach (e.g., a large audience would see the same show being broadcast at the same time on many different channels).

Free-Style format: During the week of the road block, participating cable stations would also commit to produce and broadcast programming focusing on race-related themes through their particular programming (e.g., Nickelodeon would develop children's programming on race relations and Univision and the Hispanic perspective).

We think that Mr. Johnson's proposal is an excellent opportunity to communicate your message on race to a wide and diverse audience and to provide momentum to our efforts to engage corporate America in the PIR. We recommend pursuing this proposal, which means committing to a meeting between you and cable industry leaders in November.

Corporate America: One of the main PIR goals is to recruit leaders who will make it their priority in a particular area (e.g., community, company, industry, union, etc.) to bridge economic and social separation among the races. By November 30, we will have organized two regional meetings of corporate leaders committed to the PIR. We will have a Cabinet member host the meeting (with an Advisory Board member in attendance) where business leaders will work together to discuss the value of diversity from an economic perspective and share experiences and best practices from the workplace. Through these meetings, we will create a network of leaders who will recruit other corporate and business leaders. The objective is to put in place people and ideas that will continue after this year-long effort.

Religious Leaders: On November 20, you will have a prayer breakfast with religious leaders. The prayer breakfast presents an opportunity to seek the involvement and support of the faith community in the PIR and the participation of an Advisory Board Member, Suzan Johnson Cooke, in your activities. Maria Echaveste will provide a memo with further details on a proposal for this event.

Native Americans & the Arts: The arts are an important way to celebrate our diversity and learn about racial groups. Throughout the year, the PIR will encourage leading arts organizations to join the PIR. On November 5, the First Lady will hold a ceremony marking the East Garden exhibit of sculptures that were created by Native American artists. The tribal leaders of all the artists have been invited and other tribal leaders will attend as well. Earlier on that same day, the First Lady will tour a Native American woman's weaving exhibit at the Museum for Women and the Arts in DC. (November is Native American History month.)

Cabinet Outreach/Activities: An inter-agency working group is meeting monthly to encourage and coordinate Cabinet events, policy and other agency efforts. On November 7, the President's Management Council will meet and discuss how agencies will support the PIR within their agencies (e.g., holding dialogues, reviewing policies). One important effort that will be underway is *At the Table*-type discussions by the Cabinet, Sub-Cabinet and Schedule Cs. (Described below.) Also, a major goal of the Cabinet will be to encourage leaders to engage in their own dialogue and problem-solving activities. In November, Cabinet officials will participate in significant events that help accomplish this goal, including an event with Secretary Babbitt. (Described below.)

At the Table-Type Discussions: Just before Thanksgiving, we will kick off an effort whereby the Cabinet and Sub-Cabinet appointees hold casual round-table discussions on their visits throughout the country, much like the Women's Office *At the Table* effort beginning in your first term. *At the Table*-type discussions will provide a way to engage Cabinet and Sub-Cabinet appointees, promote dialogue in the communities and generate press on the topic of race. Through this effort, local community efforts will be highlighted and community leaders will be identified. A special emphasis on this effort will be made around Thanksgiving, Hannukah and Christmas as people head home for the holidays. The information from the discussions will be compiled into a report for you.

Secretary Babbitt: For example, Secretary Babbitt will serve as Chair of the National Congress of American Indians (NCAI) that is being held in Santa Fe, New Mexico November 16-21, 1997. The meeting will focus on higher education. The NCAI is the largest and most representative Native American gathering of Indian organizations in the country. Over 2000 people will attend, including elected tribal leaders, tribal delegates and federal officials. Members of the Advisory Board and Initiative staff, including Laura Harris, senior adviser to the PIR will also participate.

PIR Website: In November, new features will be added to the PIR website that will make the site more dynamic and engaging, especially in ways that educate the public about our work and help people become actively involved in the PIR. Also, this website will provide the Advisory Board Members with an on-going opportunity to “talk” directly to the entire American public. One Advisory Board Member will be highlighted each week. After this initial period, Board Members will be offered the opportunity to post short letters updating the work and experiences they have had working on the Board. Also, we will add a “Face of America” feature, where we will post concrete, factual information (such as demographic data and research attitudes on race) that our Policy Planning and Research Division believes is important to our education outreach efforts. The information will be updated weekly. A calendar that highlights up-coming PIR-related events also will be added to the website.

Advisory Board Meeting: On November 18, your Advisory Board will hold a meeting at the University of Maryland at College Park, Maryland. The meeting will focus on diversity in higher education. At the meeting, we will announce the Advisory Board’s participation in the Children’s Defense Fund’s (CDF) National Conference. Over 3000 participants representing every state will be at this conference, which will focus on the PIR.

DECEMBER

Hispanic Education Action Plan: At your request, the NEC has developed an action plan to improve educational opportunities for Hispanic Americans. The current draft plan, based on input from the Hispanic Caucus and constituency groups, includes a number of administrative actions that agencies will take, as well as possible targeted investments. In early December, the plan will be released along with a report from a panel of researchers that were named by Secretary Riley last year to look into the Hispanic dropout problem.

Health Disparities: In December, we will make a health policy announcement that addresses racial disparities in six carefully selected areas: infant mortality, breast and cervical cancer, heart disease and stroke, diabetes, AIDS, and immunization. The proposal will include nationwide measures on each of the six health conditions to go into effect in the next two years, as well as intensive five-year pilot projects in thirty communities focused on one or another of the six conditions (e.g., a project on diabetes on an Indian reservation or a project on AIDS in an inner city). The stated aim of the proposal will be to eliminate racial disparities in these six areas by 2010.

Town Hall Meeting: On December 3, you will host a town hall meeting. By November 7, you will receive a memo providing an outline and options for the location of town hall meeting. The purpose of the town hall is to: 1) demonstrate that we can have difficult discussions which lead to constructive results; 2) reach out and engage America’s youth; and 3) generate national and local media attention.

Challenge to Youth: By the town hall meeting, we will have prepared a letter from you that provides a call to action to young Americans across the country. This letter will be a direct challenge to America's youth to participate in the PIR. Attached to this letter will be a "how to" action sheet. The letter will be targeted to community leaders, high school and college leaders, and youth organizations. During the week the letter is released, we recommend that you dedicate your radio address to your call to action to youth. We will use extra measures to ensure that college, hip-hop, and specialty radio stations are targeted for the radio address. In particular, we would like to conduct a White House briefing for members of the media who target young people through their magazines, radio stations and/or newspapers (e.g., Rolling Stone, Latina Essence, Ebony, VIBE, MTV, VH1, Univision, BET Teen Summit, Latina, Vanidades, Moderna, "A," Flip, Source, etc.) Also, by the date the youth letter is released, we will develop a sub-link to the White House website that will be devoted to young Americans titled: "One America: KEEPING IT REAL." As a follow-up to your challenge, we may recommend that the Vice President host an on-line Q&A session. We would solicit questions from the general public. From these questions, we would prepare answers with the Vice President for on-line responses.

Cabinet Outreach/Activities - Inflation-Indexed Savings Bonds: In December, Secretary Rubin will announce the production of a new series of inflation-indexed savings bonds in January. The savings bonds will feature figures representing the diversity of America and American values (e.g., Martin Luther King, Jr., Marion Anderson and Hector Garcia). These portraits will mark the first time that minority portraits appear on US securities.

Cabinet Outreach/Activities - Department of Interior Discussions: Beginning in December 1997, Department of the Interior (DOI) will convene the first of six panel discussions in targeted locations that will focus on the role race has played in our history, its influence on our cultural heritage and DOI's role in educating the public about the nation's history through the National Park System and the many other natural resources that the DOI finds in its trust.

OCTOBER

The following paragraphs describe events and announcements of particular importance that occurred last week.

First Lady Youth Event in Chicago: On October 27, the First Lady led off the first of our youth events at Orchestra Hall in Chicago where she spoke with thirty students in the program, *Facing History and Ourselves*. This program is one of the community efforts we will highlight for the American people. The discussion focused on the impact of her hearing Martin Luther King, Jr. speak there in 1962. *Facing History and Ourselves* is a national educational organization devoted to teaching about the dangers of indifference and the value of civility through history. By providing teachers introductory workshops and extensive follow up programs throughout the year, *Facing History* offers strategies to teachers for discussing sensitive issues. The program reaches an estimated 900,000 students, including 65,000 in Chicago. The program is also a model public/private partnership that is funded by a combination of individual, foundation and government grants.

Cabinet Outreach/Activities - Attorney General Reno: On October 27 and 28, the Governor of North Carolina, James Hunt, Jr., hosted a conference on racial reconciliation. The conference originated from a federal program that set aside funds for thirteen southern states that experienced church arsons in 1996. On October 27, Attorney General Reno and Dr. John Hope Franklin addressed the conference and highlighted the PIR and the importance of the Justice Department's work to enforce the nation's civil rights laws, particularly those laws against hate crimes. On October 27, the Attorney General also addressed the International Association of Chiefs of Police in Orlando, Florida, where she told them that "nobody can contribute more [to racial healing] than a good, sensitive, fair and firm police officer." (See attached *USA Today* article.)

Cabinet Outreach/Activities - Secretary Glickman: On October 27, Secretary Glickman gave the keynote address at the Hispanic Association of Colleges and Universities' (HACU) 11th Annual Conference in San Antonio, Texas. HACU represents more than 200 accredited colleges and universities that collectively enroll two out of three Hispanic Americans attending college in this country. Also, on October 27, Secretary Glickman addressed the 11th Annual Indian Agricultural Symposium hosted by the Intertribal Agriculture Council in Chandler, Arizona. The Intertribal Agricultural Council is chartered by 84 tribes with a membership that represents 80 percent of all acres owned by Indians and Indian tribes in the US. In November, we will attempt to place news stories that describe Secretary Glickman's efforts to reform the Agriculture Department.

Reno: Cops in lead of race healing



By Peter Cosgrove, AP

Reno: 'Nobody can contribute more than a good...police officer.'

Attorney General Janet Reno told the largest international organization of police chiefs that police departments were at the vanguard of racial healing in the United States.

"Nobody can contribute more than a good, sensitive, fair and firm police officer," Reno told members of the International Association of Chiefs of Police in Orlando. Reno also received a standing ovation from the chiefs when she repeated her pledge to follow the letter of the law in investigating fund-

raising wrongdoing claims at the White House.

About 16,000 officials were expected at the six-day conference. Ninety countries are represented but most attendees are from the United States and Canada.

Written by John Bacon with staff and wire reports.

USA TODAY • TUESDAY, OCTOBER 28, 1997

DRAFT

One America: The President's Initiative on Race

Direction

The President has used **several recent national addresses to call attention to his Initiative on Race**. Those occasions include his remarks to the US Conference of Mayors, the AFL-CIO, the NAACP, and the anniversary of the integration of Little Rock High School.

We know it's going to be hard, and we know we have to do it together. But it is a solemn duty we owe to our young people.

We have to join hands with all of our children to walk into this era, with excellence in education, with real economic opportunity, with an unshakable commitment to one America that leaves no one behind. ... the most important thing is I'm an American. I'm bound together. I'm part of this country. I believe in the Constitution and the Bill of Rights. I have an equal chance.

And we know we have to do certain things that are government policy, but we also know that this is an affair of the mind and the heart, as well. -- from President's NAACP speech

Advisory Board members have **recommended to the President that the work of the Initiative be focused first and foremost on education and economic opportunity**. Furthermore, the board **recommended the Initiative pay special attention to America's youth**.

Study

At its meeting in September, Advisory Board members heard from **experts on demographic trends, on the gap in public perception about the status of minorities in America and best methods for promoting discussions that bring people of different races together**.

Governor Thomas Kean is working with the **Carnegie Corporation** on its effort to fund **research into interracial and interethnic youth relations**, as part of the board's challenge to make the Initiative relevant to America's youth.

Dialogue

In his effort to encourage a national dialogue on the issue of race, over the summer the **President met at the White House with white ethnic leaders as well as leaders from national civil rights organizations**.

Advisory Board members have undertaken both **individual and group efforts to help the President stimulate a nation-wide dialogue**. The activities in which several members have participated include:

- A conversation sponsored by the National Conference that originated in Little Rock, on the occasion of the 40th Anniversary of Little Rock High School, and was linked by satellite to several cities around the country -- in September; and

DRAFT

- The American Council on Education's conference of 1500 educators, during which board members joined with ACE and the Association of American Colleges and Universities in calling for educators to sponsor special projects on race and inclusiveness at college campuses around the country -- in October.

In October, Executive Director Judy Winston participated in the conference of Associated Press Managing Editors, in which she **called on the media to be a resource in fostering racial harmony and to close the racial divide in their own workplaces.**

In November, the President will use a **White House conference** to bring individuals of diverse backgrounds, from around the country, together to plan ways to **end hate crimes.**

December's Presidential Town Hall will provide an opportunity for **President Clinton to talk directly with Americans in the Midwest and across the country about the importance of uniting across racial and ethnic lines** to build one America for the 21st century.

Also in December (??), Advisory Board members (??) will announce the first group of **leaders who have committed to conduct three activities during 1998 that are designed to increase the understanding and respect for differences among people of different backgrounds.**

Solutions/Action

Following the Advisory Board's recommendation that the work of the initiative concentrate on education and economics, the President in July called for a new, **national effort to attract quality teachers to high-poverty communities** by offering scholarships for those who will commit to teach in such communities for three years.

Addressing both the economics of where people can afford to live as well as the educational concern of which schools their children attend, the President in September directed the **Department of Housing and Urban Development literally to double its efforts to fight housing discrimination.** HUD will issue \$15 million in grants to help almost 70 private, non-profit housing groups investigate housing discrimination, provide counseling on home buying and promote fair housing.

Continuing to concentrate on improving economic opportunity, in October SBA Administrator Aida Alvarez set a **goal of \$2.5 billion in new lending to Hispanic-owned businesses over the next three years.** The SBA will rely on established Hispanic businesses and civic groups, as well as on Spanish-language materials to help attract small Hispanic business owners or potential business owners to SBA's programs.

In (November or December), the Race Initiative will start disseminating, through its web site and numerous other channels, the first set of **practices which have been shown to foster racial harmony in individual communities.** Advisory board members, Cabinet Secretaries, other Administration officials and local leaders will highlight these practices as steps that can form the foundation for activities in communities across the country.

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ONE AMERICA: THE PRESIDENT'S INITIATIVE ON RACE

A Stronger America. The President is leading us through a critical transition to a new era, building a new nation to meet the challenges in the century ahead. ~~His agenda has elements in trade, the post-Soviet security framework, getting our fiscal house in order, a domestic investment and renovation strategy spearheaded with education and the environment.~~ America cannot be its best in ~~the new economy and the~~ new era unless it is ~~One America.~~ Building One America is a critical piece of the work we must do to build the future we want for our children. And the greatest obstacles we face in creating One America are the fault ^{lines} of color that in many ways still divide our communities, minds and hearts. *united*

~~As we enter the next century, we face economic and non-economic challenges.~~ By drawing from the strength of every American we strengthen our nation.

- Our rich diversity strengthens our ability to compete and win in the global market place.
- Our diversity makes our unique culture and our nation a richer place to live.
- The cost of a nation divided along ethnic and racial lines is horrific (Bosnia).
- Equal treatment of fellow Americans is a core principle of what defines our nation -- treating others with dignity and respect is part of what it means to be an American.

A Post-Civil Rights Era. The past two decades have been a time of great change, and our nation has entered into a new era with new challenges. Much turns on recognizing the new nature of the challenges. In race, the traditional civil rights agenda of legislative and regulatory attacks on discrimination accomplished a great deal, including a remarkable transformation in civic norms. But times are different now, and we must move forward in a context much changed from the 1960s. The demographics of race move us beyond the black-white paradigm. ~~The competitive global economy attaches higher costs to misfires in America's opportunity engine. All of this requires~~ a new and expanded agenda to achieve the racial justice required for One America. *We need*

This is not about integration in the old sense, nor about anti-discrimination law enforcement alone. This initiative is about a broader goal of opportunity and responsibility, reaching every American. Achieving that goal requires all Americans to face the age-old problems of interethnic hostility, suspicion, and rivalry based on color, which is particularly as compounded by class. The challenge is great, but we must meet it to forge the social compact for the New Economy. We must do this for One America that is just.

The Goal of One America. The President's powerful and important vision for One America is to create a nation in which diverse citizens can recognize, respect, and celebrate their differences, yet can live and work and join together as one community and one nation. His vision rejects the extremist assimilationist/"melting-pot" and the "identity politics" models that seek to deny the rich diversity of our differences or require that the differences divide us. By embracing our diversity as a source of strength, our cultural lives will be enriched, and our ability to compete and win in the global market place will be enhanced.

The Advisory Board. The President has asked seven distinguished Americans of diverse backgrounds and talents to reach out to the nation and give him their counsel. The Advisory Board is chaired by Professor John Hope Franklin and its members include Linda Chavez-Thompson, Suzan D. Johnson Cook, Thomas H. Kean, Angela E. Oh, Robert Thomas and William F. Winter. Based on the advice of his Advisory Board, the President is focusing the policy efforts on educational and economic opportunity. The Board also recommended that the President place a special emphasis on reaching the youth of America, in order to establish the foundation for long-term, enduring progress.

The Course. This President's vision is extremely ambitious and cannot be achieved in one year. However, through his Initiative on Race, the President intends to set the nation on a course, leading us in the right direction for achieving One America for the 21st century. Throughout his presidency, President Clinton has worked to promote opportunity, responsibility, and community for all Americans. By building on these themes, expressing his vision for One America and listening to the views of Americans from around the country, President Clinton intends to put the mechanisms in place to help us achieve the promise of *one nation, undivided, with liberty and justice for all*. Through Action, Dialogue, and Study, the President's Initiative on Race will help chart our course toward achieving the President's vision.

Action: The President and the Race Initiative are identifying and developing policy initiatives that will build *community*, support personal *responsibility*, and create *opportunity* for all Americans. In addition to policy actions undertaken directly by the federal government, the Race Initiative seeks to identify and foster the successful state and local government programs, as well as the private, non-governmental activities, that are already working to achieve the President's vision. Taking the recommendation of the Advisory Board, the primary focus of our policy action will be to enhance educational and economic opportunity, as well as to support the efforts of Americans who are currently working to bridge racial divides. Also, because discrimination is still an unfortunate reality for too many of our citizens, the President will ensure that our civil rights laws are strictly enforced.

- **Providing quality educational opportunity to all.** On July 17, 1997, in an address before the National Association for the Advancement of Colored People, President Clinton announced a \$350 million proposal to attract talented people of all backgrounds to teaching at low-income schools and to improve the quality of training and preparation of America's future teachers. This new initiative will help bring nearly 35,000 outstanding new teachers into high-poverty schools in urban and rural areas over the next five years.
- **Enforcing the nation's laws and preventing housing discrimination.** President Clinton has directed Housing and Urban Development Secretary Andrew Cuomo to lead the federal effort to crack down on housing discrimination. On September 30, 1997, Secretary Cuomo announced that HUD will double the number of civil rights enforcement actions by the year 2000. Secretary Cuomo also announced that \$15 million dollars was being given to 67 fair housing centers around the country to assist in combating housing discrimination this year. Since the September 30 announcement,

HUD has initiated ___ new enforcement actions in ___ states, including one against a West Virginia couple who allegedly threatened a black family with a knife and gun, and intimidated the family by hanging plastic ducks, painted black, to a cross on the family's property. *[Correct information is expected from HUD today.]*

- **Promising Practices.** Community efforts are crucial to the success of the President's Initiative on Race. In communities throughout the country, people are working to bridge racial divides and to create equal opportunity for all. Recognizing that long-term progress depends upon the efforts of citizens, the Race Initiative is identifying and creating a compilation of descriptions of efforts deemed "Promising Practices," so that others may participate in them, or replicate them in their own communities, schools, businesses, and religious organizations. Thus far, 14 Promising Practices have been highlighted on the Race Initiative's Web site, and there will be at least 40 highlighted by the President's Town Hall on Race on December 3. As more practices are identified, they will be featured on the Race Initiative's Web site, discussed by Advisory Board members during their travels around the country, and included in the President's Final Report.
- **Corporate Leadership.** In a landmark achievement, the Small Business Administration (SBA) has reached an agreement with the "Big Three" U.S. automakers that will increase subcontract awards to disadvantaged and minority small businesses by nearly \$3 billion over the next three years -- a 50% increase over current levels. This unique public-private partnership marks the first time a major industry group has engaged in a cooperative effort with the SBA to increase private sector opportunities for small, disadvantaged business.
- **Recruiting leaders.** Throughout the year, the President will seek the active engagement of leaders in several sectors to support and advance the goals of the Race Initiative. Identifying leaders to help carry out the President's vision will provide both breadth and depth to the Initiative and ensure that the effort continues beyond this year. Leaders from various sectors will be identified throughout the country, with a special emphasis on recruiting leaders from three areas: education, religion and corporate America. Already, hundreds of university and college presidents have agreed to foster dialogue and engage their campus communities in our effort. A group of corporate leaders has started working to engage the business community, and the faith community is exploring ways in which it can continue this important effort beyond this year. Most importantly, the President seeks the active involvement of youth leaders throughout the country so that the President vision can be realized and maintained throughout the 21st century.
- **Focus on Youth.** The 21st century belongs to the youth of today. Throughout the year, the President and the Race Initiative will aggressively seek the active participation of America's youth in achieving the President's vision for One America in the 21st century. By engaging youth -- soliciting their ideas and recruiting youth leaders -- we hope to ensure that the important new direction we take this year will lead to long-lasting and permanent change through their stewardship of America's future.

- **The President's Report to the Nation.** *[I am awaiting Chris's input.]* In addition to his ongoing leadership in this effort throughout the year, President Clinton will issue a Report to the nation that will serve as a useful resource book on race, and provide a road map for creating One America in the 21st century. His report will capture his vision for One America and will include significant facts pertaining to race, some of the most effective promising practices, a report on the status of the nation's dialogue on race, and more. The President's Report will help guide the nation toward achieving the high ideals to which it aspires.

Dialogue: Throughout the year, we are engaging the nation in a discussion on our values, our communities, and ourselves: *What unites us? What divides us? How can we build bridges of understanding between America's diverse racial communities?* By creating genuine and honest dialogue between and within communities, we hope to understand what obstacles we face, and, more importantly, successful ways in which we can overcome these obstacles to come together as One America.

- **Presidential Leadership.** The President is reaching out to many groups -- including youth groups, white ethnic groups, racial minorities, and others -- to share his vision of One America, as well as to listen to their ideas and concerns.
 - Race Town Hall: On December 3, the President will host a Town Hall meeting in Akron, Ohio, to engage young people and others in a discussion about race in America, the values that unite us, and the obstacles we have to overcome.
 - Hate Crimes Conference: On November 10, the President and Attorney General Janet Reno hosted the first-ever White House Conference on Hate Crimes, which featured many experts and law enforcement officers from around the country. The President announced significant law enforcement and prevention initiatives to get tough on hate crimes.
- **Conversation with the Nation.** The members of the Advisory Board and the executive director have spoken with over 100 audiences, amounting to more than 10,000 people. These meetings provide an opportunity for the Board members to share the President's vision of One America as well as to receive the input of Americans of all races on the areas in which we have established common ground and on the obstacles that we must continue to strive to overcome.
- **Listening to the Nation.** In addition to the feedback received by Advisory Board members, the Race Initiative is establishing *One America: Conversations that Bring Us Together* -- which are actual conversations hosted by Presidential appointees around the country to solicit the views of Americans on how we can achieve One America. Further, through the Race Initiative Web site and letters, Americans are providing their advice on how we can move forward together.

Study: Throughout the year, and through a variety of vehicles, we will seek to educate Americans on the facts on race. Together with the Council of Economic Advisors and leading experts from the statistical agencies, the Race Initiative will compile and publish relevant factual indicators on the status and relevance of race in America. By next spring, a comprehensive resource book will be published and much of the information will be included in and inform the President's Final Report. In the interim, facts and information will be posted on the Race Initiative's Web site (www.whitehouse.gov/Initiatives/OneAmerica) and discussed during Advisory Board meetings.

For more information about the President's Initiative on Race, please call (202) 395-1010, or write: One America: The President's Initiative on Race, The New Executive Office Building, Washington, DC 20503. You can also visit our Web site at www.whitehouse.gov/Initiatives/OneAmerica, or e-mail us at: OneAmerica@whitehouse.gov.

Race initiative - generally

THE WHITE HOUSE
WASHINGTON

November 19, 1997

TO: DISTRIBUTION LIST
FROM: ANN LEWIS *of AFL*
SUBJECT: RACE INITIATIVE

The Advisory Board of the President's Initiative on Race meets today at the University of Maryland. Their meeting and other events taking place this week illustrate the current level of activity around the Initiative: a meeting of religious leaders planning outreach within and by the religious community; a major speech by Secretary Babbitt commemorating Lincoln's Gettysburg address; a briefing for the minority community on environmental policy, and Administration presence at a national meeting of American Indians -- all in one week.

This list is an example of how the Initiative is working in practice: beyond the President's speeches and other well publicized events, there is a daily agenda of activities.

The religious leaders outreach is working to build an ever increasing number of leaders participating in a dialogue about race, and is agreeing to bring that dialogue to their own communities (a similar project is underway among business leaders.)

In addition to representing the President at events around the country, the Advisory Board is gathering information about data and policy options, with an emphasis on education and economic opportunity.

The Babbitt speech, environmental briefing, and the American Indians meeting, are examples of how the importance of racial diversity and inclusion are built into our communications and policy processes; speaking with more and more Americans about the issues that matter in their lives.

You might also note that many of these activities, including the emphasis on recruiting leaders, represent suggestions that we received in the early months of the PIR. There is a time line here, as in similar projects: early months are about meeting with, hearing from wide variety of people with their own ideas, suggestions, best practices, etc; now we're into the working, "sleeves rolled up" stage. The December 3 Town Hall signals the next public phase, with more town halls and public events to follow, and, of course, the recommendations and information received will be used in deciding on further policy options (like those on teacher recruitment and housing discrimination already announced) and in producing the President's Report.

More information about the individual events follows:

Advisory Board Meeting.

The President's Race Advisory Board will meet on Wednesday November 19, 1997 at the University of Maryland, College Park, to discuss issues of higher education, including the value of diversity.

Religious Leaders Outreach.

Following the President's breakfast with religious leaders (note: this is an annual event) Reverend Susan Johnson Cook of the Advisory Board will meet with a group of religious leaders who are actively working towards racial reconciliation in their communities to discuss further ideas for leadership by the faith community.

Briefing on Minorities and the Environment.

Top Administration officials will lead a briefing on a range of environmental issues including superfund, toxics, climate change and environmental justice. EPA Administrator Carol Browner, Chair of the Council on Environmental Quality Kathleen McGinty, and head of the President's Council on Sustainable Development Diane Dillon Ridgely will update this minority audience on these issues.

Speech by Secretary Babbitt.

Today Secretary Bruce Babbitt will speak at Gettysburg, PA to celebrate the 134th commemoration of President Lincoln's Gettysburg Address. He will discuss how the Race Initiative seeks to meet the challenges of freedom and equality for every citizen that Lincoln set forth in his address.

National Congress of American Indians.

Members of the Administration, including Assistant to the President Mickey Ibarra and members of the Race Advisory Board, will be attending this meeting of 2500 American Indians in Santa Fe, New Mexico.

Podesta	Reed
Mathews	Rodd
C Smith	Verder
Emanuel	Waldman
Sosnik	Barnes
Beyala	Moore, M
Tobe	Marshall, T
McLerrin	Jonanda
Echaveste	
Kojan	
Spelling	

THE WHITE HOUSE

WASHINGTON

November 6, 1997

THE PRESIDENT HAS SEEN

11-12-97

Copied
Mathews
Winston
COS
Kagun

MEMORANDUM FOR THE PRESIDENT

FROM: SYLVIA MATHEWS AND JUDY WINSTON

SUBJECT: Events and Activities of President's Initiative on Race

This memo describes events and announcements of particular importance that will take place between November and December.

NOVEMBER

Cable Industry: We are recommending a November meeting to seal the commitment of cable companies who will participate in a cable "road block" and a "free-style format." The road block is a proposal to broadcast a town hall meeting simultaneously on participating cable channels. (This town hall meeting would take place in February.) The free-style format entails enlisting cable stations that will commit to produce and broadcast programming focusing on race-related themes on a particular day or week.

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Health Disparities: In December, we will announce a health policy that seeks to eliminate racial disparities in the following six areas by 2010: infant mortality, breast and cervical cancer, heart disease and stroke, diabetes, AIDS, and immunization.

THE WHITE HOUSE
WASHINGTON

**Meeting on One America:
The President's Initiative on Race**

Date: Wednesday, November 12, 1997
Location: Cabinet Room
Time: 9:45 a.m. - 10:45 a.m.
From: Sylvia Mathews and Judith A. Winston

signed for both

I. PURPOSE:

The purpose of this meeting is to discuss several elements of the Race Initiative with you and ensure that we are proceeding in a manner consistent with your thoughts. We have not met with you since before the announcement of the Initiative in June and would like to discuss with you three specific issues: (1) A conceptual framework for the actions and dialogue of the initiative (see attached Edley memo); (2) your December race meeting; and (3) proposed policy actions for the Initiative. Since our time is limited, we did not add November/December Presidential participation and your report to the American people to the agenda. However, we have included attachments to this memo on both of these items for your comment.

Since the last meeting with the Advisory Board we have taken a number of steps to energize the Initiative and are using the weekly report to post you on this progress.

II. BACKGROUND:

See above.

III. PARTICIPANTS:

See attached list.

IV. PRESS PLAN:

Closed press.

V. REMARKS:

None required.

VI. ATTACHMENTS:

Meeting Participants

Agenda

Memorandum on Context "Framing the Race Initiative" and Outline of the President's Report

Memorandum December Race Meeting

Memorandum on Proposed Policy Initiatives

Memorandum on Events and Activities of President's Race Initiative

Race Initiative Meeting Participants

Vice President Gore
Beverly Barnes
Paul Begala
Sidney Blumenthal
Erskine Bowles
Maria Echaveste
Christopher Edley
Rahm Emanuel
Claire Gonzales
Elena Kagan
Ann Lewis
Susan Liss
Lin Liu
Joe Lockhart
Sylvia Mathews
Cheryl Mills
Minyon Moore
Bob Nash
John Podesta
Frank Raines
Bruce Reed
Peter Rundlet
Doug Sosnik
Gene Sperling
Michael Waldman
Michael Wenger
Judith Winston
Melanne Vermeer

AGENDA

- I. **Discussion of Conceptual Framework** - 2 minute presentation by Chris Edley.
Discussion.
- II. **Discussion of December Race Meeting** - 5 minute presentation by Ann Lewis.
Discussion.
- III. **Discussion of Proposed Policy Initiatives** - 8 minute presentation by Bruce Reed, Gene Sperling, Elena Kagan.
Discussion.

HARVARD LAW SCHOOL

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CHRISTOPHER F. EDLEY, JR.
Professor of Law



GRISWOLD HALL 405
(617) 495-1614
FAX: (617) 496-5156
edley@law.harvard.edu

11/6/97

MEMORANDUM FOR THE PRESIDENT

Through: Erskine Bowles
Sylvia Mathews

From: Christopher Edley, Jr. *CEJ*

Re: Framing the Race Initiative

Sylvia asked me to attempt a summary of several staff conversations developing a conceptual framework for the Race Initiative and, ultimately, your Report to the American People early next winter. This memorandum reflects the thoughts and work of several people, including Sylvia, Sid Blumenthal, Michael Waldman, Elena Kagan, Maria Echaveste, Minyon Moore and Judy Winston.

Themes, as related to your presidency: You are leading us through a critical transition to a new era, building a new nation to meet the challenges in the century ahead. Your agenda has elements in trade, the post-Soviet security framework, getting our fiscal house in order, a domestic investment and renovation strategy spearheaded with education and the environment, and so forth. *The "identity-and-community" element of this agenda is One America.*

We can't be our best in the new economy and the new era unless we are One America. It is one piece of the work we must do to build the future we want for our children. And the greatest obstacles we face in creating One America are the fault lines of color that in many ways still divide our communities, minds and hearts. Hence, your Race Initiative.

As in other areas of your policy leadership, much turns on recognizing the new nature of the challenges. In race, the traditional civil rights agenda of legislative and regulatory attacks on discrimination accomplished a great deal, including a remarkable transformation in civic norms. But then we stalled. And now we must move forward, and do so in a context much changed from the 1960s. The demographics of race move us beyond the black-white paradigm. The competitive global economy attaches higher costs to misfires in America's opportunity engine. All of this requires a new and expanded agenda to achieve the racial justice required for One America. That agenda, while continuing necessary elements of our present work, must be multifaceted. It is largely about opportunity and responsibility for all, including an opportunity agenda for the underclass. But, of immediate importance to the Race Initiative, we cannot move forward without addressing the *separation and exclusion* that weaken us.

This is not about integration in the old sense, nor about antidiscrimination law enforcement alone. You have framed a broader goal of opportunity and responsibility, reaching every American. Achieving that goal requires us to face the age-old problems of inter-ethnic hostility, suspicion, and rivalry based on color, particularly as compounded by class. We must do this to forge the social compact for the New Economy. We must do this for One America that is just.

Content of the Race Initiative itself: In so far as possible, the above themes should both inform and be propelled by all the speeches, Advisory Board meetings, public events, outreach activities and policy announcements associated with the Initiative. The themes are both spine and connective tissue, providing shape and coherence.

Beyond that, in a procedural sense the initiative has two tracks:

- **Dialog:** Measures to engage the nation on the plane of values and understanding: *What unites us? What divides us? How can we build bridges of understanding and community across lines of color and class?*
- **Action:** The policy initiatives -- both public and private -- that will build community, create opportunity, encourage people to take responsibility, and close the racial divide. This culminates in your workplan for the nation, moving toward One America.

Each event or task within the initiative should support one of these two tracks, and each track is critical. The policy track is largely how social and economic realities change, but the dialog-and-values track creates the moral and political foundation for the bold policy measures needed for so difficult a challenge.

Your report: Attached is a notional table of contents for your report. We will build the report based on the work of White House staff, the Initiative staff, and the Advisory Board, together with your speeches and whatever substantive discussions with you the schedule permits. Moreover, the outline should help us set priorities for the work of the Initiative.

Your report can have enduring significance if it communicates your vision of One America in the 21st century, provides background information and motivation for that vision, models how we can constructively engage one another to bridge differences on hard questions, and offers a workplan for the nation based on promising practices and policies identified over the course of this year.

Because of Friday's tight agenda, the report will be the focus of a future meeting. Meanwhile, we welcome any reactions.

THE PRESIDENT'S REPORT

— draft outline —

Introduction: One America in the 21st Century

- the core themes and vision, in summary (more detail in chapter 4, below)
- personal context
- some highlights of the report
- appreciation to the Advisory Board, and the many people throughout the nation who responded to the call to engage in a national conversation on race

1. Where is America on race, and where are we going? (Excerpting from detailed supporting volumes)

- demographic history and trends
- disparities, socioeconomic indicators, economic mobility, opportunity measures
- discrimination: authoritative data using various methodologies—How much discrimination is there?
- intergroup relations: how integrated are our lives, how have attitudes and stereotypes changed, etc.

2. Policy and racial justice

- what we know about the effects of key public policies and private practices on the state of racial justice today
- the effects of race on our civic discourse: how race poisons politics and policymaking, overtly or subtly; examples of how *not* to address issues of opportunity, responsibility and community

3. Vision: Bill Clinton's vision of racial and ethnic justice in the 21st century, and why it is preferable to competing visions

- seeking clarity about our value commitments and ambitions for One America
- this pivotal section is an elaboration of the framework sketched in speeches and in the introduction to this Report

4. Wrestling lessons: What vexes us, and constructive engagement of our differences

- “modeling” how we can face up to some of the hardest questions dividing us in an honest and constructive way (list to be developed)
- applying the values and vision to address a few major issues (list to be developed); use and make reference to essays contributed on this topic by

thoughtful people from a range of perspectives, under auspices of the Advisory Board

5. Promising practices: examples of public and private efforts to promote racial reconciliation and racial justice, and some counterexamples of destructive practices

- criteria for making these judgments
- examples from different sectors: government, business, the media, the faith community, education, nonprofit sector, etc. (Excerpting from detailed backup volume and web site.)
- establishing an ongoing program to recognize and replicate promising practices

6. A workplan for the nation over the next decade

- policy prescriptions building on the preceding sections, including action items for governments at all levels
- practice prescriptions for private, voluntary, community and personal actions
- leadership—call to action, recruiting a cadre of leaders from all sectors who will dedicate themselves to learning, teaching and practicing the difficult tasks of building One America for the 21st century

**

Notes:

- a) The Core Group will refine this preliminary outline iteratively, developing detail and wrestling with the many difficulties it suggests.
- b) The policy time frame is long – a decade or more; this is grander than the budget and legislative agenda for one or two years.
- c) Occasional meetings, as appropriate, with the President and Vice President.
- d) Discrete supporting tasks will be executed by the Initiative Staff, the Advisory Board, White House policy councils, agencies, *and outside experts and friends.*
- e) The developing effort on the Report will inform work on speeches and events.
- f) Report will be issued in early January 1998, as the last Congress of the 20th century begins work.

THE WHITE HOUSE
WASHINGTON

November 11, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
ELENA KAGAN

SUBJECT: RACE POLICY INITIATIVES

A few weeks ago, we sent you a list of policy ideas that could be announced over the next six months as part of the race initiative. We are attaching that list to this memo. It is worth noting again that none of these ideas has gone through the budget process, and some are more fully developed than others. We are continuing work on these policy ideas and will discuss some of them at the meeting tomorrow.

In a recent article, William Julius Wilson wrote: "The country's deep racial divisions certainly should not be underestimated, but the unremitting emphasis on these gaps has obscured the fact that African-Americans, whites, and other ethnic groups share many concerns, are beset by many similar problems, and have important values, aspirations, and hopes in common. . . . A new democratic vision . . . must find issues and programs that concern families of all racial and ethnic groups, so that individuals in these groups can honestly perceive mutual interests and join in a multiracial coalition to move America forward."

We believe the central focus of the race initiative should be a race-neutral opportunity agenda that reflects these common values and aspirations. Of course, there is still a need for strong civil rights enforcement, narrowly tailored affirmative action programs, and certain other kinds of targeted initiatives (see, for example, the health initiative described in the attached memo). But the best hope for improving race relations and reducing racial disparities over the long term is a set of policies that expand opportunity across race lines and, in doing so, force the recognition of shared interests. These policies -- for example, education opportunity zones, university-school mentoring programs, housing vouchers, and community policing and prosecuting initiatives -- address the concerns of working people of all races, at the same time as they provide especial benefits to racial minorities.

We think you should state explicitly throughout the year that this kind of agenda is the best way to achieve racial progress -- to reduce racial inequalities and bridge racial divides. Expanding opportunity for all Americans has been the clear mission of your Presidency, and it should be the clear mission of your race initiative.

THE WHITE HOUSE
WASHINGTON

October 18, 1997

MR. PRESIDENT:

Please note that many of these proposals are still in the formative stage.

Phil Caplan

THE PRESIDENT HAS SEEN
10-21-97

Copied
Reed
Kagan
COS

Blue

I like them very much and would like to meet up with you in person + return the visit to let them soon to discuss them + a couple of specific dialogues such as on school/workplace

Alexis
Maria

Race Initiative Policy Proposals

Education

✓ Teaching Initiative -- Previously announced proposal to prepare and recruit teachers for high-poverty urban and rural communities.

✓
||| Urban Education Initiative -- Select 15-20 urban school districts as Education Opportunity Zones, which would receive additional monies for implementing a program of standards-based school reform, including measures to promote public school choice, end social promotions, remove bad teachers, and reconstitute failing schools. The Department of Education has requested \$320 million for FY 99 for this program.

✓ School Construction Proposal -- Support our own proposal from last year; the Daschle-Gephardt bill; or an alternative approach.

Teaching Initiative

College/School Partnerships -- Propose a grant program to promote strong partnerships between colleges and high-poverty middle and high schools. Through these partnerships, colleges would encourage students to take demanding courses, while providing academic enrichment and intensive mentoring, tutoring, and other support services. The Department of Education has requested \$200 million for FY 99 for this initiative.

✓ Communications Strategy for Maintaining Diversity in Higher Education -- Issue departmental report and give speech or town hall on the value of diversity in higher education; identify and highlight effective outreach and recruitment efforts in report and/or speech; invite educational leaders to White House to discuss the importance of the issue. Do not become Admissions Dean-in-Chief (i.e., do not recommend or endorse particular admissions criteria or strategies).

College/School Partnerships

Attacking Racial Separation Within Schools -- Department of Education report on best practices for helping students reach across racial barriers; grants to support model projects.

Economic Empowerment

Work through Congress

✓
|| Empowerment Zones, Round 2 -- Announce the Second Round Empowerment Zones designees. (There is some interagency dispute about the timing of this proposal, given our inability to come up with grant money to complement the tax incentives.)

✓
Y4 Housing Portability -- Announce package of proposals including expanding the home ownership voucher program, encouraging the use of exception rents to open suburban housing markets, eliminating obstacles to portability of Section 8 vouchers, and reducing mortgage denial rates for minorities by working with mortgage and real estate industry.

✓ Fair Lending Initiative -- Announce initiative that might include an examination of

✓ certain lending practices on minorities' access to capital, measures to improve the collection and analysis of data on loan denials, and increased resources for testing and enforcement (see below).

✓ Transportation Infrastructure Development -- Propose tax reforms to stimulate spinoff development from transit projects and aid development of urban intercity bus facilities.

✓ Assisting the Unbanked -- Announce the electronic funds transfer regulation, which may bring up to 10 million individuals into the banking system.

Health

✓ Initiative to Reduce Health Disparities -- Adopt multi-faceted program, largely focused on education and outreach, to reduce racial disparities in heart disease and stroke; breast, cervical, and other cancer; diabetes; infant mortality; AIDS; and immunizations. HHS, OMB, and Chris Jennings are in the midst of developing cost estimates for this initiative.

Crime

✓ Community Policing Initiative -- Target funds from the COPS program to hire new police officers and support community organizations in underprotected high-crime, largely minority neighborhoods (e.g., public housing communities); also use COPS money to promote diversity training for police and establish citizen academies to help community residents understand police procedures; promote minority recruitment in law enforcement through existing grant program.

✓ Community Prosecuting Initiative -- Develop an initiative to give communities an incentive to experiment with community prosecution, which applies the principles of community policing -- neighborhood involvement and a focus on problem solving and prevention -- to this aspect of the criminal justice system.

✓ At-Risk Youth Prevention Efforts -- Devote \$75 million currently in CJS appropriations bill, which we proposed as part of the President's juvenile crime strategy, to targeted programs for at-risk and minority youth (convince DOJ to drop plans for distributing funds by formula); launch a new fight to get crime bill prevention programs funded in next year's budget process.

✓ Indian Country Law Enforcement Initiative -- In line with recommendations of Departments of Justice and Interior (due on October 31), transfer law enforcement authority from BIA to Justice and seek increased law enforcement resources specifically designated for Indian Country.

Civil Rights Enforcement

✓ Enhanced Enforcement Initiative -- Request additional funds for civil rights enforcement,

THE PRESIDENT HAS SEEN

10-21-97


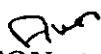
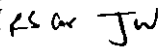
✓ tied to programmatic changes to improve coordination among federal government's civil rights offices, speed resolution of claims, and reduce backlog of cases. This initiative probably will focus on the EEOC. DPC, OMB, and other offices are currently working on cost estimates.

Hate Crimes Initiative -- Announce a package of proposals at the November 10 hate crimes conference, including measures to enhance enforcement of hate crimes laws, improve collection of statistics, initiate educational activities, and amend the current federal hate crimes statute.

THE WHITE HOUSE
WASHINGTON

November 9, 1997

MEMORANDUM TO THE PRESIDENT

FROM: SYLVIA MATHEWS 
ANN LEWIS 
JUDY WINSTON 
SUBJECT: DECEMBER 3 RACE EVENT

As part of your commitment to lead a national dialogue on race, you will be holding a public meeting in a university setting on December 3. At this event we hope to highlight, through discussion with young people familiar with a racial incident in their community, how we are and can become One America, as well as the obstacles that inhibit our progress.

Additionally, to create focus and make news around the public meeting, we hope to launch the **Youth Outreach** phase of the Initiative just before December 3. We are working with the Ad Council and the Leadership Council for Civil Rights to create a public service announcement targeted to young people ages 17-22 which can be released on or just before this date, and which may include an appropriate star or celebrity. We would also release a letter, with a call to action, from you and Dr. Franklin, to 40,000 young people, community leaders, high school and college leaders, and youth organizations. Additionally, we would hold a White House briefing for youth-targeted media, such as VIBE, Rolling Stone, Details, MTV, VH1, BET, Univision, Latina Essence, etc.; and perhaps a radio address on the same topic during the week.

Format: This memo provides two options for the December 3 event. Both options employ a college or university setting, a roundtable conversation on stage, and an audience that is at least half students and young people. Both build discussion around an actual incident in the community that provides an example of the obstacles to One America -- such as stereotypes about group behavior -- in conjunction with community based efforts to bring people together. Both are designed to last about 90 minutes.

Symposium, Option # 1: You would lead a discussion among several authors, students and young people, and some community leaders. The authors, who have recently published books on race and who reflect a range of views (see attached New York Times article for examples) would talk about their experience and findings. The young people and community leaders would respond with a discussion of their own experiences, including their reaction to local racial incidents, their efforts to achieve a community working together, the obstacles they have encountered and their hopes for the future. Participation by the larger audience, including

questions directed to you or other discussants, could be added in the final fifteen minutes.

Pros:

- This would be a more “thoughtful ” format than the standard town hall;
- The mix of opinions, beginning with the authors, would add to the interest and credibility of the event;
- The press would not see this as just “more of the same” and would likely give it more attention;
- The exchange of opinions makes it more likely that other people will be interested in continuing this conversation in their own schools and in the workplace.

Cons:

- The author may express strong opinions which could lead to a more argumentative conversation.
- We will have to work to include a diverse range of authors so that the discussion is not just black and white;
- Young people may not become engaged if the authors and others seem to dominate the discussion;
- The authors may be seen as representing the past, not the future, or as being too abstract.

Town Hall Plus, option # 2: You would lead a discussion with a roundtable of 8-10 young people followed by a town hall discussion with the larger audience. Authors would be invited to sit in the audience (or on stage) to be called on as appropriate. You would begin with an overview of the Initiative and your goals for the event, and then have a 20-30 minute conversation with the young people on stage about their experiences, including racial incidents, preconceived notions they might have held, barriers they have encountered and what they have learned. You would then turn to the audience, which would include the authors, to continue the discussion, with questions directed both to you and to the young people on stage. Brief video presentations could bring in a wider range of voices and/or promising practices.

Pros:

- Without the authors, this conversation would clearly be “with” youth rather than “about” youth;
- A greater focus on stories and insights of young people could build a larger, more diverse audience;
- This format enables you to model constructive dialogue in a balance of both small and large settings; option #1 offers the large setting for a shorter time.
- Based on recent events at the White House Hate Crimes Conference, the race related experiences of young people may produce more candid and compelling comments about tough issues.

Cons:

- It is closer to the usual town hall format, which is sometimes seen as less Presidential;
- There is less opportunity for real exchange of views, because more time is spent on random Q & A with the audience;

- Adults could perceive the focus on students as irrelevant to their real world concerns;
- Without authors there is less controversy, which may appear to weaken our willingness to take on tough racial issues.

Members of your senior staff have discussed different formats for this event. Option 1, **Symposium**, is preferred by Sylvia Mathews, Ann Lewis, Rahm Emanuel, and Paul Begala. Judy Winston and members of the PIR staff recommend Option # 2, the **Town Hall Plus**. We will discuss these options with you during the meeting on Wednesday November 12.

THE WHITE HOUSE

WASHINGTON

November 6, 1997

MEMORANDUM FOR THE PRESIDENT

FROM:

SYLVIA MATHEWS AND JUDY WINSTON

SUBJECT:

Events and Activities of President's Initiative on Race

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Race initiative - general

11-12-97

Race Meeting w/ President

a. Town Hall - should be African

Need more than an hour

Discussion by AL of options

BC: Better rule from optio 1;

not have bigger impact for 8.2.

What abt 3 authors/3 young people; then a town mtg.

AG: Get 2 hockey players. Epitaph by Armer Ind. - contribute

Graft this on

BC: Lot's check schedule

① ← order
Inknet - 3 kids; 3 authors; hockey players

then open floor

describing 3 distinct kinds of incidents

all in audience - not separated

f phys. format - like in debate w/ Dole

b. Policy

FOR preemative

GS: Univ. partnerships

BC: easy to hook into AntReads

→ 30th anniv of FIA in April

F. Raines: something on testing

in hunting??

Edley: need better systematic data

on discrimination.

BC: 3 items on list for 80th

but others spread out over the next yr.

Anything on this list of big event to make a defining issue in 88??
- captures pub. imag / but won't get passed.

School construction - commitment to next century's schools.
(10-yr program)

c. Memo re Themes

BC: Have to find things that cut across racial lines -
what unites us / what common interest.

Also: bring everyone to table in a community.

AG: establishing ^{high} mutual respect - establishing a broader understanding ^{cross-cultural} ^{experiences}
- unique contributions of each gp.

more transcending diff

ally

FR: strongly endorse above.

What does it mean to be an American? - vision of what
this means, but not one that's an homogenization.

What kind of public
what kinds of policies -
Pub Policies -
most conducive
to making a
progress.

Chris, Mike, Cynthia, Tom, Tori, Diana -
 We have an internal meeting on
 Friday. Start thinking about
 "non-budgetary policies" and set
 your "clear time lines" in order.
 Elena

October 14, 1997

~~Barbara -
 Did you
 get this?
 Elena~~

MEMORANDUM FOR RACE INITIATIVE WORKING GROUP MEMBERS

FROM: SYLVIA MATHEWS AND JUDITH WINSTON

SUBJECT: Follow-up on Last Friday's Meeting

First of all, we would like to thank you for all your work in preparation for last Friday's meeting with Erskine Bowles and other White House staff. We made a lot of progress over the past few weeks.

At 3:00 p.m., on Thursday, October 23, we will meet again with Erskine. In the meantime, there are a number of follow-up actions to complete in response to last Friday's meeting. Also, there are a number of other items on which we need to follow through to accomplish some near-term goals. The list below details those items which need follow-up.

On Monday, October 20, we will hold a meeting with the team leaders to review our progress on near-term goals and Bowles follow up. This meeting also will help us prepare for the meeting with Erskine next Thursday.

Specific tasks to be completed by the dates indicated:

All Working Groups:

By October 20, each group should further develop their work plans so that clear time lines are established and tasks are assigned. Refined and detailed work plans should be prepared by and brought to the Monday meeting.
 Please bring approximately 30 copies of each work plan to the meeting.

Promising Practices:

By October 20, determine the criteria for reviewing promising practices, and create and implement a process for review and set a realistic deadline for getting practices on the Web: *Susan, Lin, Kevin.*

Dialogue:

By October 20, establish a theme for the first Town Hall meeting, propose a site and mix of attendees: *Ann, Claire, Michael.*

Policy/Enforcement:

By October 23, identify non-budgetary policies that can be announced in the short term: *Elena, Lin.*

Starting this week, include a section on race in the DPC's weekly report to the President: *Elena.*

By October 23, discuss the possibility of creating a cross-cut on race for FY 99 budget: *Elena, Frank, Gene, Judy, and Sylvia.*

Recruiting Leaders:

By October 20, determine the criteria for selecting and vetting leaders and determine specifically the things the leaders will be asked to do: *Maria, Mickey, and Mike.*

Hard Questions/Tough Issues:

By October 17, outline the difficult issues that the President and the Race Initiative will attempt to address: *Chris, Sid.*

Communications:

By October 20, develop talking points on what the Initiative has accomplished to date: *Ann, Claire.*

Outreach:

By October 23, get a structure up and running to engage the corporate sector. Be ready to announce our corporate effort by October 28: *Maria, Mike.*

By October 23, convene a meeting with conservatives/Republicans to get them engaged in the Race Initiative: *Maria, Janet.*

By October 20, touch base with Roger Wilkins: *Maria.*

Cabinet Affairs:

By October 23, meet with Blacks in Government and other groups to identify affirmative measures the Initiative can pursue: *Goody.*

By October 23, develop a plan, process, and structure to pursue the "At the table" idea: *Goody, Michele.*

Miscellaneous:

Starting this week, communicate with the working groups and submit a draft weekly report for the Race Initiative to Judy and Sylvia every Thursday evening: *Jacinta*.

- Refine work plans
Dates etc.
Timelines
Assignment of tasks

Best practices -
1st batch next week
50 by Dec 3

Race Initiative - general

Bruce/Tore -

Have you seen? Pretty exciting stuff. Tore - could you figure out where the Initiative stuff is in the

DRAFT--DRAFT--DRAFT

October 20, 1997

MEMORANDUM FOR THE PRESIDENT

FROM: SYLVIA MATHEWS AND JUDY WINSTON

Fact book mentioned in p. 3?

SUBJECT: President's Initiative on Race

Thanks
Elena

This memo provides events and announcements that we will make over the next 2½ months. Over the past few weeks, Erskine Bowles has convened White House staff and Race Initiative staff in an effort to pull together planning and implementation on concrete actions. In order to carry this out, working groups were established to achieve progress in these specific areas: 1) Policy; 2) Recruiting Leaders / Outreach; 3) Promising Practices; 4) Hard Questions; 5) Dialogue in Communities; 6) Living Report; and 7) Youth.

In the next few weeks, we would like to meet with you to discuss the goals and activities of the race initiative. Our meeting with you will allow you to provide input on those activities that we have planned.

OCTOBER

Promising Practices: By October 31, we will place ten promising practices on the web site. This placement will be the start of regular postings whereby promising practices will be added monthly basis. By December 3, we will add fifty more promising practices.

North Carolina Racial Reconciliation Conference: On October 27 and 28, the Governor of North Carolina, James Hunt, Jr., is hosting a conference on racial reconciliation. The conference grew out of federal funds set aside for thirteen southern states that experienced church arsons in 1996. On October 27, Attorney General Reno will address the conference and highlight the Race Initiative and the importance of the Justice Department's work to enforce the nation's civil rights laws, particularly those laws against hate crimes.

Secretary Glickman: On October 27, Secretary Glickman will give the keynote address at the Hispanic Association of Colleges and Universities' (HACU) 11th Annual Conference in San Antonio, Texas. HACU represents more than 200 accredited colleges and universities that collectively enroll two out of three Hispanic Americans attending college in this country. Also, on October 27, Secretary Glickman will address the 11th Annual Indian Agricultural Symposium hosted by

the Intertribal Agriculture Council in Chandler, Arizona. The Intertribal Agricultural Council is chartered by 84 tribes with a membership that represents 80 percent of all US acres owned by Indians and Indian tribes.

Inter-Agency Youth Taskforce: On October 20, the first meeting of the federal agency youth taskforce was convened at the White House. The youth taskforce consists of one youth representative per Cabinet agency. The youth taskforce will meet once a month. The taskforce members primary responsibilities will be to ensure youth involvement in the race initiative within their agencies and reach out to youth groups on behalf of the race initiative.

NOVEMBER

WH Conference on Hate Crimes: On November 10, we will host this conference which will be both symbolic--unequivocally signaling the Administration's opposition to and abhorrence of violence against those who may be different from others, and proactive--bringing key constituencies together to identify commonalities and possible solutions.

Pell Grant Policy: In mid-November, [NEC/DPC to add paragraph].

At the Table Discussions: On November 7, we will kick off "at the table" discussions hosted by Cabinet and Sub-Cabinet appointees. Much like the effort during the first term on women's issues, Presidential appointees will be encouraged to host *At the Table* sessions on their visits throughout the country. This is a great way to engage the Sub-Cabinet, generate press and promote dialogue in the communities on the topic of race. The information from the "at the tables" will be compiled into a report for the President. Also, promising practices and community leaders will be gathered and reported to the race initiative this way.

Challenge to Youth: By November 15, we will have prepared a letter from you and Dr. John Hope Franklin that provides a call to action young Americans across the country. Attached to this letter will be a "how to" action sheet. The letter will be targeted to community leaders, high school and college leaders and youth organizations. As part of this effort, we would like to conduct a White House briefing for members of the media who target young people through their magazines, radio stations and or newspapers. (i.e. Rolling Stone Magazine, Latina Essence, Ebony, VIBE, MTV, VH1, Univision, BET Teen Summit, Latina, Vanidades, Moderna, "A" , Flip etc.) Further, during the week the letter is released, we recommend that you dedicate your radio address to his call to action to youth. We will use extra measures to ensure that college, hip-hop, and specialty radio stations are targeted for the radio address. As a follow-up, we would like to recommend that the Vice-President host an on-line Q&A. By the date the youth letter is released, we will develop a sub-link to the White House website that will be

on what? the letter?

By November 15, a letter!

devoted to young Americans titled: One America: KEEPIN' IT REAL.

Website: By November 1, new features will be added to the race initiative website that will make the site more dynamic and engaging, especially in ways that educate the public about our work and help people become actively in the Initiative. This feature will allow us to create a national on-line dialogue, giving the public an opportunity to share their best Initiative related thoughts and ideas with the rest of the country. At least five messages will be posted each week. Also, this website will include the Advisory Board Members with an on-going opportunity to talk directly to the entire American public. One member will be highlighted each week. After this initial period, board members will be offered the opportunity short letters updating the work and experiences they have had working on the Board. If the Advisory Board members are interested, this feature could also allow visitors to pose questions to them for responses. Also, we will add a "The Face of America" feature will post concrete, factual information (such as demographic data and research reflecting attitudes on race) that our Policy Planning and Research Division believes is important to our education outreach efforts. The information will be updated weekly. A calendar of events that highlight up-coming Initiative-related events will be added to the website. *ul sh.*

Secretary Babbitt: Secretary Babbitt will serve as Chair if the National Congress of American Indians that is being held in Santa Fe, New Mexico November 16-21, 1997.

DECEMBER

Town Hall Meeting: On December 3, you will host a town hall meeting. By October --, you will receive a memo providing options for the location and theme of the town hall meeting. Generally speaking, this town hall meeting will be set up as a model meeting so that it may be replicated throughout the country. Among other things, it will highlight what is working in the community that the meeting takes place. *sh.*

Corporate Group: In December, we will convene a group of corporate CEOs for the race initiative. These CEOs will recruit other corporate leaders and work among their companies and industries to engage in actions that help build One America.

Health Disparities: In December, we will announce a "closing the gap" policy announcement on health disparities [Elena to insert paragraph].

Fact Book: By December 3, we will have developed a fact book, which will provide a the positive and negative statistics in which the race initiative hopes to impact. *hmm*

MLK Bond: In mid-December, the Treasury Department will issue the \$100 savings

bond which will bear a portrait of Martin Luther King, Jr. This portrait will mark the first time that a minority portrait will mark government currency.

Interior Discussions: Beginning in December 1997, Interior will be convening the first of six panel discussions in targeted locations that will focus on the role race has played in our history, its influence on our cultural heritage, and DOI's role in educating the public about the nation's history in addressing race relations in the National Park System and the many other natural resources, tribal and cultural heritage challenges that the DOI finds in its trust.

DIALOGUE IN COMMUNITIES

Current Members: Ann Lewis, Mike Wenger, Claire Gonzales, Beverly Barnes, Sidney Blumenthal, Paul Begala, Jacinta Ma, Nelson Reyneri

Goal: To meet the goals of the President's Initiative on Race, especially:

1. articulating the President's vision of a just, unified America;
2. helping to educate all Americans about the facts of race in this country; and
3. promoting a constructive dialogue in which we confront the difficult issues of

race;

through encouraging dialogue at every level from communities to the national level among people of different racial and ethnic backgrounds.

Work Plan:

The White House

A. Hold 3 or 4 Presidential Town Meetings from 10/97 thru 6/98, each focused on a specific theme or topic, in different regions of the country, being sure to be inclusive of the Hispanic-American, American Indian, Asian-American, African-American, and white ethnic communities.

(By 10/20 establish a theme, proposed site, proposed date, and mix of attendees for first meeting.)

B. Hold at least five other Presidential Events from 10/97 thru 6/98 designed to demonstrate the President's commitment to the Initiative and to promote interaction and communication among people of different racial and ethnic backgrounds.

C. Hold 1 or 2 town hall meetings featuring the Vice President and the First Lady in different regions of the country, being sure to be inclusive of the Hispanic-American, American Indian, Asian-American, African-American and white ethnic communities.

The Advisory Board

D. Partnering with interested and diverse organizations (ex-the National Voices Coalition, the Association of American Colleges & Universities, the Inter-Ethnic Affairs Institute of the National Italian-American Foundation), as well as with Cabinet Departments where feasible, and taking into account the President's schedule where feasible, hold at least four Advisory Board town hall meetings from 10/97 thru 6/98 in communities around the country not covered by Presidential town meetings or Advisory Board meetings, each featuring at least one Advisory Board member as co-moderator with a more experienced moderator.

(By 10/23 develop goals and a set of proposed dates and locations for Advisory Board Town Hall meetings.)

E. Develop a strategy for recognizing existing and on-going dialogue efforts, including recognizing and highlighting the most "promising practices"; holding a town hall meeting at one of the sites where dialogue is underway; encouraging display booths at town hall meetings or Advisory Board meetings; profiling "promising practices" on our web

site; and sanctioning events in which the Advisory Board and PIR staff do not participate, receiving feedback from these events, and providing recognition to these events.

F. Develop a strategy for encouraging the development of new dialogues, including preparation of materials and "how to" kits based on successful efforts already underway.

Cabinet Departments

G. Work with Cabinet Affairs to engage Cabinet Secretaries in at least one activity per month and to receive feedback from that activity and from other activities in which the Secretaries may engage during the month.

H. Work with Cabinet Affairs to develop a set of strategies (ex-"At the Table") for sub-Cabinet personnel, during their normal travels, to engage local community leaders in "conversations" about racial reconciliation, and prepare briefing materials and guidance for those who volunteer to participate.

Service

I. Develop a plan for service-related activities (from alliance mini-summits to community projects) which offer opportunities for both shared experiences and dialogues among people from different racial and ethnic backgrounds.

J. Establish a plan for 1) sanctioning and recognizing "One America" cities (like "All-American" cities) which are engaged in effective and on-going dialogues on race and 2) encouraging "One America" cities to share their successes with other cities (this activity will overlap with Recruiting Leadership/Outreach and with Promising Practices).

K. Explore the feasibility of partnering with an interested national organization(s) to create a National Day of Dialogue.

Products:

A. Specific feedback to inform President's Report.

B. Specific number of events and dialogues as outlined in work plan.

1. 8-10 Town Hall meetings (President=3-4, Vice President/First Lady=1-2, Advisory Board=4).

2. Five other Presidential events.

3. Recognize 25 on-going dialogues.

4. Sanction 25 new events/dialogues.

C. Materials/How to kits to facilitate new and on-going dialogues.

D. Participation by Cabinet Secretaries in 50 events.

E. Participation by sub-Cabinet personnel in 50 events.

F. Development of 10 service-related activities.

G. Development of criteria for "One America" cities and plan for recognizing them.

H. Development of calendar of events/activities (e.g., 3-month calendar of events for Advisory Board, President, Vice President/First Lady, Cabinet and PIR Staff)

I. Development of means of tracking dialogues

Resources:

- A. Advisory Board members and their constituencies.
- B. PIR staff.
- C. White House staff.
- D. White House volunteers in various locations.
- E. Leaders, organizations and individuals anxious to participate in Initiative.

copy to
Bruce

Race Initiative - general

DRAFT-DRAFT-DRAFT

Working Groups

1. **Cabinet Affairs - Cavataio / Marshall**
Group members - Beaubaire, Jennings, Hubbard, Mayock

Interagency Working Group - Marshall / Winston
2. **Communications / Press - Gonzales / Lewis**
Group members - Barnes, Beaubaire, Johnson, Mendoza, Reyneri
3. **Policy - Kagan / Liu / Sperling**
Group members - Cerda, Chirwa, Edley, Freedman, Kordeman, Parker, Rundlet
4. **Recruiting Leaders / Outreach - Echaveste / Ibarra / Wenger**
Group members - Johnson, Cutler, Mayock, Murguia, Thornton
5. **Promising Practices - Liss / Liu**
Group members - Cavataio, Counsel intern, Janenda, Moran, Rundlet, Sorrel, Walker
6. **Tough Messages - Edley / Winston**
Group members - Begala, Blumenthal, Edley, Edmonds, Kagan, Rundlet, Waldman
7. **Dialogue in Communities - Gonzales / Lewis**
Group members - Barnes, Begala, Blumenthal, Ma, Reyneri, Wenger
8. **Living Report - Edley / Winston**
Group members - Begala, Blumenthal, Kagan, Liu, Mathews, Rundlet, Waldman
9. **Youth - Moore / Sorrel**
Group members - Jennings, Lewis, Mayock, Walker, Velez
10. **Advisory Board - Moore / Winston**
Group members - Echaveste, Edley, Gonzales, Wenger

Quals
Process
Products
resources
- de lineas

Draft Work Plan

Policy

Goals:

- Identify, develop and rollout **concrete policy action items** - both new ideas and enhancements of existing policies
- Coordinate PIR, WH and Departmental policy deliberation and announcements
- Focus like a laser beam on **education and economic opportunity** as priority issues

Process:

health
ed
curry
urban
entrepreneur

- Immediately, existing WH subgroups in education and economic opportunity identify three concrete policy actions. Focus concurrently on health, administration of justice and other priority issues.
- Task cabinet agencies to develop list of policy proposals (updated regularly) for WH and PIR discussion and coordination - identify tough questions and re-examine existing issues or beef up enforcement of current law - **specific goal is to identify three issues by Oct. 14 that may be ready for announcement before Dec.** Also, identify longer term developing issues for deliberation and to plan for rollout throughout the year.
- DPC, NEC, PIR and others meet regularly to develop comprehensive list of policy options in education, economic opportunity, health, justice and other priority areas.
- Develop statistical resource book (quick fact book by Dec. 2 and larger resource book by March) to help understand magnitude of disparities in priority areas - serve as factual basis for study, dialogue and action.
- Identify and substantively support opportunities for regular and targeted policy events - bi-weekly or monthly - develop policy message consistent with communications strategy.
- Identify special problem areas in education and economic opportunities needing further analysis and study - announce research efforts early on for longer term research.

]

]

drop
or
assign to
them

Products:

embarrassing

- Policy and budget announcements - list of three for rollout
- Legislative proposals
- New regulations
- Executive orders - i.e. draft E.O. creating Interagency Forum on Race Statistics and Indicators
- Statistics fact book - quick fact book and larger resource book from Interagency Forum
- Reports on problems or achievements

List

Resources:

- ~~VP, First Lady, Agencies - Cabinet officials as surrogates, Congressional members~~
- ~~Contract out special topics for expert analysis~~
- ~~National Academy of Sciences, think tanks, foundations and other outside groups~~
- ~~FY99 budget process - expanding enforcement and other priority programs~~

Education Issues:

- Early childhood education
- Reading independently by 4th grade
- Taking and passing gateway courses in algebra and geometry by 8th and 9th grade
- Desegregation, resegregation, racial isolation, tracking
- Disparities in high school graduation rate, college entrance and completion
- Bilingual education (CA proposition)
- Affirmative action and higher education
- Education as pipeline to economic opportunity issues

Economic Opportunity Issues:

- Empowerment zones
- Mobility issues - transportation, childcare, etc.
- Housing segregation, public housing
- Access to capital
- Job training and retraining
- Glass ceiling
- Welfare to work

Fundamental fear - police brutality

LL (10/7/97)

Draft Work Plan

Policy

Goals:

- Identify, develop and rollout **concrete policy action items** - both new ideas and enhancements of existing policies - that address racial issues either directly or indirectly.
- Coordinate PIR, WH and Departmental policy deliberation and announcements
- Focus on **education and economic opportunity** as priority issues
- Provide support to Advisory Board on appropriate policy areas and possible recommendations

Process:

- Immediately, integrate PIR staff into existing DPC/NEC working groups in education and economic opportunity, health, administration of justice and other priority areas. Meet every two weeks to coordinate efforts.
- Task cabinet agencies within context of newly integrated groups to develop lists of policy proposals (updated regularly) for WH/PIR discussion and coordination - identify tough questions and re-examine existing issues or beef up enforcement of current law. Identify three policy initiatives for rollout by December (see attached list for options).
- Identify longer term developing issues for deliberation and plan for rollout throughout the year.
- PIR develops statistical resource books (quick fact book by Dec. 2 and larger resource book by March) to help identify additional areas of racial disparity that could benefit from longer term policy development and action.
- Identify and substantively support opportunities for regular and targeted policy events - bi-weekly or monthly - develop policy message consistent with communications strategy.
- Identify special problem areas in education and economic opportunities needing further analysis and study - announce research efforts early on for longer term research.

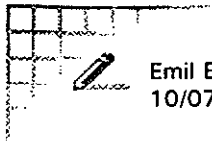
Products:

- Policy and budget announcements - list of three *in education and economic opportunity* for rollout
- Legislative proposals
- New regulations
- Statistics fact book - quick fact book and larger resource book from Interagency Forum
- Reports on problems or achievements

Resources:

- VP, First Lady, Agencies - Cabinet officials as surrogates, Congressional members
- Contract out special topics for expert analysis
- National Academy of Sciences, think tanks, foundations and other outside groups
- FY99 budget process - expanding enforcement and other priority programs

Race Policy Initiative -
general



Emil E. Parker
10/07/97 04:29:33 PM

Record Type: Record

To: Lin Liu/PIR/EOP
cc: Elena Kagan/OPD/EOP, Jose Cerda III/OPD/EOP, Gene B. Sperling/OPD/EOP
bcc:
Subject: Re: Draft Policy Workplan

Here are the NEC comments on the draft policy work plan:

- 1) There is a DPC/NEC economic empowerment working group up and running, coordinated by Jose, Paul Weinstein and I. We have held two meetings with agency representatives and are in the process of considering the ideas submitted by the departments. We have also met with Michael Deich of OMB to coordinate the work of the economic empowerment group with the FY 99 budget process; a follow-up meeting is scheduled for October 14. The current plan is, I believe, to delay the next meeting of the full economic empowerment group until after our follow-up meeting with OMB. We welcome your active participation in this process.
- 2) The DPC, NEC and PIR (and others, as appropriate) should be partners in developing the comprehensive list of policy options in the areas of economic opportunity and civil rights enforcement/administration of justice. [Gene is particularly interested in antidiscrimination efforts.] Also, Bob Shireman of NEC should be fully involved in the education working group.
- 3) The focus of the Race Initiative policy group should be development of concrete new proposals (which could include expansions of existing efforts and/or items with little budgetary impact), rather than highlighting accomplishments. The latter will not mollify critics of the Initiative.
- 4) Is the goal to identify three issues for action or three proposals by the end of this month?
- 5) Proposals (from the Cabinet departments or elsewhere) with a budgetary impact should be given priority consideration by the WH and PIR, so as to maximize the odds of getting such initiatives into the FY 99 budget.

Lin Liu



Lin Liu
10/06/97 07:42:05 PM

165568

Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: Draft Policy Workplan

Race Initiative Policy -
general



Jose Cerda III

10/08/97 11:30:32 PM

Record Type: Record

To: Lin Liu/PIR/EOP
cc: Elena Kagan/OPD/EOP
Subject: Edits to Work Plan

LL:

Here are my comments to the plan. Elena will forward policy attachment by separate cover.

1. Drop "like a laser beam" from Goals.
2. Change first process bullet to something like -- Integrate newly hired PIR policy staff into existing DPC workgroups. (You can list specific persons if you like, as well as DPC groups and leads.)
3. I think we should task cabinet agencies w/in the context of the newly integrated policy groups.
4. Instead of mentioning 3 unnamed policy initiatives, specifically mention those on the short list from Elena's attachment.
5. Commit to DPC/NEC/PIR meetings every 2 weeks.
6. Drop statistic piece, or say that this PIR initiative will work to guide the efforts of the policy groups -- but not necessary be part of their focus. Also, you could mention here that this work will be used to identify longer-term, gap-filling policy initiatives.
7. For products, instead of listing generic actions, list specifics from Elena's attachment and put note to see attached.
8. Again, drop statistics piece.
9. Don't understand "reports on problems or achievement."
10. For resources, let's list a range of dollars to look for in the FY 1999 budget process. Again, we can base this on Elena's summary of the policy initiatives.

Hope this helps. Call or page if you need me.

Jose'

7.

3.

Race Initiative Policy -
general



Andrew J. Mayock

10/03/97 12:54:57 PM



Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: Race Initiative Development

Next Friday, October 10, a plan for the race initiative will be presented to Erskine Bowles. Yesterday, a planning meeting was held to prepare for the EBB meeting in which we began to identify specific goals and a process for achieving those goals.

At yesterday's meeting, we developed WH-PIR working groups to prepare for the EBB meeting and develop a process for achieving the race initiative goals (e.g., recruiting leaders) and conducting the necessary functions of the race initiative (e.g., communications). (See lists below.) These groups do not represent the definitive or complete working groups. They are a starting point for this process.

This Monday, we will hold a large-group meeting to discuss the development of the particular areas. After the Monday meeting, each of the groups will be expected to meet individually and flesh out their area. On Wednesday or Thursday, another large-group meeting will be held to review the working groups' plans and develop a more formal, overall presentation for the Friday EBB meeting.

If you have questions, give me a ring 6-7492.

Thanks.

Working Groups

1. Cabinet Affairs Working Group - Cavataio, Jennings, Hubbard, Marshall, Reyneri
2. Communications / Press - Barnes, Gonzales, Johnson, Lewis, Mendoza
3. Policy - Cerda, Kagan, Liu, CEA, Sperling
4. Enforcement - Chirwa, Kagan, Liu
5. Recruiting Leaders / Outreach - Echaveste, Johnson, Wenger
6. Promising Practices - Cavataio, Janenda, Liu, Ma, Moran, Walker, Reyneri, Counsel intern
7. Tough Messages - Blumenthal, Edley, Edmonds, Mathews, Waldman, Winston
8. Dialogue in Communities - Barnes, Blumenthal, Gonzales, Lewis, Wenger
9. Living Report - Edley, Kagan, Liu, Mathews, Mayock, Waldman, Winston
10. Youth - Lewis, Moore, Sorrel, Walker
11. Advisory Board - to be determined

Working Group Descriptions

1. Cabinet Affairs Working Group - This group will engage the Cabinet through the following activities a) encourage and track each agency's on-going approach; b) work with each agency and the Domestic Policy Council on achieving the race initiative goals, including promising practices; and c) help identify strategic opportunities for the Cabinet and Sub-Cabinet to amplify the key messages of the Initiative.

2. Communications / Press - This working group will design, implement and monitor a comprehensive communications plan.

3. Policy - This group is responsible for the broad policy process.
4. Enforcement - The enforcement working group will deal with enforcement policy in particular.
5. Recruiting Leaders / Outreach - The leadership/outreach group will work on building an implementing a plan on such issues as the number of leaders, targeted sectors, commitment, qualifications, structure and assessment of appropriate geographic/class. Also, this group will handle everyday outreach regarding the race initiative.
6. Promising Practices - The Promising Practices working group will focus on such issues as designating criteria and collection and distribution of the practices.
7. Tough Messages - This working group will focus on selecting a few tough issues that we recommend the President address over the next year.
8. Dialogue in Communities -This group will focus on such things as the President's town hall meetings, advisory board meetings, spreading the dialogue to many communities and the development of a coherent "national dialogue."
9. Report - This group will work on developing the President's report and how to make sure it is a living document.
10. Youth - This group will be in charge of comprehensively and relentlessly targeting that all-important sector of youth.
11. Advisory Board - This group focus on developing appropriate and significant roles and activities for the Advisory Board members, including the location, frequency and purpose of their regular meetings.

Message Sent To: _____

DRAFT-DRAFT-DRAFT

Goals Working Groups

- 1. Policy - Kagan / Liu / Sperling**
Group members - Cerda, Chirwa, Edley, Freedman, Kordeman, Parker, Rundlet

- 2. Recruiting Leaders / Outreach - Echaveste / Ibarra / Wenger**
Group members - Johnson, Cutler, Mayock, Murguia, Thornton

- 3. Promising Practices - Liss / Liu**
Group members - Cavataio, Counsel intern, Cutler, Janenda, Moran, Rundlet, Sorrel, Walker

- 4. Tough Messages - Edley / Winston**
Group members - Begala, Blumenthal, Edley, Edmonds, Kagan, Mathews, Rundlet, Waldman

- 5. Dialogue in Communities - Gonzales / Lewis**
Group members - Barnes, Begala, Blumenthal, Hubbard, Ma, Reyneri, Wenger

- 6. Living Report - Edley / Winston**
Group members - Begala, Blumenthal, Kagan, Liu, Mathews, Rundlet, Waldman

- 7. Youth - Moore / Sorrel**
Group members - Jennings, Lewis, Moran, Mayock, Walker, Velez

Process Working Groups

- 1. Advisory Board - Moore / Winston**
Group members - Echaveste, Edley, Gonzales, Wenger

- 2. Cabinet Affairs - Cavataio / Marshall**
Group members - Beaubaire, Jennings, Hubbard, Mayock

Interagency Working Group - Marshall / Winston

3. Communications / Press - Gonzales / Lewis

Group members - Barnes, Beaubaire, Johnson, Mendoza, Reyneri