

THE WHITE HOUSE
WASHINGTON

February 6, 1995

NOTE TO: **JACK QUINN**
 KITTY HIGGINS
 ALEXIS HERMAN
 ANN STOCK

FROM: **BILLY WEBSTER** *BW*

SUBJECT: **WOMEN'S EVENTS**

After consulting with Harold, we are currently thinking (I use this term on purpose; nothing is definite) about accepting the following "Women's Events:"

- 1) Highest Priority - 75th Anniversary of DOL's Women's Bureau (May 19, 1995)
 - Picnic on the South Lawn

- 2) Working Women Count Event (March 15, 1995)
 - This day is also the State Visit for King Hassan of Morocco

- 3) Working Women TV Special (May 19, 1995)

I would appreciate any comments that you have on these events. Thanks.

cc: Melanne Verveer
 Janice Enright
 Patti Solis
 Anne Walley

ROUTING SLIP

DATE:

2/1/95

ROM:

Billy Webster
Director of Scheduling and Advance

SUBJECT:

Working Women Count Report Event

Don Baer

☒

Abner J. Mikva

☐

Erskine Bowles

☒

NEC

☐

Rebecca Cameron

☐

Leon Panetta

☐

Rahm Emanuel

☐

John Podesta

☐

Mark Gearan

☒

Jack Quinn

☐

Jack Gibbons

☐

Carol Rasco

☐

Cindy Gire

☐

Lee Satterfield

☐

Pat Griffin

☐

Steve Silverman

☒

Marcia Hale

☐

Patti Solis

☐

Alexis Herman

☒

G. Stephanopoulos

☐

Lancy Hernreich

☐

Ann Stock

☐

Kitty Higgins

☒

Stephanie Streett

☐

Harold Ickes

☒

Jodie Torkelson

☐

Anthony Lake

☐

Kris Van Giesen

☐

Bruce Lindsey

☐

Melanne Verveer

☐

Mike McCurry

☒

Anne Walley

☒

Anne McGuire

☒

Maggie Williams

☐

Mack McLarty

☐

FILE:

Pending

FYI

☒

ADVICE

☐

ACTION

☐

REGRET POTUS, suggest a surrogate is needed: _____

COMMENTS: _____

Schedule Proposal

Date: ~~January~~ 31, 1995

Accept _____

Regret _____

Pending _____

TO:

Billy Webster
Deputy Assistant to the President and Director of
Scheduling and Advance

FROM:

Steve Silverman, Cabinet Affairs
Kitty Higgins, Department of Labor

REQUEST:

Event to present policy recommendations based on the
Working Women Count report.

PURPOSE/MESSAGE:

Highlight the Middle Class Bill of Rights for women
workers by explaining how the Administration is
responding to economic issues women have told us they
care about.

BACKGROUND:

In 1994, the Department of Labor's Women's Bureau
reached out to millions of working women to ask what
they liked about their jobs, what they didn't like, and
what they'd like to change.

Over a quarter of a million working women took the time
to respond to our survey, and demonstrate their faith in
the process initiated by this Administration; over 500
media outlets covered the campaign, including women's
magazines, print outlets, radio stations, and union
publications.

The key issues women raised in the report were the need
to improve pay and benefits, increase support for work
and family responsibilities, the need to value women's
work, and increase opportunities for training and
advancement. We have already begun to solve these
problems (e.g., FMLA, EITC, Head Start, improved
economy, School to Work), but there is more all of us
can do (business community, Congress &
Administration).

While we are still vetting the final recommendations
internally, we expect that they will include voluntary,
Administrative, and legislative solutions that together
address all three issues.

95 JAN 11 11:53

will discuss/

*decide all Women
Event requests
at one time.*

*-Billy/Erskine
2/1/95
9:30 meeting*

To encourage businesses and community organizations to voluntarily respond to these issues, the Women's Bureau is planning community forums on child care to act as a catalyst to bring people together and highlight good examples. These meetings could be led by prominent Administration officials and local stakeholders in the community to showcase family-friendly employers and initiatives, encourage community stakeholders to solve the problems of providing quality, affordable child care and elder care.

As we travel around the country, we would compile a list of good examples and use the growing list to demonstrate that we could all work together to solve these problems.

PREVIOUS PARTICIPATION:

On May 5, 1994, Mrs. Clinton joined Secretary Reich and Karen Nussbaum to launch the survey at an event at the OEOB. It received national press attention and extensive regional press attention.

On October 14, 1994, Secretary Reich, Karen Nussbaum, and three representative women workers presented a report of the findings to Mrs. Clinton and Vice President Gore. The Vice President read a directive from President Clinton asking Secretary Reich and Karen Nussbaum to get back to him with proposals by March 15, 1995 (copy attached).

DATE:

March 15, 1995

DURATION:

Option A: 90 minute event + travel time.

Option B: 45 minute event.

LOCATION:

Option A: travel to a state like Minnesota, Illinois, Ohio, Pennsylvania or New York.

Option B: East Room.

PARTICIPANTS:

President and/or Mrs. Clinton; Secretary Reich; representative business leaders and women workers. Other possible participants include Vice President Gore and/or other cabinet secretaries.

OUTLINE OF EVENT:

Option A: Travel to a business that is known to be responsive to the issues raised by women in the report (e.g. Ceridian Corporation in Minneapolis, Minnesota where CEO Larry Perlman has been a real leader in not only raising but addressing many of the issues outlined in the report). Secretary Reich could present his recommendations to President Clinton, using the site to highlight how one employer responded to many of these issues and found that it benefited both the company and the women workers.

Alternatively, the President could travel to a smaller city and visit an employer which has responded to these concerns.

President Clinton could explain how the Middle Class Bill of Rights addresses many of the issues outlined, talk about what this Administration has already done for working women, and challenge businesses and other stakeholders to respond as well.

Option B: Hold a press conference in the East room where Secretary Reich could present his recommendations to President Clinton. The President could explain how the Middle Class Bill of Rights addresses many of the issues outlined, talk about what this Administration has already done for working women, and challenge businesses and other stakeholders to respond as well. We could feature representative working women and exemplary business leaders to convey the message in ways that make sense to working women.

REMARKS REQUIRED:

Yes.

MEDIA COVERAGE:

Yes.

1ST LADY'S ATTENDANCE:

Encouraged. Secretary Reich mentioned this event to Mrs. in a separate memo (attached), but we have not submitted a formal request.

VP'S ATTENDANCE:

Encouraged.

RECOMMENDED BY:

Secretary Robert Reich

CONTACT:

Karen Nussbaum, Department of Labor Women's Bureau
Office: (202) 219-6611 Home: (202) 726-0855

SECRETARY OF LABOR
WASHINGTON

MEMORANDUM FOR THE FIRST LADY

From: Robert B. Reich

Date: January 14, 1995

I've asked Karen Nussbaum, Ralph Whitehead, and others here to compile a list of upcoming activities and initiatives targeting working women in which you may want to be involved. I specifically want to bring your attention to the Frances Perkins-Elizabeth Hanford Dole National Award for Diversity and Excellence (a Presidential award to excellent corporations, established through the Glass Ceiling Commission), which will be awarded in February (we'll get you the date as soon as it's fixed); the two-year anniversary of the signing of the Family and Medical Leave Act (February 5); the release of the final Glass Ceiling Commission Report (in late February or early March); and the date on which we promised policy recommendations to the President drawn from the Working Women Count! survey (March 15).

The lives of working women also will be directly affected by the President's decision on the minimum wage (nearly 60 percent of minimum-wage workers, toiling at \$4.25 an hour, are women). Note also that tax deductions for additional education and training, as well as skill-grants to low-wage workers – both featured in the Middle Class Bill of Rights – are especially important to working women, seeking to advance themselves.

For additional information, Melanne should touch bases with Karen here at the Department. Please feel free to call me whenever.

THE WHITE HOUSE

WASHINGTON

October 14, 1994

MEMORANDUM FOR THE SECRETARY OF LABOR
DIRECTOR OF THE OFFICE OF PERSONNEL MANAGEMENT
DIRECTOR OF THE WOMEN'S BUREAU,
DEPARTMENT OF LABOR

SUBJECT: "Working Women Count!" Survey

Today, the Women's Bureau of the U.S. Department of Labor has reported on the results of an unprecedented and important survey of working American women. The results of this survey reveal a powerful consensus among working women about such vital issues as their economic security, opportunities for advancement, and perhaps most importantly, the importance and difficulty of accommodating family needs and workplace demands.

I am determined that we respond to the best of our ability to the concerns identified in the "Working Women Count!" survey. To that end, I am hereby directing:

- 1) Director of the Office of Personnel Management King to prepare a report by January 15, 1995, outlining the measures that have been taken to implement my memorandum of July 11, 1994, "Expanding Family-Friendly Work Arrangements in the Executive Branch," and identifying further steps that can be taken to make the Federal Government a model workplace for working women; and
- 2) Labor Secretary Reich and Director of the Women's Bureau Nussbaum to identify initiatives to encourage the private sector to respond to the concerns identified by working women in the "Working Women Count!" survey by March 15, 1995, and to encourage implementation of policies that will create family friendly workplaces in the private sector.

William T. Clinton

ROUTING SLIP

DATE: 2, 3, 95FROM: Billy Webster
Director of Scheduling and Advance

May 19

SUBJECT: TV Spectal on Working Women

Pending

Don Baer	☒	Abner J. Mikva	☐
Erskine Bowles	☐	NEC	☐
Rebecca Cameron	☐	Leon Panetta	☐
Rahm Emanuel	☒	John Podesta	☐
Mark Gearan	☒	Jack Quinn	☒
Jack Gibbons	☐	Carol Rasco	☐
Cindy Gire	☒	Lee Satterfield	☐
Pat Griffin	☐	Steve Silverman	☒
Marcia Hale	☐	Patti Solis	☒
Alexis Herman	☒	G. Stephanopoulos	☐
Lancy Hernreich	☒	Ann Stock	☒
Kitty Higgins	☒	Stephanie Streett	☐
Harold Ickes	☒	Jodie Torkelson	☐
Anthony Lake	☐	Kris Van Giesen	☒
Bruce Lindsey	☐	Melanne Verveer	☒
Mike McCurry	☒	Anne Walley	☒
Anne McGuire	☒	Maggie Williams	☒
Mack McLarty	☐		

FILE:

pending May 19, 1995

FYI

☒

ADVICE

☐

ACTION

☐REGRET POTUS, suggest a surrogate is needed: ☐COMMENTS: ☐

SCHEDULE PROPOSAL

Feb
55 JAN 1 P2:41

DATE: November 18, 1994

ACCEPT

REGRET

PENDING

TO:

Billy Webster
Deputy Assistant to the President and Director of
Scheduling and Advance

FROM:

Stephen B. Silverman *JSB*
Doris Matsui
Melanne Verveer

REQUEST:

Attendance and/or participation by the President and the First lady in a taped T.V. special featuring entertainment that celebrates the achievements of America's working women -- at home and in the workplace. The President and First Lady can be in the audience (as in Kennedy Center Honors), and give remarks on stage.

PURPOSE:

Building public recognition and understanding of issues facing women and their families.

DATE & TIME:

May 19, 1995. Evening, approximately 8 - 9 p.m.
(The date is flexible, depending on the Principals' schedules. This date is the 75th anniversary of the Labor Department's Women's Bureau)

DURATION:

1 hour

LOCATION:

Washington, D.C.

RECOMMENDED

BY:

Kathy Garnezy, Hollywood Policy Center

CONTACT:

Ms. Kathy Garnezy
The Hollywood Policy Center Foundation
WOMENSWORK
3679 Motor Avenue
Suite 300
Los Angeles, CA 90034

Pending
Billy
2/2/95

ROUTING SLIP

DATE: 2/6/95

FROM: Billy Webster
Director of Scheduling and Advance

SUBJECT: Picnic on South Lawn for Women's Bureau

Don Baer	_____	Abner J. Mikva	_____
Erskine Bowles	_____	NEC	_____
Rebecca Cameron	_____	Leon Panetta	_____
Rahm Emanuel	_____	John Podesta	_____
Mark Gearan	_____	Jack Quinn	_____
Jack Gibbons	_____	Carol Rasco	_____
Cindy Gire	_____	Lee Satterfield	_____
Pat Griffin	_____	Steve Silverman	_____
Marcia Hale	_____	Patti Solis	_____
Alexis Herman	_____	G. Stephanopoulos	_____
Nancy Hernreich	_____	Ann Stock	_____
Kitty Higgins	_____	Stephanie Streett	_____
Harold Ickes	_____	Jodie Torkelson	_____
Anthony Lake	_____	Kris Van Giesen	_____
Bruce Lindsey	_____	Melanne Verveer	_____
Mike McCurry	_____	Anne Walley	_____
Anne McGuire	_____	Maggie Williams	_____
Mack McLarty	_____		

FILE: _____

FYI _____

ADVICE _____

ACTION _____

REGRET POTUS, suggest a surrogate is needed: _____

COMMENTS: _____

ROUTING SLIP

DATE:

1/30/95

FROM:

Billy Webster
Director of Scheduling and Advance

SUBJECT:

Picnic on South Lawn for Women's Bureau

Issues office
should be
sending a listing
per Billy +
Erskine

Don Baer	<u>X</u>	Abner J. Mikva	_____
Erskine Bowles	<u>X</u>	NEC	_____
Rebecca Cameron	<u>X</u>	Leon Panetta	_____
Rahm Emanuel	_____	John Podesta	_____
Mark Gearan	<u>X</u>	Jack Quinn	_____
Jack Gibbons	_____	Carol Rasco	_____
Cindy Gire	_____	Lee Satterfield	_____
Pat Griffin	_____	Steve Silverman	<u>X</u>
rcia Hale	_____	Patti Solis	_____
Alexis Herman	<u>X</u>	G. Stephanopoulos	_____
Nancy Hernreich	_____	Ann Stock	_____
Harold Ickes	<u>X</u>	Stephanie Streett	_____
Anthony Lake	_____	Jodie Torkelson	_____
Bruce Lindsey	_____	Kris Van Giesen	_____
Mike McCurry	<u>X</u>	Melanne Verveer	_____
Anne McGuire	<u>X</u>	Anne Walley	<u>X</u>
Mack McLarty	_____	Maggie Williams	_____

FILE:

✓ Pending per 1/30

mtg w/Erskine

Janice Enright

X

FYI

✓

ADVICE

ACTION

GRET POTUS, suggest a surrogate is needed: _____

COMMENTS:

Janice - Billy had asked me to get from you and Harold
a priority list of all outstanding
"Women Requests". Thanks Colleen McCarthy

Schedule Proposal

Date: January 20, 1995

Accept _____

Regret _____

95 JAN 27 5:35
Pending _____

TO:

Billy Webster
Deputy Assistant to the President and Director of
Scheduling and Advance

FROM:

Steve Silverman, Cabinet Affairs
Kitty Higgins, Department of Labor

REQUEST:

Picnic on the White House Lawn to Celebrate the 75th
Anniversary of the Women's Bureau.

PURPOSE/MESSAGE:

To give the President and/or First Lady an opportunity to
highlight economic issues important to middle class
Americans.

BACKGROUND:

This event will be part of a series of weekend activities
organized in honor of the Women's Bureau 75th
Anniversary. These activities build on the enormously
successful Working Women Count! campaign, and give
us the opportunity to talk with our stakeholders about the
follow-up policy initiatives. The title of the Conference
is "Working Women Count: Yesterday, Today and
Tomorrow."

We expect over 1,000 women leaders from business,
labor, national and grassroots organizations across the
country to attend the events.

These activities will raise the visibility of working
women's issues as mainstream concerns of the middle
class, demonstrate that the federal government has a role
to play in solving problems facing women and their
families, and give us an opportunity to translate economic
and employment policies into "kitchen table talk" that
women and their families can relate to.

Other planned activities for the Women's Bureau Leadership Conference weekend include:

Issue Briefings by Key Administration Officials
(afternoon of 5/19)

The Women's Bureau is working with Assistant Secretaries at DOL, HHS, and the Department of Education to schedule briefings for conference participants on federal programs and initiatives that address women's economic issues.

Gala event (evening of 5/19)

An independent group is planning an entertainment event in DC in honor of the 75th Anniversary of the Women's Bureau. It will feature performances by actors who've played working women's roles or who are identified with middle class issues; this event will be edited for television broadcast; they have invited President and Mrs. Clinton.

Workshops (all day Saturday 5/20)

Workshops and speeches designed to involve participants in implementing the policy initiatives that came out of Working Women Count.

Unveil Original Poster Series

We have commissioned posters from a diverse group of women artists to commemorate 75 years of women's work which we hope to have in time for the 75th Anniversary; we could unveil these at the White House Picnic.

PREVIOUS PARTICIPATION:

Mrs. Clinton participated in the Working Women Count kick-off at the OEOB on May 5, 1994. Both Mrs. Clinton and Vice President Gore participated when Secretary Reich released the Working Women Count report at the OEOB on October 14, 1994.

DATE AND TIME:

May 19, 1995 (late afternoon to early evening).

DURATION:

90 minutes; 30-45 minutes for principals' participation.

LOCATION:

South Lawn.

PARTICIPANTS:

President and/or Mrs. Clinton; Secretary Reich; 1,000 conference participants including women leaders from business, labor, national and grassroots organizations. Other possible participants include Vice President and/or Mrs. Gore, other cabinet secretaries, and actors in town for the gala celebration.

OUTLINE OF EVENT:

We recommend that President and/or Mrs. Clinton honor women from communities throughout the country who have taken the responsibility to improve their jobs and futures as members of the new middle class.

A picnic on the South Lawn would provide a special opportunity for the President to host women constituents at the White House.

REMARKS REQUIRED:

Yes.

MEDIA COVERAGE:

Yes.

1ST LADY'S ATTENDANCE:

Encouraged.

VP'S ATTENDANCE:

Encouraged.

RECOMMENDED BY:

Secretary Robert Reich

CONTACT:

Karen Nussbaum, Department of Labor Women's Bureau
Office: (202) 219-6611 Home: (202) 726-0855

THE WHITE HOUSE
WASHINGTON

February 7, 1995

MEMORANDUM FOR KITTY HIGGINS

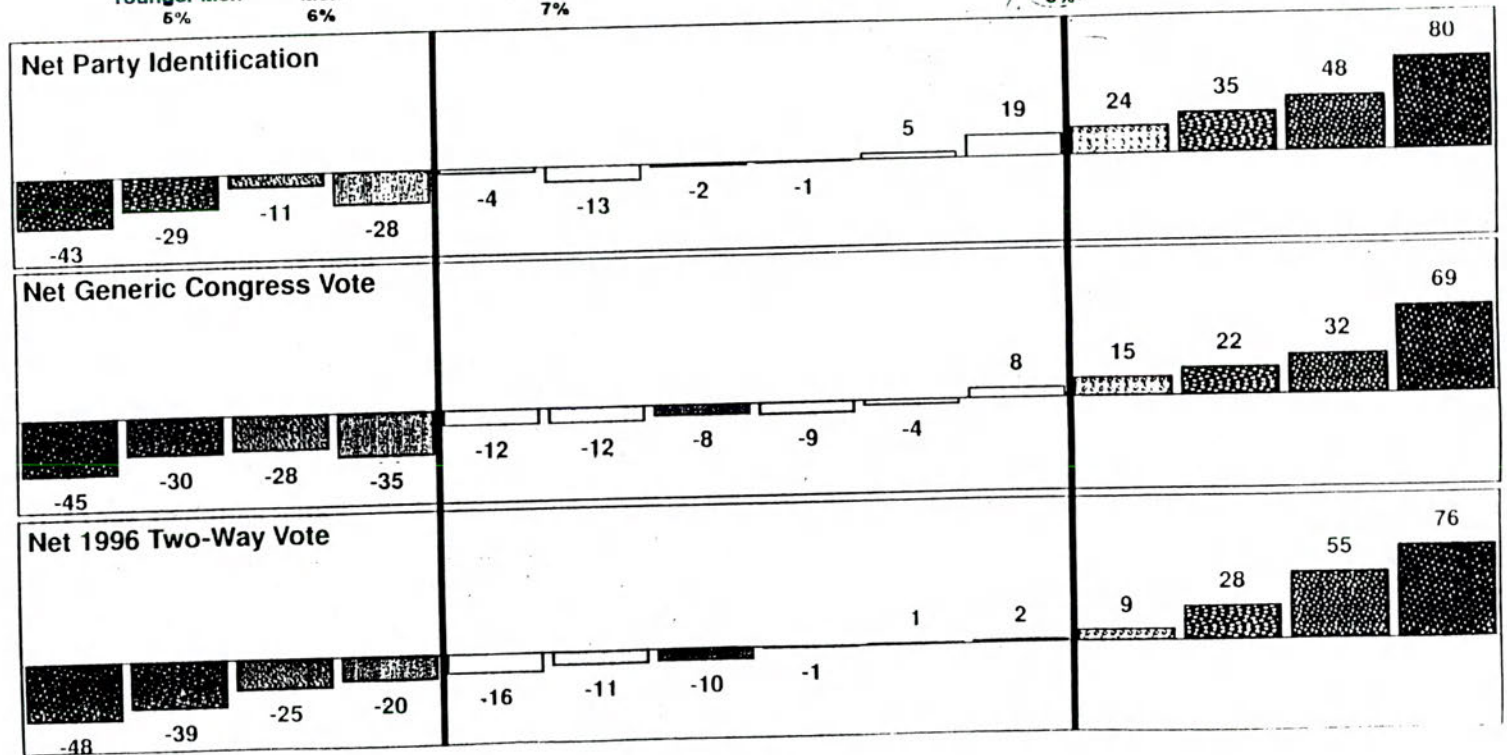
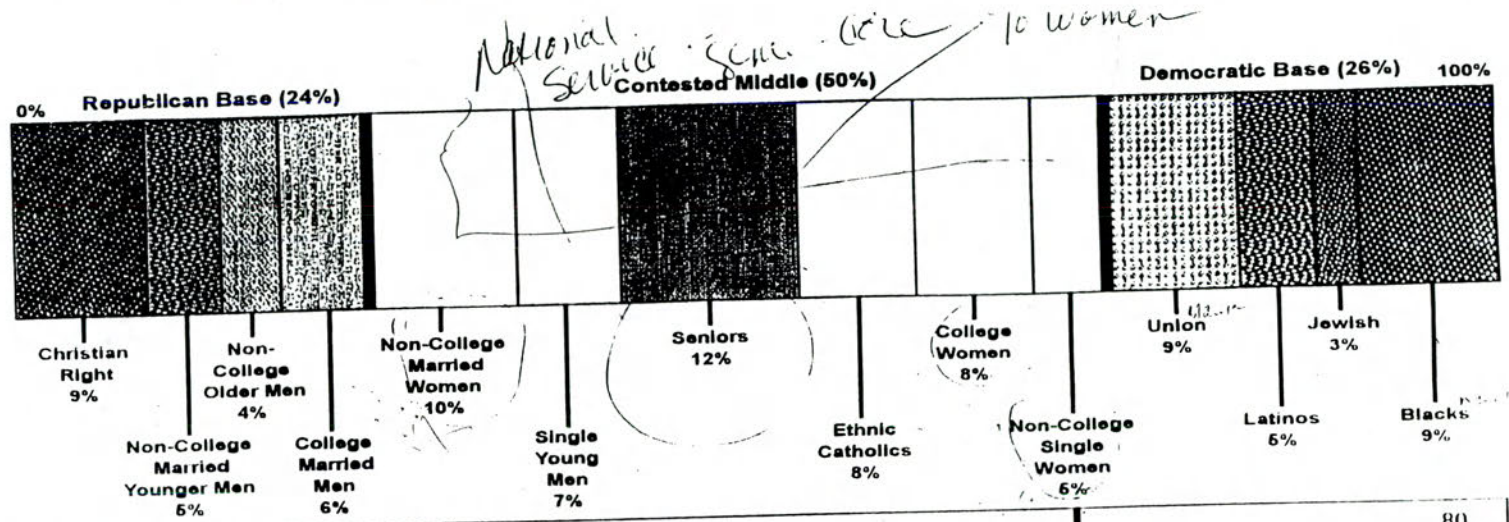
FROM: JENNIFER O'CONNOR *mo*
SUBJECT: WOMEN'S MEETING THURSDAY

After our morning meeting this morning, I spoke with Alexis' staffer, Debbie Fine, about putting Alexis' strategy and structure and an agenda on paper for the Thursday meeting. On the strategy and structure, Debbie said Alexis has not committed it to paper and doesn't want to until after the Thursday meeting. She wants to flesh it out with the group and commit it to paper after that.

Debbie said Alexis has already asked her to put together an agenda for the meeting, which she wants to show to Alexis before sharing with me. That may not be until late tomorrow.

How would you like me to proceed?

*Jen
Sounds
fine. I just
want Alexis
to know we have
here to help.
Let's get copy of
agenda for
Marty when
any one
ready.
K.*



How to make more use of Cabinet

♀

- Do they make use of
Cabinet Resources
Ed, HHS, DoH

- want to mobilize
CAB on issues

- H1 -

we need

- want plan around ♀
as prototype

is it poss to put
together org. network
that uses our
resources

to let us reach out,
↑ awareness of ♀ of
amongst

↑^o pol support
among ♀

working group structure
for + issues

HHS

Labour

Educ

Come back next
week

just +

Schedule Proposal**Date: January 20, 1995****Accept** _____**Regret** _____**Pending** _____

TO: Billy Webster
Deputy Assistant to the President and Director of
Scheduling and Advance

FROM: Steve Silverman, Cabinet Affairs
Kitty Higgins, Department of Labor

REQUEST: Picnic on the White House Lawn to Celebrate the 75th
Anniversary of the Women's Bureau.

PURPOSE/MESSAGE: To give the President and/or First Lady an opportunity to
highlight economic issues important to middle class
Americans.

BACKGROUND: This event will be part of a series of weekend activities
organized in honor of the Women's Bureau 75th
Anniversary. These activities build on the enormously
successful Working Women Count! campaign, and give
us the opportunity to talk with our stakeholders about the
follow-up policy initiatives. The title of the Conference
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Tomorrow."

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class, demonstrate that the federal government has a role
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A picnic on the South Lawn would provide a special opportunity for the President to host women constituents at the White House.

REMARKS REQUIRED:

Yes.

MEDIA COVERAGE:

Yes.

1ST LADY'S ATTENDANCE:

Encouraged.

VPS ATTENDANCE:

Encouraged.

RECOMMENDED BY:

Secretary Robert Reich

CONTACT:

Karen Nussbaum, Department of Labor Women's Bureau
Office: (202) 219-6611 Home: (202) 726-0855

THE WHITE HOUSE
WASHINGTON

January 27, 1995

MEMORANDUM FOR HAROLD ICKES

FROM: CABINET AFFAIRS

SUBJECT: A CABINET WOMEN'S STRATEGY

Outlined below is a summary of a draft strategy for outreach to women voters using Cabinet resources. Where appropriate, we have indicated further work that needs to be carried out.

I. GOALS

An effective strategy for promoting the Administration's accomplishments must begin with goals and targeted objectives.

Goal 1: First we must define our target group. Our efforts could be directed at: 1) all women, 2) all women voters, 3) professional women aged eighteen to forty-five, 4) women activists, 5) mothers or 6) another category or a combination of groups. Our decision will likely stem from an analysis of polling and focus group data, as discussed below.

Goal 2: Once the target group is identified, we should set periodic, definable objectives (i.e. percentage increases) and poll to ascertain if we are meeting those goals. The attached timeline could serve as milestones by which to measure improvements in 1995 and 1996.

II. RESEARCH

The starting point should be a careful analysis of polling and focus group data on women and our policies and issues. We need to identify two things -- the message and the audience. We also need to establish an opposition research structure.

- **Message:** Until research is complete, it is difficult to determine exactly the broad themes. But it is likely that the message will include two broad themes.

First, the Clinton Administration is empowering women. Under this heading we would highlight the number of women appointees to key positions, our efforts to recruit women, and our "first woman ever" achievements (the Attorney General). This message would appeal broadly to women across the political spectrum.

Second, The Clinton Administration is on the right side of substantive issues women care about. This theme would be comparative. It would compare us to either the

previous administrations or to the Republican Congress on substantive areas of concern to women. These substantive areas would surface from a review of research on women.

- **Opposition Research:** We need an ongoing research operation tracking the effect of the Republican Congress on issues of interest to women. This task is best suited to the DNC research operation, which ought to be tasked to provide monthly, for now, reports on the Republican record on women's issues. The issues tracked would be those identified through the polling data discussed above, as well as legislative initiatives that would not surface in a poll.

III. GOVERNMENT ACTIVITIES

Attached is a brief summary of this Administration's programs and activities of interest/concern to women. Our outreach should be based on our strong record of government-wide achievement and include the following elements:

- **Cabinet Events and Announcements:** We must first identify programs, grants and appointments decisions which are worthy of announcement and then plan Cabinet events surrounding them. Many of the grants, for instance, are currently announced only through press releases and may deserve a higher profile commitment.
- **Preparation/Distribution of Written Materials:** Each department can prepare a brochure highlighting its programs, grants and other activities of interest to women. Similarly, the White House can prepare an "accomplishments" documents aimed at women. The departments have included lists of the groups that regularly contact their public liaison operations to discuss women's issues. On a regular basis we should distribute to these lists the accomplishments document, relevant press releases, and invitations to cabinet events centered around women's issues.
- **Joint Communications Strategy:** Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

The coordination of our women's outreach effort requires dedicated full time staff resources. Here are two options for how to structure the operation.

- Option 1: Reinstatement of the Commission on the Status of Women to oversee and coordinate outreach. This Commission was created by President Kennedy in 1961, and disbanded during the Reagan and Bush years. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. Keeping it outside the White House ensures that the staff will be dedicated to this purpose alone. Thus it is more likely to get done.

The disadvantaged is, if it is not in the White House, it may get less attention from both the White House and the Cabinet Departments.

Option 2: Designate one high level White House staffer to coordinate it and make this her only job. She needs to be empowered through a formal designation by the Chief of Staff. And she ideally needs to have one or two dedicated staffers to assist her. The advantage of this system is it is a higher profile for the agencies, and they may thus be more responsive. The disadvantage is the use of White House resources, and the difficulty in segmenting off one person to run it; and of course the choice of that person.

For this effort to be successful it will need full support from the following departments: Press/Communications, Public Liaison, Cabinet Affairs, Legislative Affairs, Intergovernmental Affairs. Through a weekly or biweekly tasking system, these departments should report through the designated leader to the Chief of Staff on progress made.

V. PRESIDENTIAL PARTICIPATION

Ideally, this operation should be successful with limited involvement of the principles. The President is needed for in initial "laying on of hands" of the commission, or similar initial event of the White House led effort. Beyond that, a very few targeted events should suffice from the President. The Vice President, First Lady and Mrs. Gore would be involved slightly more, as spokespeople at key events.

VI. SPOKESPERSON

Under either the Commission model or the White House led effort model, there needs to be a visible spokesperson charged with leading this effort. It could be either the First Lady or Mrs. Gore or a Cabinet Secretary or someone of similar stature. This person would chair our outreach efforts, participate in public events related to women on an increased basis, reach out to women leaders, etc. She would be responsible for leading a networking effort to reach out to women's groups and involve them in our initiatives.

VII. TIMELINE

Attached is a timeline of significant events in the women's community, both this year and next. We should 1) plant to have an Administration presence at many of these events and 2) coordinate events and releases around these events.

VIII. CONCLUSION

To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then

designate either a Commission, with a Chair and Board, or a prominent spokesperson to lead the effort. In either case, we would select the people to do the day to day work either from the White House or outside. Those selected would coordinate the message, develop administration-wide accomplishments documents, manage a surrogates operation, and highlight events for White House principal participation.

The central operation would also coordinate the Cabinet in their efforts to: 1) provide Secretary and sub-Cabinet level participation in program and grant announcements and other key events; 2) reach out proactively to their current list of interested women's groups; 3) expand the groups on their public liaison list to broaden the outreach; and 4) create agency specific brochures, letters, press documents to highlight the agency's accomplishments on women.

Departmental Initiatives of Interest to Women

- **State - Fourth World Conference on Women:** A UN conference will be held in Beijing, China in September 1995. Through its Global Conference Secretariat, the State Department is coordinating all U.S. planning and preparations for participation in the Women's Conference. With the Department of Labor's Women's Bureau, the State Department co-hosted 10 regional preparatory meetings across the United States to inform the public about the Women's Conference, hear concerns and receive input.
- **State - UN Commission on the Status of Women:** From 1947 to 1994, the U.S. was a member of the UN Commission on the Status of Women. The U.S. is off the Commission in 1995, but looks to regain its seat in 1996.
- **State - Refugee Relief Worker Training:** State has supported training for refugee relief workers, including \$500,000 in funding to a pilot training program to more effectively address the needs of refugee women and girls who are susceptible to physical and sexual abuse and face discrimination in the delivery of goods and services.
- **Defense - Accomplishments:** On April 28, 1993, the Secretary of Defense issued a memo on the assignment of women in the Armed Forces that opened additional non-combatant vessels to women, and allow them for the first time to compete for assignment in aircraft that engage in combat missions.
- **Defense - Accomplishments:** On January 13, 1994, the Secretary of Defense issued a memo which required Service Secretaries to review all units and positions currently closed to women and provide the rationale for opening them or keeping them closed.
- **Defense - Accomplishments:** In the Spring of 1994, the Navy began assigning women to Naval combatant vessels.
- **Interior - Recognition of Women:** The National Park Service Women's History Landmark Project was initiated in 1987 to increase public awareness and appreciation of women's history by identifying significant sites for National Historical Landmark (NHL) status.
- **USDA - The National School Lunch Program (NSLP):** This program promotes the health of American children by providing nutritious, low-cost, or free lunches to about 25 million students each day.
- **USDA - The School Breakfast Program:** This program provides funds to schools to

serve nutritious, free, and reduced-price breakfasts to nearly 6 million American children.

- **USDA - The Nutrition Program for the Elderly:** This program provides cash and commodity foods for meals for senior citizens.
- **USDA - National Breast Feeding Promotion Campaign:** USDA has traditionally played a significant role in promoting and supporting breastfeeding among WIC participants. The USDA-sponsored Breastfeeding Promotion Consortium (BPC), composed of health professional, government, and advocacy organizations, has recommended the development of a National Breastfeeding Campaign to provide information and support for a woman's decision to breastfeed. The Campaign is currently in the planning stage.
- **USDA - Agricultural Exports Services and Export Shows:** The number of women taking advantage of Agricultural Exports Shows as a means of marketing their products to foreign countries is increasing. The Agricultural Export Services staff is working with the Small Business Administration to improve the participation of women and minority owned businesses in all of the agency's export activities.
- **Commerce - The Office of Small and Disadvantaged Business Utilization (OSDBU):** May 1985 - The OSDBU drafted Acquisition Letter No. 25, Woman-Owned Business Contracting Initiatives, that was distributed to heads of contracting offices. It states that "all Department purchasing and contracting offices are asked to take affirmative action to assist women-owned businesses in securing a fair proportion of the Department's procurement." This policy provides a means by which woman-owned firms are to be included on procurement mailing lists and also on prime contractors' vendors lists for each requirement.
- **Commerce - Business Assistance:** The Public Telecommunications Facilities Program (PTFP), administered by NTIA, awards matching grants to noncommercial entities to assist them in purchasing telecommunications equipment and in planning for eventual purchase of such equipment. Most of the PTFP's grant recipients are public television stations, public radio stations, and distance learning entities. One of the basic objectives of the program is to increase public telecommunications services and facilities available to, operated by, and owned by minorities and women. Women wishing to establish a public broadcasting entity are offered technical assistance to assist them in preparing a competitive PTFP grant application. If there is significant participation by women in a PTFP application project--either in the ownership/management of the applicant entity or in the public broadcasting service to be offered--then the application receives points for special consideration, thereby strengthening the application's competitiveness.
- **Labor - The Nontraditional Employment for Women (NEW) Act:** The act provides \$1.5 million annually for the Secretary to award up to six grants to states. Eleven states

have received demonstration grants.

- **Labor - Take Our Daughters to Work:** The program is designed to promote the world of work ideas and provide "hands-on" workplace exposure to girls aged 9 to 15. It has been co-sponsored by the Women's Bureau in the regions and in the national office since its inception.
- **Labor - Family and Medical Leave Act:** The act requires employers of 50 or more employees to provide up to 12 weeks of unpaid, job-protected leave in a 12 month period for the following situations: the birth or adoption of a child; care of a child; spouse or parent with a serious health condition; an employee's own serious health condition that prevents him/her from working.
- **HHS - National Action Plan on Breast Cancer (NAPBC):** The Plan was developed from a national conference on breast cancer convened by Secretary Shalala. It provides a framework and plan for activities in three major areas: delivery of health care; conduct of research; and enactment of policy. It affirms the importance of public-private collaborations to fight breast cancer and promote breast health by involving the participation of consumer, health care professional and scientific organizations, as well as the Federal government in this \$10 million initiative.
- **HHS - Women's Health:** HHS spends over \$1.7 billion on a wide range of activities related to women's health, and the 1995 budget includes \$387 million for breast cancer research, a 29 percent increase over 1994 (the 1992 budget for breast cancer was \$155 million). The 1995 budget also includes \$20 million to continue implementation of the FDA's Mammography Quality Standards Act (MQSA), ensuring all women access to safe and effective mammography services.
- **HHS - Work and Responsibility Act of 1994:** Our welfare reform proposal contains important components targeted to preventing adolescent pregnancy and childbearing. To emphasize the importance of delayed sexual activity and responsible parenting, the bill proposed that a national campaign be launched against adolescent pregnancy.
- **HHS - Family Planning:** Through a network of over 4,000 clinics nationwide, the Title X family planning program provides services to about 4 million poor women each year - approximately one-third are teenagers.
- **HHS - Eliminating the "Gag" Rule:** On January 22, 1993, in the first week of his Administration, President Clinton instructed HHS to issue regulations lifting the ban on abortion counseling by Title X (family planning) program grantees.
- **HHS - Family Preservation and Support Services Program:** This program, begun this past October, aims to promote family strength and stability, enhance parental functioning, and protect children through funding a capped entitlement for states and eligible Indian Tribes. Over five years, almost \$1 billion is available for the development

of comprehensive plans to improve and expand the delivery and coordination of service to children and families.

- **HHS - Domestic Violence and Crime Against Women:** The Crime Bill of September 1994 strengthened HHS's ongoing efforts to help prevent violence and crime. The Crime Bill authorizes \$1.4 billion to support these programs over the next six years.
- **HHS - Child Support Enforcement:** This program establishes paternity for children. Establishing child support orders and enforcing those orders affect an increasing number of women each year. Within the past five years, the Title IV-D child support caseload has risen from 11.9 million to 17 million. According to recent estimates, about 85 percent of custodial parents are female.
- **HUD - Housing for the Elderly:** Elderly women occupy about three-quarters of all HUD-assisted, one-person households; about 30% of all private, project-based, HUD-subsidized units; and 25% of all public housing units.
- **HUD - Specific Projects funded by HUD:** The following are examples of locally-directed projects benefitting women that are funded, either directly or indirectly, by the Department's Community Planning and Development and Office of Housing Programs: Women's Center of Rhode Island, Providence, RI; Women's Housing Coalition, Baltimore, MD; Women's Community Revitalization Project, Inc., Philadelphia, PA; My Sister's Place, Inc., Hartford, CT.
- **HUD - Development:** To remedy women's - particularly single mothers' - lack of specific skills, HUD has funded individual projects that are designed to help participants, many of whom are women, develop the required skills and opportunities to retain and care for their homes. For example: Walnut Hills Redevelopment Fund, Inc., Cincinnati, OH; Women's Research and Development Center, Cincinnati, OH.
- **HUD - Development:** Local projects funded by the Department are designed to enable women to learn skills that will enhance their earning potential and improve their economic circumstance. The following are examples: St. Phillip's College, San Antonio, TX.
- **Education - School-To-Work Opportunities Act of 1994 (P.L. 103-239):** The Act will increase opportunities for women by preparing them for careers that are not traditional for their gender. Provisions of the Act that advance women and girls include: an act which provides grants to states to plan and develop comprehensive SWO systems which may include specialized training of teachers, employers, mentors and others for the counseling and training of women for non-traditional careers; state grants to implement their comprehensive SWO systems (state implementation plans must describe the state's strategy for providing specialized training and technical support for the counseling and training of women for nontraditional careers. It must also describe the state's goals and

methods for ensuring opportunities for young women to participate in the SWO programs in a way that will lead to employment in high-paying jobs in environments free from sexual harassment.)

- **VA - National Training Program on Women Veterans Issues:** Developed in 1992, the initial focus of this program was aimed at developing and enhancing the skills of clinicians in the assessment, diagnosis and treatment of sexual trauma and related disorders in women veterans. Currently, VA has over 120 women veteran clinics in VA Medical Centers, and facilities that lack dedicated women's clinics have begun to develop primary care teams responsible for the general health of their women veteran patients.
- **VA - Veterans Benefits Administration (VBA):** VBA has organized a national task force within its organization that is charged with reviewing all VBA activities in relation to women, including the adequacy of the rating schedule revision, the "sensitivity" of formal correspondence to women veterans involved in the claims process, the educational needs of VBA staff on women's issues, and the nature of evidentiary materials required to support allegations of sexual trauma experience of women in the military.
- **EPA - Programs Related to Women's Health and the Environment:** EPA's Health Effects Research Laboratory and the Office of Health and Environmental Assessment conduct research focused on improving the scientific basis for risk assessment and reducing uncertainties in evaluating environmental chemicals affecting women and children. One particular focus of this research has been the effect of various chemical agents, including dioxins and lead, on both male and female reproductive function and on child development. EPA is collaborating with the National Cancer Institutes in a number of studies designed to identify environmental etiologies of breast cancer.
- **EPA - Regulatory Initiatives Related to Women's Health:** Pursuant to EPA authorities for registration and special review of pesticides, the Agency conducts risk assessments on specific subpopulations, including women of child-bearing age, and in some cases, older women.
- **SBA - Women's Network for Entrepreneurial Training (WNET):** This national, year-long mentor program which links seasoned women entrepreneurs with women whose businesses are ready to grow.
- **SBA - Pre-Qualification Loan Program:** The program allows women business owners to receive prequalification from the SBA for a loan guarantee before going to a bank. It began on a pilot basis in June 1994, and focuses on the character, credit, experience and reliability of the applicant. As of 1/95 there are 16 operative sites which have approved \$20,012,612.00 in loans.

- **SBA - Demonstration Program:** The program was established through the Women's Business Ownership Act of 1988 and was reauthorized through the Women's Business Development Act of 1991. It establishes centers nationally to train and counsel women in the skills necessary to launch their own businesses, and particularly targets socially and economically disadvantaged women. Thirty nine sites in 20 states have serviced 20,000 women, and an additional 10 demonstration centers are expected to be funded in 1995.
- **USIA - Media Guide for Women:** The guide's goal is to help men, and women in particular, better utilize the media as a conduit for their organizational and personal goals. It will be available for distribution soon.
- **GSA - Office of Enterprise Development (OED):** The office will promote increased access to nationwide GSA contracting opportunities to small, minority and women-owned businesses.
- **GSA - Procurement Goal:** GSA has established a five percent procurement goal for women-owned businesses and has strengthened the rules that govern subcontracting plans.
- **GSA - Prime Contracts:** This past year, for the first time, we surpassed our established goal and awarded over \$129 million in prime contracts to women-owned businesses.

**1995 UPCOMING CONFERENCES AND CONVENTIONS
(NATIONWIDE)**

<u>Date</u>	<u>Title</u>	<u>Location</u>
January 9	What Works at Work: Human Resource Policies and Organizational Performance. Nat'l Center for the Workplace/Sloan Foundation Conference.	Washington, DC
January 11	Violence Against Women Task Force Meeting Guest Speaker: Noel Brennan, Deputy Assistant Attorney General from the Office of Justice Programs	Washington, DC
January 14	Roundtable: Women, Islam and the Women's Convention. The International Women's Rights Action Watch (IWRAP) and UNESCO.	New York, NY
January 16-17	U.S. Women at Home and in the World: A Two-Day Briefing on US Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women and Regional and UN Preparations for the Fourth World Conference on Women	Beijing, China
January 16-February 3	UN Committee on the Elimination of Discrimination Against Women 14th Session	New York, NY
January 18	West Virginia Women's Commission Women and the Economy: Unleashing the Economic Potential of WV Women	Charleston, WV
January 18	"The New Fiscal Agenda and Welfare Agenda and Welfare Reform: A Convention with Bob Greenstein"	Washington, DC
January 19-20	"National Labor Leader's Conference on Women and HIV/AIDS", sponsored by CLUW & funded by Center for Disease Control and Prevention	Washington, DC

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January 19-21	Expanding Minority Opportunities: First Annual National Conference sponsored by the American Council on Education, Arizona State University, the Coalition to Increase Minority Degrees, The College Board, the Charles A. Dana Foundation, the William and Flor Hewlett Foundation, and the Rockefeller Foundation	Tempe, AZ
January 20	Working Women Count! Partners Seminar, Duke City BPW	Albuquerque, NM
January 23-24	IL Partnerships for Workforce Education Conference	Springfield, IL
January 24	Oklahoma Therapeutic Association Members Seminar	Tulsa, OK
January 25	Gender Equity for Girls and Boys: A One Day Conference for K-12 Teachers and Administrators	San Francisco, CA
January 25-26	ACF School Age Child Care Inst.	Washington, DC
January 18	West Virginia Women's Commission Women & the Economy: Unleashing the Economic Potential of WVA Women	Charleston, WV
February 2-3	"Women of the West: Yesterday, Today and Tomorrow" The Mile High Chapter of the Nat'l Association of Women Business Owners; symposiums providing information, insight and encouragement to business women.	Denver, CO
February (day TBA)	Mid-Year Conference of the National Conference of Women's Bar Associations	Miami, FL
February 5	Northwest International Women's Conf. Women's Leadership: Toward a Balanced Society	Seattle, WA
February 8-10	"Death of Affirmative Action? Birth of Diversity?" Region VIII Conf. by the American Association for Affirmative Action and Higher Educa- tion Affirmative Action Directors	Denver, CO

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February 15-19	Nat'l Association for Multicultural Education 5th Annual Conference	Washington, DC
February 16-21	Annual Meeting, American Association for the Advancement of Science	Atlanta, GA
February 17	"Adult Day Services: The Un-Nursing Home", an official mini-conference of the White House Conference on Aging	Washington, DC
February 21-23	In State AFL-CIO Annual Conference	Indpls, IN
February 22-25	Federally Employed Women 1995 Reg'l Training Program Seminar	Dallas, TX
February 22-26	Conference of Minority Public Administrators	Savannah, GA
February 23-26	Rising to the Top: A Career Strategies Conference and Job Expo. Black Enterprise.	Atlanta, GA
February 25	The Center for Office Techniques "Managing Ergonomics in the 1990's: New Challenges" Conference	Cleveland, OH
February 28-March 3	Child Welfare League of America Children '95	Washington, DC
March	75th Anniversary of Women's Suffrage	Rochester, NY, Seneca Falls, NY, and Washington, DC
March 6-12	UN World Summit for Social Development	Copenhagen, Denmark
March 8	National Council of La Raza's "Congressional" Dinner Conference	Washington, DC
March 9-10	UN Interagency Meeting on Women	New York, NY
March 9-11	Children's Defense Fund Annual Conference	Seattle, WA
March 9-24	UN Nongovernmental Organizations Consultations and Meetings	New York, NY
March 11-14	American Society on Aging Annual Meeting	Atlanta, GA

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March 15-19	Nat'l Association for Equal Opportunity in Higher Education	Washington, DC
March 15- April 4	UN Commission on the Status of Women/39th Session. Last Prep-Com for the Forth World Conf. on Women	
March 17	"Family Caregiving and Corporate Eldecare", an official mini-conference of the White House Conference on Aging	Rockville, MD
March 17-19	Eastern Economic Association: Annual Meeting, "Dialogue in Economics."	New York, NY
March 19-23	Research Conference: US Bureau of the Census	Arlington, VA
March 22-24	Second Annual Congress of the Americas (Best Global Business Practices; includes a Minister Summit).	Mexico City, NM
March 24-26	Northern New England Tradeswomen Ascutney Mountain Resort	Brownsville, VT
March 25	Connecticut Permanent Commission on the Status of Women Roundtable at the CT Economic Women's Summit	Hartford, CT
March 26-29	National Council of Jewish Women's Institute	Washington, DC
March 27	Nat'l Council of Jewish Women Annual Public Policy Institute Legislative and Public Policy Council Conference	Washington, DC
March 30-31	IL Displaced Homemakers Prog. Conf.	Bloomington, IL
April 7-8	Salt Lake Community College Region 8 Women Work Conference "Celebrating Women at Work"	Salt Lake City, UT
April 8	On the Road to Beijing/Preparing for the NGO Forum/Univ. of IL	Chicago, IL

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April 8-12	American Academy of Pediatrics: Spring Session	Philadelphia, PA
April 12-16	National Association of Black Social Workers, Inc.	New York, NY
April 20-23	Save the Children: 18th Annual Technical Assistance Conference	Atlanta, GA
April 21	Mexican American Opportunity Foundation 19th Annual National Hispanic Women's Conference	Los Angeles, CA
April 25-28	Hoosier Apprenticeship Conference	French Lick, IN
April 26	Blackfeet Community College Region 8 WB Co-sponsored Conf. for Professional Secretaries (American Indian College).	Browning, MT
April 26-29	National Association of Health Services Executives	Birmingham, AL
April 26-29	National Conference of Black Mayors, Inc. (includes Black Women Mayors Caucus) Annual National Convention	Memphis, TN
April 28-30	National Coalition of 100 Black Women	Boston, MA
May (Day TBA)	Coalition of Black Trade Unionists	Detroit, MI
May 1-3	Council on Foundations Annual National Conference	San Francisco, CA
**May 1-6	The White House Conference on Aging	Washington, DC
May 2-5	"White House Conference on Aging"	Washington, DC
May 3-4-5	Reg'l Women Work Conference Reg'l Displaced Homemakers/ Single Parent Program Providers	Oklahoma City, OK
May 3-5	MI Network of Women's Center Conf.	Lansing, MI
May 10	Tradeswomen Advocacy Coalition Trades Fair	Chicago, IL
May 10-12	Nat'l Alliance for Equity in Education	Washington, DC

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May 10-12	Women Work, Women's Way (Reg. V DH Conference)	Ft. Wayne, IN
**May 19	Women's Bureau 75th Anniversary Conference	Washington, DC
May 31- June 4	International Industrial Relations Associations 10th World Congress Spring Meeting of the Industrial Relations Research Association: "Learning from Each Other: Transferring Knowledge and Innovations Across Cultures."	Washington, DC
June 4-6	National WEPAN Conference (6th Annual). Women in Engineering Program Advocates Network.	Washington, DC
June 11-15	National White House Conference on Small Business	Washington, DC
June 12-15	Women in Cable National Cable Management Conference	Denver, CO
June 13-18	XIIth International Symposium on Night and Shiftwork. University of Connecticut and the Scientific Committee on Shiftwork of the International Commission on Occupational Health (ICOH).	Ledyard, CT
June 14-18	National Association of Minority Contractors	Atlanta, GA
June 15	Mayor's Commission on the Status of Women Seminar/Members & Constituent Meeting	Tulsa, OK
June 15-18	National Conference on African-American Women and the Law: Exercising Our Power - Reclaiming Our Communities. Lawyers' Committee for Civil Rights Under Law	Washington, DC
June 18-21	National Newspaper Publishers Association	Philadelphia, PA

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June 22-25	National Black Women's Health Project	Baltimore, MD
June 27-29	Shaping the Future of Quality Child Care - 6th Annual Child Care Conference sponsored by the General Services Administration, Office of Workplace Initiatives	Minneapolis, MN
July 5-9	Western Economic Association International Conference Annual Conference: "Competition--Here, There, and Everywhere."	San Diego, CA
July 12-17	Zeta Phi Beta Sorority, Inc.	Washington, DC
July 13-16	National Leadership Conference, Alpha Kappa Alpha Sorority, Inc.	Detroit, MI
July 16-19	National Council of La Raza's Annual Convention	Dallas, TX
July 16-23	The National Association of Negro Business and Professional Women's Clubs	Detroit, MI
July 17-21	FEW National Training Program	Takoma, WA
July 18-20	World Future Society Annual Conference. "FutureProbe: Imagining Possibilities, Creating Opportunities."	Atlanta, GA
July 19-23	National Association for Commissions on Women's National Annual Conference	Baltimore, MD
July 23-26	National Urban League, Inc.	Miami Beach, FL
July 30-August 2	Operation Push, Inc.	Detroit, MI
August 2-5	National Black Nurses' Assn., Inc.	Washington, DC
August 13-16	Opportunities Industrialization of America, Inc.	Raleigh, NC
August 16-19	Region V Majority Women's Networking	Cincinnati, OH
August 20-25	Blacks in Government	St. Louis, MO

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August 25	League of Women Voters' Women's Equality Day/75th Anniversary of Women's Suffrage Conference	Washington, DC
August 30-September 8	Nongovernmental Forum for the Fourth World Conference on Women	Beijing, China
September 4-15	UN Fourth World Conference on Women	Beijing, China
September 13	Women in Poverty Conference	Stevens Pt, WI
September 13-16	"Work Stress, and Health '95: Creating Healthier Workplaces", sponsored by APA, NIOSH, and OPM; Contact: Jane Walstedt	Washington, DC
September 19-24	Congressional Black Caucus Foundation, Inc.	Washington, DC
September 22-24	International Black Women's Congress	Newark, NJ
October 5-8	National Coalition of 100 Black Women	Tuskegee, AL
October 8-11	International Atlantic Economic Conference	Williamsburg, VA
October 12-15	National Coalition of Black Women Entrepreneurs, Inc.	Detroit, MI
November 13-15	National Association of State Universities and Land-Grant Colleges	Orlando, FL
November 15	Women Work! The National Network for Women's Employment's (formerly known as the National Displaced Homemakers Network) National Conference	TBA

PREPARED BY: Becky Griffin, Staff Assistant
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1/5/95

THE WHITE HOUSE
WASHINGTON

January 27, 1995

MEMORANDUM FOR HAROLD ICKES

FROM: CABINET AFFAIRS

SUBJECT: A CABINET WOMEN'S STRATEGY

Outlined below is a summary of a draft strategy for outreach to women voters using Cabinet resources. Where appropriate, we have indicated further work that needs to be carried out.

I. GOALS

An effective strategy for promoting the Administration's accomplishments must begin with goals and targeted objectives.

Goal 1: First we must define our target group. Our efforts could be directed at: 1) all women, 2) all women voters, 3) professional women aged eighteen to forty-five, 4) women activists, 5) mothers or 6) another category or a combination of groups. Our decision will likely stem from an analysis of polling and focus group data, as discussed below.

Goal 2: Once the target group is identified, we should set periodic, definable objectives (i.e. percentage increases) and poll to ascertain if we are meeting those goals. The attached timeline could serve as milestones by which to measure improvements in 1995 and 1996.

II. RESEARCH

The starting point should be a careful analysis of polling and focus group data on women and our policies and issues. We need to identify two things -- the message and the audience. We also need to establish an opposition research structure.

- **Message:** Until research is complete, it is difficult to determine exactly the broad themes. But it is likely that the message will include two broad themes.

First, the Clinton Administration is empowering women. Under this heading we would highlight the number of women appointees to key positions, our efforts to recruit women, and our "first woman ever" achievements (the Attorney General). This message would appeal broadly to women across the political spectrum.

Second, The Clinton Administration is on the right side of substantive issues women care about. This theme would be comparative. It would compare us to either the

previous administrations or to the Republican Congress on substantive areas of concern to women. These substantive areas would surface from a review of research on women.

- **Opposition Research:** We need an ongoing research operation tracking the effect of the Republican Congress on issues of interest to women. This task is best suited to the DNC research operation, which ought to be tasked to provide monthly, for now, reports on the Republican record on women's issues. The issues tracked would be those identified through the polling data discussed above, as well as legislative initiatives that would not surface in a poll.

III. GOVERNMENT ACTIVITIES

Attached is a brief summary of this Administration's programs and activities of interest/concern to women. Our outreach should be based on our strong record of government-wide achievement and include the following elements:

- **Cabinet Events and Announcements:** We must first identify programs, grants and appointments decisions which are worthy of announcement and then plan Cabinet events surrounding them. Many of the grants, for instance, are currently announced only through press releases and may deserve a higher profile commitment.
- **Preparation/Distribution of Written Materials:** Each department can prepare a brochure highlighting its programs, grants and other activities of interest to women. Similarly, the White House can prepare an "accomplishments" documents aimed at women. The departments have included lists of the groups that regularly contact their public liaison operations to discuss women's issues. On a regular basis we should distribute to these lists the accomplishments document, relevant press releases, and invitations to cabinet events centered around women's issues.
- **Joint Communications Strategy:** Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

The coordination of our women's outreach effort requires dedicated full time staff resources. Here are two options for how to structure the operation.

- Option 1: Reinstatement of the Commission on the Status of Women to oversee and coordinate outreach. This Commission was created by President Kennedy in 1961, and disbanded during the Reagan and Bush years. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. Keeping it outside the White House ensures that the staff will be dedicated to this purpose alone. Thus it is more likely to get done.

The disadvantaged is, if it is not in the White House, it may get less attention from both the White House and the Cabinet Departments.

Option 2: Designate one high level White House staffer to coordinate it and make this her only job. She needs to be empowered through a formal designation by the Chief of Staff. And she ideally needs to have one or two dedicated staffers to assist her. The advantage of this system is it is a higher profile for the agencies, and they may thus be more responsive. The disadvantage is the use of White House resources, and the difficulty in segmenting off one person to run it; and of course the choice of that person.

For this effort to be successful it will need full support from the following departments: Press/Communications, Public Liaison, Cabinet Affairs, Legislative Affairs, Intergovernmental Affairs. Through a weekly or biweekly tasking system, these departments should report through the designated leader to the Chief of Staff on progress made.

V. PRESIDENTIAL PARTICIPATION

Ideally, this operation should be successful with limited involvement of the principles. The President is needed for in initial "laying on of hands" of the commission, or similar initial event of the White House led effort. Beyond that, a very few targeted events should suffice from the President. The Vice President, First Lady and Mrs. Gore would be involved slightly more, as spokespeople at key events.

VI. SPOKESPERSON

Under either the Commission model or the White House led effort model, there needs to be a visible spokesperson charged with leading this effort. It could be either the First Lady or Mrs. Gore or a Cabinet Secretary or someone of similar stature. This person would chair our outreach efforts, participate in public events related to women on an increased basis, reach out to women leaders, etc. She would be responsible for leading a networking effort to reach out to women's groups and involve them in our initiatives.

VII. TIMELINE

Attached is a timeline of significant events in the women's community, both this year and next. We should 1) plant to have an Administration presence at many of these events and 2) coordinate events and releases around these events.

VIII. CONCLUSION

To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then

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The starting point should be a careful analysis of polling and focus group data on women and our policies and issues. We need to identify two things -- the message and the audience. We also need to establish an opposition research structure.

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First, the Clinton Administration is empowering women. Under this heading we would highlight the number of women appointees to key positions, our efforts to recruit women, and our "first woman ever" achievements (the Attorney General). This message would appeal broadly to women across the political spectrum.

Second, The Clinton Administration is on the right side of substantive issues women care about. This theme would be comparative. It would compare us to either the

previous administrations or to the Republican Congress on substantive areas of concern to women. These substantive areas would surface from a review of research on women.

- **Opposition Research:** We need an ongoing research operation tracking the effect of the Republican Congress on issues of interest to women. This task is best suited to the DNC research operation, which ought to be tasked to provide monthly, for now, reports on the Republican record on women's issues. The issues tracked would be those identified through the polling data discussed above, as well as legislative initiatives that would not surface in a poll.

III. GOVERNMENT ACTIVITIES

Attached is a brief summary of this Administration's programs and activities of interest/concern to women. Our outreach should be based on our strong record of government-wide achievement and include the following elements:

- **Cabinet Events and Announcements:** We must first identify programs, grants and appointments decisions which are worthy of announcement and then plan Cabinet events surrounding them. Many of the grants, for instance, are currently announced only through press releases and may deserve a higher profile commitment.
- **Preparation/Distribution of Written Materials:** Each department can prepare a brochure highlighting its programs, grants and other activities of interest to women. Similarly, the White House can prepare an "accomplishments" documents aimed at women. The departments have included lists of the groups that regularly contact their public liaison operations to discuss women's issues. On a regular basis we should distribute to these lists the accomplishments document, relevant press releases, and invitations to cabinet events centered around women's issues.
- **Joint Communications Strategy:** Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

The coordination of our women's outreach effort requires dedicated full time staff resources. Here are two options for how to structure the operation.

- Option 1: Reinstatement of the Commission on the Status of Women to oversee and coordinate outreach. This Commission was created by President Kennedy in 1961, and disbanded during the Reagan and Bush years. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. Keeping it outside the White House ensures that the staff will be dedicated to this purpose alone. Thus it is more likely to get done.

The disadvantaged is, if it is not in the White House, it may get less attention from both the White House and the Cabinet Departments.

Option 2: Designate one high level White House staffer to coordinate it and make this her only job. She needs to be empowered through a formal designation by the Chief of Staff. And she ideally needs to have one or two dedicated staffers to assist her. The advantage of this system is it is a higher profile for the agencies, and they may thus be more responsive. The disadvantage is the use of White House resources, and the difficulty in segmenting off one person to run it; and of course the choice of that person.

For this effort to be successful it will need full support from the following departments: Press/Communications, Public Liaison, Cabinet Affairs, Legislative Affairs, Intergovernmental Affairs. Through a weekly or biweekly tasking system, these departments should report through the designated leader to the Chief of Staff on progress made.

V. PRESIDENTIAL PARTICIPATION

Ideally, this operation should be successful with limited involvement of the principles. The President is needed for in initial "laying on of hands" of the commission, or similar initial event of the White House led effort. Beyond that, a very few targeted events should suffice from the President. The Vice President, First Lady and Mrs. Gore would be involved slightly more, as spokespeople at key events.

VI. SPOKESPERSON

Under either the Commission model or the White House led effort model, there needs to be a visible spokesperson charged with leading this effort. It could be either the First Lady or Mrs. Gore or a Cabinet Secretary or someone of similar stature. This person would chair our outreach efforts, participate in public events related to women on an increased basis, reach out to women leaders, etc. She would be responsible for leading a networking effort to reach out to women's groups and involve them in our initiatives.

VII. TIMELINE

Attached is a timeline of significant events in the women's community, both this year and next. We should 1) plant to have an Administration presence at many of these events and 2) coordinate events and releases around these events.

VIII. CONCLUSION

To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then

designate either a Commission, with a Chair and Board, or a prominent spokesperson to lead the effort. In either case, we would select the people to do the day to day work either from the White House or outside. Those selected would coordinate the message, develop administration-wide accomplishments documents, manage a surrogates operation, and highlight events for White House principal participation.

The central operation would also coordinate the Cabinet in their efforts to: 1) provide Secretary and sub-Cabinet level participation in program and grant announcements and other key events; 2) reach out proactively to their current list of interested women's groups; 3) expand the groups on their public liaison list to broaden the outreach; and 4) create agency specific brochures, letters, press documents to highlight the agency's accomplishments on women.

Departmental Initiatives of Interest to Women

- **State - Fourth World Conference on Women:** A UN conference will be held in Beijing, China in September 1995. Through its Global Conference Secretariat, the State Department is coordinating all U.S. planning and preparations for participation in the Women's Conference. With the Department of Labor's Women's Bureau, the State Department co-hosted 10 regional preparatory meetings across the United States to inform the public about the Women's Conference, hear concerns and receive input.
- **State - UN Commission on the Status of Women:** From 1947 to 1994, the U.S. was a member of the UN Commission on the Status of Women. The U.S. is off the Commission in 1995, but looks to regain its seat in 1996.
- **State - Refugee Relief Worker Training:** State has supported training for refugee relief workers, including \$500,000 in funding to a pilot training program to more effectively address the needs of refugee women and girls who are susceptible to physical and sexual abuse and face discrimination in the delivery of goods and services.
- **Defense - Accomplishments:** On April 28, 1993, the Secretary of Defense issued a memo on the assignment of women in the Armed Forces that opened additional non-combatant vessels to women, and allow them for the first time to compete for assignment in aircraft that engage in combat missions.
- **Defense - Accomplishments:** On January 13, 1994, the Secretary of Defense issued a memo which required Service Secretaries to review all units and positions currently closed to women and provide the rationale for opening them or keeping them closed.
- **Defense - Accomplishments:** In the Spring of 1994, the Navy began assigning women to Naval combatant vessels.
- **Interior - Recognition of Women:** The National Park Service Women's History Landmark Project was initiated in 1987 to increase public awareness and appreciation of women's history by identifying significant sites for National Historical Landmark (NHL) status.
- **USDA - The National School Lunch Program (NSLP):** This program promotes the health of American children by providing nutritious, low-cost, or free lunches to about 25 million students each day.
- **USDA - The School Breakfast Program:** This program provides funds to schools to

serve nutritious, free, and reduced-price breakfasts to nearly 6 million American children.

- **USDA - The Nutrition Program for the Elderly:** This program provides cash and commodity foods for meals for senior citizens.
- **USDA - National Breast Feeding Promotion Campaign:** USDA has traditionally played a significant role in promoting and supporting breastfeeding among WIC participants. The USDA-sponsored Breastfeeding Promotion Consortium (BPC), composed of health professional, government, and advocacy organizations, has recommended the development of a National Breastfeeding Campaign to provide information and support for a woman's decision to breastfeed. The Campaign is currently in the planning stage.
- **USDA - Agricultural Exports Services and Export Shows:** The number of women taking advantage of Agricultural Exports Shows as a means of marketing their products to foreign countries is increasing. The Agricultural Export Services staff is working with the Small Business Administration to improve the participation of women and minority owned businesses in all of the agency's export activities.
- **Commerce - The Office of Small and Disadvantaged Business Utilization (OSDBU):** May 1985 - The OSDBU drafted Acquisition Letter No. 25, Woman-Owned Business Contracting Initiatives, that was distributed to heads of contracting offices. It states that "all Department purchasing and contracting offices are asked to take affirmative action to assist women-owned businesses in securing a fair proportion of the Department's procurement." This policy provides a means by which woman-owned firms are to be included on procurement mailing lists and also on prime contractors' vendors lists for each requirement.
- **Commerce - Business Assistance:** The Public Telecommunications Facilities Program (PTFP), administered by NTIA, awards matching grants to noncommercial entities to assist them in purchasing telecommunications equipment and in planning for eventual purchase of such equipment. Most of the PTFP's grant recipients are public television stations, public radio stations, and distance learning entities. One of the basic objectives of the program is to increase public telecommunications services and facilities available to, operated by, and owned by minorities and women. Women wishing to establish a public broadcasting entity are offered technical assistance to assist them in preparing a competitive PTFP grant application. If there is significant participation by women in a PTFP application project--either in the ownership/management of the applicant entity or in the public broadcasting service to be offered--then the application receives points for special consideration, thereby strengthening the application's competitiveness.
- **Labor - The Nontraditional Employment for Women (NEW) Act:** The act provides \$1.5 million annually for the Secretary to award up to six grants to states. Eleven states

have received demonstration grants.

- **Labor - Take Our Daughters to Work:** The program is designed to promote the world of work ideas and provide "hands-on" workplace exposure to girls aged 9 to 15. It has been co-sponsored by the Women's Bureau in the regions and in the national office since its inception.
- **Labor - Family and Medical Leave Act:** The act requires employers of 50 or more employees to provide up to 12 weeks of unpaid, job-protected leave in a 12 month period for the following situations: the birth or adoption of a child; care of a child; spouse or parent with a serious health condition; an employee's own serious health condition that prevents him/her from working.
- **HHS - National Action Plan on Breast Cancer (NAPBC):** The Plan was developed from a national conference on breast cancer convened by Secretary Shalala. It provides a framework and plan for activities in three major areas: delivery of health care; conduct of research; and enactment of policy. It affirms the importance of public-private collaborations to fight breast cancer and promote breast health by involving the participation of consumer, health care professional and scientific organizations, as well as the Federal government in this \$10 million initiative.
- **HHS - Women's Health:** HHS spends over \$1.7 billion on a wide range of activities related to women's health, and the 1995 budget includes \$387 million for breast cancer research, a 29 percent increase over 1994 (the 1992 budget for breast cancer was \$155 million). The 1995 budget also includes \$20 million to continue implementation of the FDA's Mammography Quality Standards Act (MQSA), ensuring all women access to safe and effective mammography services.
- **HHS - Work and Responsibility Act of 1994:** Our welfare reform proposal contains important components targeted to preventing adolescent pregnancy and childbearing. To emphasize the importance of delayed sexual activity and responsible parenting, the bill proposed that a national campaign be launched against adolescent pregnancy.
- **HHS - Family Planning:** Through a network of over 4,000 clinics nationwide, the Title X family planning program provides services to about 4 million poor women each year - approximately one-third are teenagers.
- **HHS - Eliminating the "Gag" Rule:** On January 22, 1993, in the first week of his Administration, President Clinton instructed HHS to issue regulations lifting the ban on abortion counseling by Title X (family planning) program grantees.
- **HHS - Family Preservation and Support Services Program:** This program, begun this past October, aims to promote family strength and stability, enhance parental functioning, and protect children through funding a capped entitlement for states and eligible Indian Tribes. Over five years, almost \$1 billion is available for the development

of comprehensive plans to improve and expand the delivery and coordination of service to children and families.

- **HHS - Domestic Violence and Crime Against Women:** The Crime Bill of September 1994 strengthened HHS's ongoing efforts to help prevent violence and crime. The Crime Bill authorizes \$1.4 billion to support these programs over the next six years.
- **HHS - Child Support Enforcement:** This program establishes paternity for children. Establishing child support orders and enforcing those orders affect an increasing number of women each year. Within the past five years, the Title IV-D child support caseload has risen from 11.9 million to 17 million. According to recent estimates, about 85 percent of custodial parents are female.
- **HUD - Housing for the Elderly:** Elderly women occupy about three-quarters of all HUD-assisted, one-person households; about 30% of all private, project-based, HUD-subsidized units; and 25% of all public housing units.
- **HUD - Specific Projects funded by HUD:** The following are examples of locally-directed projects benefitting women that are funded, either directly or indirectly, by the Department's Community Planning and Development and Office of Housing Programs: Women's Center of Rhode Island, Providence, RI; Women's Housing Coalition, Baltimore, MD; Women's Community Revitalization Project, Inc., Philadelphia, PA; My Sister's Place, Inc., Hartford, CT.
- **HUD - Development:** To remedy women's - particularly single mothers' - lack of specific skills, HUD has funded individual projects that are designed to help participants, many of whom are women, develop the required skills and opportunities to retain and care for their homes. For example: Walnut Hills Redevelopment Fund, Inc., Cincinnati, OH; Women's Research and Development Center, Cincinnati, OH.
- **HUD - Development:** Local projects funded by the Department are designed to enable women to learn skills that will enhance their earning potential and improve their economic circumstance. The following are examples: St. Phillip's College, San Antonio, TX.
- **Education - School-To-Work Opportunities Act of 1994 (P.L. 103-239):** The Act will increase opportunities for women by preparing them for careers that are not traditional for their gender. Provisions of the Act that advance women and girls include: an act which provides grants to states to plan and develop comprehensive SWO systems which may include specialized training of teachers, employers, mentors and others for the counseling and training of women for non-traditional careers; state grants to implement their comprehensive SWO systems (state implementation plans must describe the state's strategy for providing specialized training and technical support for the counseling and training of women for nontraditional careers. It must also describe the state's goals and

methods for ensuring opportunities for young women to participate in the SWO programs in a way that will lead to employment in high-paying jobs in environments free from sexual harassment.)

- **VA - National Training Program on Women Veterans Issues:** Developed in 1992, the initial focus of this program was aimed at developing and enhancing the skills of clinicians in the assessment, diagnosis and treatment of sexual trauma and related disorders in women veterans. Currently, VA has over 120 women veteran clinics in VA Medical Centers, and facilities that lack dedicated women's clinics have begun to develop primary care teams responsible for the general health of their women veteran patients.
- **VA - Veterans Benefits Administration (VBA):** VBA has organized a national task force within its organization that is charged with reviewing all VBA activities in relation to women, including the adequacy of the rating schedule revision, the "sensitivity" of formal correspondence to women veterans involved in the claims process, the educational needs of VBA staff on women's issues, and the nature of evidentiary materials required to support allegations of sexual trauma experience of women in the military.
- **EPA - Programs Related to Women's Health and the Environment:** EPA's Health Effects Research Laboratory and the Office of Health and Environmental Assessment conduct research focused on improving the scientific basis for risk assessment and reducing uncertainties in evaluating environmental chemicals affecting women and children. One particular focus of this research has been the effect of various chemical agents, including dioxins and lead, on both male and female reproductive function and on child development. EPA is collaborating with the National Cancer Institutes in a number of studies designed to identify environmental etiologies of breast cancer.
- **EPA - Regulatory Initiatives Related to Women's Health:** Pursuant to EPA authorities for registration and special review of pesticides, the Agency conducts risk assessments on specific subpopulations, including women of child-bearing age, and in some cases, older women.
- **SBA - Women's Network for Entrepreneurial Training (WNET):** This national, year-long mentor program which links seasoned women entrepreneurs with women whose businesses are ready to grow.
- **SBA - Pre-Qualification Loan Program:** The program allows women business owners to receive prequalification from the SBA for a loan guarantee before going to a bank. It began on a pilot basis in June 1994, and focuses on the character, credit, experience and reliability of the applicant. As of 1/95 there are 16 operative sites which have approved \$20,012,612.00 in loans.

- **SBA - Demonstration Program:** The program was established through the Women's Business Ownership Act of 1988 and was reauthorized through the Women's Business Development Act of 1991. It establishes centers nationally to train and counsel women in the skills necessary to launch their own businesses, and particularly targets socially and economically disadvantaged women. Thirty nine sites in 20 states have serviced 20,000 women, and an additional 10 demonstration centers are expected to be funded in 1995.
- **USIA - Media Guide for Women:** The guide's goal is to help men, and women in particular, better utilize the media as a conduit for their organizational and personal goals. It will be available for distribution soon.
- **GSA - Office of Enterprise Development (OED):** The office will promote increased access to nationwide GSA contracting opportunities to small, minority and women-owned businesses.
- **GSA - Procurement Goal:** GSA has established a five percent procurement goal for women-owned businesses and has strengthened the rules that govern subcontracting plans.
- **GSA - Prime Contracts:** This past year, for the first time, we surpassed our established goal and awarded over \$129 million in prime contracts to women-owned businesses.

**1995 UPCOMING CONFERENCES AND CONVENTIONS
(NATIONWIDE)**

<u>Date</u>	<u>Title</u>	<u>Location</u>
January 9	What Works at Work: Human Resource Policies and Organizational Performance. Nat'l Center for the Workplace/Sloan Foundation Conference.	Washington, DC
January 11	Violence Against Women Task Force Meeting Guest Speaker: Noel Brennan, Deputy Assistant Attorney General from the Office of Justice Programs	Washington, DC
January 14	Roundtable: Women, Islam and the Women's Convention. The International Women's Rights Action Watch (IWRAP) and UNESCO.	New York, NY
January 16-17	U.S. Women at Home and in the World: A Two-Day Briefing on US Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women and Regional and UN Preparations for the Fourth World Conference on Women	Beijing, China
January 16-February 3	UN Committee on the Elimination of Discrimination Against Women 14th Session	New York, NY
January 18	West Virginia Women's Commission Women and the Economy: Unleashing the Economic Potential of WV Women	Charleston, WV
January 18	"The New Fiscal Agenda and Welfare Agenda and Welfare Reform: A Convention with Bob Greenstein"	Washington, DC
January 19-20	"National Labor Leader's Conference on Women and HIV/AIDS", sponsored by CLUW & funded by Center for Disease Control and Prevention	Washington, DC

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January 19-21	Expanding Minority Opportunities: First Annual National Conference sponsored by the American Council on Education, Arizona State University, the Coalition to Increase Minority Degrees, The College Board, the Charles A. Dana Foundation, the William and Flor Hewlett Foundation, and the Rockefeller Foundation	Tampe, AZ
January 20	Working Women Count! Partners Seminar, Duke City BPW	Albuquerque, NM
January 23-24	IL Partnerships for Workforce Education Conference	Springfield, IL
January 24	Oklahoma Therapeutic Association Members Seminar	Tulsa, OK
January 25	Gender Equity for Girls and Boys: A One Day Conference for K-12 Teachers and Administrators	San Francisco, CA
January 25-26	ACF School Age Child Care Inst.	Washington, DC
January 18	West Virginia Women's Commission Women & the Economy: Unleashing the Economic Potential of WVA Women	Charleston, WV
February 2-3	"Women of the West: Yesterday, Today and Tomorrow" The Mile High Chapter of the Nat'l Association of Women Business Owners; symposiums providing information, insight and encouragement to business women.	Denver, CO
February (day TBA)	Mid-Year Conference of the National Conference of Women's Bar Associations	Miami, FL
February 5	Northwest International Women's Conf. Women's Leadership: Toward a Balanced Society	Seattle, WA
February 8-10	"Death of Affirmative Action? Birth of Diversity?" Region VIII Conf. by the American Association for Affirmative Action and Higher Educa- tion Affirmative Action Directors	Denver, CO

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February 15-19	Nat'l Association for Multicultural Education 5th Annual Conference	Washington, DC
February 16-21	Annual Meeting, American Association for the Advancement of Science	Atlanta, GA
February 17	"Adult Day Services: The Un-Nursing Home", an official mini-conference of the White House Conference on Aging	Washington, DC
February 21-23	In State AFL-CIO Annual Conference	Indpls, IN
February 22-25	Federally Employed Women 1995 Reg'l Training Program Seminar	Dallas, TX
February 22-26	Conference of Minority Public Administrators	Savannah, GA
February 23-26	Rising to the Top: A Career Strategies Conference and Job Expo. Black Enterprise.	Atlanta, GA
February 25	The Center for Office Techniques "Managing Ergonomics in the 1990's: New Challenges" Conference	Cleveland, OH
February 28-March 3	Child Welfare League of America Children '95	Washington, DC
March	75th Anniversary of Women's Suffrage	Rochester, NY, Seneca Falls, NY, and Washington, DC
March 6-12	UN World Summit for Social Development	Copenhagen, Denmark
March 8	National Council of La Raza's "Congressional" Dinner Conference	Washington, DC
March 9-10	UN Interagency Meeting on Women	New York, NY
March 9-11	Children's Defense Fund Annual Conference	Seattle, WA
March 9-24	UN Nongovernmental Organizations Consultations and Meetings	New York, NY
March 11-14	American Society on Aging Annual Meeting	Atlanta, GA

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March 15-19	Nat'l Association for Equal Opportunity in Higher Education	Washington, DC
March 15- April 4	UN Commission on the Status of Women/39th Session. Last Prep-Com for the Forth World Conf. on Women	
March 17	"Family Caregiving and Corporate Eldecare", an official mini-conference of the White House Conference on Aging	Rockville, MD
March 17-19	Eastern Economic Association: Annual Meeting, "Dialogue in Economics."	New York, NY
March 19-23	Research Conference: US Bureau of the Census	Arlington, VA
March 22-24	Second Annual Congress of the Americas (Best Global Business Practices; includes a Minister Summit).	Mexico City, NM
March 24-26	Northern New England Tradeswomen Ascutney Mountain Resort	Brownsville, VT
March 25	Connecticut Permanent Commission on the Status of Women Roundtable at the CT Economic Women's Summit	Hartford, CT
March 26-29	National Council of Jewish Women's Institute	Washington, DC
March 27	Nat'l Council of Jewish Women Annual Public Policy Institute Legislative and Public Policy Council Conference	Washington, DC
March 30-31	IL Displaced Homemakers Prog. Conf.	Bloomington, IL
April 7-8	Salt Lake Community College Region 8 Women Work Conference "Celebrating Women at Work"	Salt Lake City, UT
April 8	On the Road to Beijing/Preparing for the NGO Forum/Univ. of IL	Chicago, IL

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April 8-12	American Academy of Pediatrics: Spring Session	Philadelphia, PA
April 12-16	National Association of Black Social Workers, Inc.	New York, NY
April 20-23	Save the Children: 18th Annual Technical Assistance Conference	Atlanta, GA
April 21	Mexican American Opportunity Foundation 19th Annual National Hispanic Women's Conference	Los Angeles, CA
April 25-28	Hoosier Apprenticeship Conference	French Lick, IN
April 26	Blackfeet Community College Region 8 WB Co-sponsored Conf. for Professional Secretaries (American Indian College).	Browning, MT
April 26-29	National Association of Health Services Executives	Birmingham, AL
April 26-29	National Conference of Black Mayors, Inc. (includes Black Women Mayors Caucus) Annual National Convention	Memphis, TN
April 28-30	National Coalition of 100 Black Women	Boston, MA
May (Day TBA)	Coalition of Black Trade Unionists	Detroit, MI
May 1-3	Council on Foundations Annual National Conference	San Francisco, CA
**May 1-6	The White House Conference on Aging	Washington, DC
May 2-5	"White House Conference on Aging"	Washington, DC
May 3-4-5	Reg'l Women Work Conference Reg'l Displaced Homemakers/ Single Parent Program Providers	Oklahoma City, OK
May 3-5	MI Network of Women's Center Conf.	Lansing, MI
May 10	Tradeswomen Advocacy Coalition Trades Fair	Chicago, IL
May 10-12	Nat'l Alliance for Equity in Education	Washington, DC

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May 10-12	Women Work, Women's Way (Reg. V DH Conference)	Ft. Wayne, IN
**May 19	Women's Bureau 75th Anniversary Conference	Washington, DC
May 31- June 4	International Industrial Relations Associations 10th World Congress Spring Meeting of the Industrial Relations Research Association: "Learning from Each Other: Transferring Knowledge and Innovations Across Cultures."	Washington, DC
June 4-6	National WEPAN Conference (6th Annual). Women in Engineering Program Advocates Network.	Washington, DC
June 11-15	National White House Conference on Small Business	Washington, DC
June 12-15	Women in Cable National Cable Management Conference	Denver, CO
June 13-18	XIIth International Symposium on Night and Shiftwork. University of Connecticut and the Scientific Committee on Shiftwork of the International Commission on Occupational Health (ICOH).	Ledyard, CT
June 14-18	National Association of Minority Contractors	Atlanta, GA
June 15	Mayor's Commission on the Status of Women Seminar/Members & Constituent Meeting	Tulsa, OK
June 15-18	National Conference on African-American Women and the Law: Exercising Our Power - Reclaiming Our Communities. Lawyers' Committee for Civil Rights Under Law	Washington, DC
June 18-21	National Newspaper Publishers Association	Philadelphia, PA

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June 22-25	National Black Women's Health Project	Baltimore, MD
June 27-29	Shaping the Future of Quality Child Care - 6th Annual Child Care Conference sponsored by the General Services Administration, Office of Workplace Initiatives	Minneapolis, MN
July 5-9	Western Economic Association International Conference Annual Conference: "Competition--Here, There, and Everywhere."	San Diego, CA
July 12-17	Zeta Phi Beta Sorority, Inc.	Washington, DC
July 13-16	National Leadership Conference, Alpha Kappa Alpha Sorority, Inc.	Detroit, MI
July 16-19	National Council of La Raza's Annual Convention	Dallas, TX
July 16-23	The National Association of Negro Business and Professional Women's Clubs	Detroit, MI
July 17-21	FEW National Training Program	Takoma, WA
July 18-20	World Future Society Annual Conference. "FutureProbe: Imagining Possibilities, Creating Opportunities."	Atlanta, GA
July 19-23	National Association for Commissions on Women's National Annual Conference	Baltimore, MD
July 23-26	National Urban League, Inc.	Miami Beach, FL
July 30-August 2	Operation Push, Inc.	Detroit, MI
August 2-5	National Black Nurses' Assn., Inc.	Washington, DC
August 13-16	Opportunities Industrialization of America, Inc.	Raleigh, NC
August 16-19	Region V Majority Women's Networking	Cincinnati, OH
August 20-25	Blacks in Government	St. Louis, MO

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August 25	League of Women Voters' Women's Equality Day/75th Anniversary of Women's Suffrage Conference	Washington, DC
August 30-September 8	Nongovernmental Forum for the Fourth World Conference on Women	Beijing, China
September 4-15	UN Fourth World Conference on Women	Beijing, China
September 13	Women in Poverty Conference	Stevens Pt, WI
September 13-16	"Work Stress, and Health '95: Creating Healthier Workplaces", sponsored by APA, NIOSH, and OPM; Contact: Jane Walstedt	Washington, DC
September 19-24	Congressional Black Caucus Foundation, Inc.	Washington, DC
September 22-24	International Black Women's Congress	Newark, NJ
October 5-8	National Coalition of 100 Black Women	Tuskegee, AL
October 8-11	International Atlantic Economic Conference	Williamsburg, VA
October 12-15	National Coalition of Black Women Entrepreneurs, Inc.	Detroit, MI
November 13-15	National Association of State Universities and Land-Grant Colleges	Orlando, FL
November 15	Women Work! The National Network for Women's Employment's (formerly known as the National Displaced Homemakers Network) National Conference	TBA

PREPARED BY: Becky Griffin, Staff Assistant
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1/5/95

THE WHITE HOUSE
WASHINGTON

January 27, 1995

MEMORANDUM FOR HAROLD ICKES

FROM: CABINET AFFAIRS

SUBJECT: A CABINET WOMEN'S STRATEGY

Outlined below is a summary of a draft strategy for outreach to women voters using Cabinet resources. Where appropriate, we have indicated further work that needs to be carried out.

I. GOALS

An effective strategy for promoting the Administration's accomplishments must begin with goals and targeted objectives.

Goal 1: First we must define our target group. Our efforts could be directed at: 1) all women, 2) all women voters, 3) professional women aged eighteen to forty-five, 4) women activists, 5) mothers or 6) another category or a combination of groups. Our decision will likely stem from an analysis of polling and focus group data, as discussed below.

Goal 2: Once the target group is identified, we should set periodic, definable objectives (i.e. percentage increases) and poll to ascertain if we are meeting those goals. The attached timeline could serve as milestones by which to measure improvements in 1995 and 1996.

II. RESEARCH

The starting point should be a careful analysis of polling and focus group data on women and our policies and issues. We need to identify two things -- the message and the audience. We also need to establish an opposition research structure.

- **Message:** Until research is complete, it is difficult to determine exactly the broad themes. But it is likely that the message will include two broad themes.

First, the Clinton Administration is empowering women. Under this heading we would highlight the number of women appointees to key positions, our efforts to recruit women, and our "first woman ever" achievements (the Attorney General). This message would appeal broadly to women across the political spectrum.

Second, The Clinton Administration is on the right side of substantive issues women care about. This theme would be comparative. It would compare us to either the

previous administrations or to the Republican Congress on substantive areas of concern to women. These substantive areas would surface from a review of research on women.

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- **Joint Communications Strategy:** Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

The coordination of our women's outreach effort requires dedicated full time staff resources. Here are two options for how to structure the operation.

- Option 1: Reinstatement of the Commission on the Status of Women to oversee and coordinate outreach. This Commission was created by President Kennedy in 1961, and disbanded during the Reagan and Bush years. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. Keeping it outside the White House ensures that the staff will be dedicated to this purpose alone. Thus it is more likely to get done.

The disadvantaged is, if it is not in the White House, it may get less attention from both the White House and the Cabinet Departments.

Option 2: Designate one high level White House staffer to coordinate it and make this her only job. She needs to be empowered through a formal designation by the Chief of Staff. And she ideally needs to have one or two dedicated staffers to assist her. The advantage of this system is it is a higher profile for the agencies, and they may thus be more responsive. The disadvantage is the use of White House resources, and the difficulty in segmenting off one person to run it; and of course the choice of that person.

For this effort to be successful it will need full support from the following departments: Press/Communications, Public Liaison, Cabinet Affairs, Legislative Affairs, Intergovernmental Affairs. Through a weekly or biweekly tasking system, these departments should report through the designated leader to the Chief of Staff on progress made.

V. PRESIDENTIAL PARTICIPATION

Ideally, this operation should be successful with limited involvement of the principles. The President is needed for in initial "laying on of hands" of the commission, or similar initial event of the White House led effort. Beyond that, a very few targeted events should suffice from the President. The Vice President, First Lady and Mrs. Gore would be involved slightly more, as spokespeople at key events.

VI. SPOKESPERSON

Under either the Commission model or the White House led effort model, there needs to be a visible spokesperson charged with leading this effort. It could be either the First Lady or Mrs. Gore or a Cabinet Secretary or someone of similar stature. This person would chair our outreach efforts, participate in public events related to women on an increased basis, reach out to women leaders, etc. She would be responsible for leading a networking effort to reach out to women's groups and involve them in our initiatives.

VII. TIMELINE

Attached is a timeline of significant events in the women's community, both this year and next. We should 1) plant to have an Administration presence at many of these events and 2) coordinate events and releases around these events.

VIII. CONCLUSION

To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then

designate either a Commission, with a Chair and Board, or a prominent spokesperson to lead the effort. In either case, we would select the people to do the day to day work either from the White House or outside. Those selected would coordinate the message, develop administration-wide accomplishments documents, manage a surrogates operation, and highlight events for White House principal participation.

The central operation would also coordinate the Cabinet in their efforts to: 1) provide Secretary and sub-Cabinet level participation in program and grant announcements and other key events; 2) reach out proactively to their current list of interested women's groups; 3) expand the groups on their public liaison list to broaden the outreach; and 4) create agency specific brochures, letters, press documents to highlight the agency's accomplishments on women.

Departmental Initiatives of Interest to Women

- **State - Fourth World Conference on Women:** A UN conference will be held in Beijing, China in September 1995. Through its Global Conference Secretariat, the State Department is coordinating all U.S. planning and preparations for participation in the Women's Conference. With the Department of Labor's Women's Bureau, the State Department co-hosted 10 regional preparatory meetings across the United States to inform the public about the Women's Conference, hear concerns and receive input.
- **State - UN Commission on the Status of Women:** From 1947 to 1994, the U.S. was a member of the UN Commission on the Status of Women. The U.S. is off the Commission in 1995, but looks to regain its seat in 1996.
- **State - Refugee Relief Worker Training:** State has supported training for refugee relief workers, including \$500,000 in funding to a pilot training program to more effectively address the needs of refugee women and girls who are susceptible to physical and sexual abuse and face discrimination in the delivery of goods and services.
- **Defense - Accomplishments:** On April 28, 1993, the Secretary of Defense issued a memo on the assignment of women in the Armed Forces that opened additional non-combatant vessels to women, and allow them for the first time to compete for assignment in aircraft that engage in combat missions.
- **Defense - Accomplishments:** On January 13, 1994, the Secretary of Defense issued a memo which required Service Secretaries to review all units and positions currently closed to women and provide the rationale for opening them or keeping them closed.
- **Defense - Accomplishments:** In the Spring of 1994, the Navy began assigning women to Naval combatant vessels.
- **Interior - Recognition of Women:** The National Park Service Women's History Landmark Project was initiated in 1987 to increase public awareness and appreciation of women's history by identifying significant sites for National Historical Landmark (NHL) status.
- **USDA - The National School Lunch Program (NSLP):** This program promotes the health of American children by providing nutritious, low-cost, or free lunches to about 25 million students each day.
- **USDA - The School Breakfast Program:** This program provides funds to schools to

serve nutritious, free, and reduced-price breakfasts to nearly 6 million American children.

- **USDA - The Nutrition Program for the Elderly:** This program provides cash and commodity foods for meals for senior citizens.
- **USDA - National Breast Feeding Promotion Campaign:** USDA has traditionally played a significant role in promoting and supporting breastfeeding among WIC participants. The USDA-sponsored Breastfeeding Promotion Consortium (BPC), composed of health professional, government, and advocacy organizations, has recommended the development of a National Breastfeeding Campaign to provide information and support for a woman's decision to breastfeed. The Campaign is currently in the planning stage.
- **USDA - Agricultural Exports Services and Export Shows:** The number of women taking advantage of Agricultural Exports Shows as a means of marketing their products to foreign countries is increasing. The Agricultural Export Services staff is working with the Small Business Administration to improve the participation of women and minority owned businesses in all of the agency's export activities.
- **Commerce - The Office of Small and Disadvantaged Business Utilization (OSDBU):** May 1985 - The OSDBU drafted Acquisition Letter No. 25, Woman-Owned Business Contracting Initiatives, that was distributed to heads of contracting offices. It states that "all Department purchasing and contracting offices are asked to take affirmative action to assist women-owned businesses in securing a fair proportion of the Department's procurement." This policy provides a means by which woman-owned firms are to be included on procurement mailing lists and also on prime contractors' vendors lists for each requirement.
- **Commerce - Business Assistance:** The Public Telecommunications Facilities Program (PTFP), administered by NTIA, awards matching grants to noncommercial entities to assist them in purchasing telecommunications equipment and in planning for eventual purchase of such equipment. Most of the PTFP's grant recipients are public television stations, public radio stations, and distance learning entities. One of the basic objectives of the program is to increase public telecommunications services and facilities available to, operated by, and owned by minorities and women. Women wishing to establish a public broadcasting entity are offered technical assistance to assist them in preparing a competitive PTFP grant application. If there is significant participation by women in a PTFP application project--either in the ownership/management of the applicant entity or in the public broadcasting service to be offered--then the application receives points for special consideration, thereby strengthening the application's competitiveness.
- **Labor - The Nontraditional Employment for Women (NEW) Act:** The act provides \$1.5 million annually for the Secretary to award up to six grants to states. Eleven states

have received demonstration grants.

- **Labor - Take Our Daughters to Work:** The program is designed to promote the world of work ideas and provide "hands-on" workplace exposure to girls aged 9 to 15. It has been co-sponsored by the Women's Bureau in the regions and in the national office since its inception.
- **Labor - Family and Medical Leave Act:** The act requires employers of 50 or more employees to provide up to 12 weeks of unpaid, job-protected leave in a 12 month period for the following situations: the birth or adoption of a child; care of a child; spouse or parent with a serious health condition; an employee's own serious health condition that prevents him/her from working.
- **HHS - National Action Plan on Breast Cancer (NAPBC):** The Plan was developed from a national conference on breast cancer convened by Secretary Shalala. It provides a framework and plan for activities in three major areas: delivery of health care; conduct of research; and enactment of policy. It affirms the importance of public-private collaborations to fight breast cancer and promote breast health by involving the participation of consumer, health care professional and scientific organizations, as well as the Federal government in this \$10 million initiative.
- **HHS - Women's Health:** HHS spends over \$1.7 billion on a wide range of activities related to women's health, and the 1995 budget includes \$387 million for breast cancer research, a 29 percent increase over 1994 (the 1992 budget for breast cancer was \$155 million). The 1995 budget also includes \$20 million to continue implementation of the FDA's Mammography Quality Standards Act (MQSA), ensuring all women access to safe and effective mammography services.
- **HHS - Work and Responsibility Act of 1994:** Our welfare reform proposal contains important components targeted to preventing adolescent pregnancy and childbearing. To emphasize the importance of delayed sexual activity and responsible parenting, the bill proposed that a national campaign be launched against adolescent pregnancy.
- **HHS - Family Planning:** Through a network of over 4,000 clinics nationwide, the Title X family planning program provides services to about 4 million poor women each year - approximately one-third are teenagers.
- **HHS - Eliminating the "Gag" Rule:** On January 22, 1993, in the first week of his Administration, President Clinton instructed HHS to issue regulations lifting the ban on abortion counseling by Title X (family planning) program grantees.
- **HHS - Family Preservation and Support Services Program:** This program, begun this past October, aims to promote family strength and stability, enhance parental functioning, and protect children through funding a capped entitlement for states and eligible Indian Tribes. Over five years, almost \$1 billion is available for the development

of comprehensive plans to improve and expand the delivery and coordination of service to children and families.

- **HHS - Domestic Violence and Crime Against Women:** The Crime Bill of September 1994 strengthened HHS's ongoing efforts to help prevent violence and crime. The Crime Bill authorizes \$1.4 billion to support these programs over the next six years.
- **HHS - Child Support Enforcement:** This program establishes paternity for children. Establishing child support orders and enforcing those orders affect an increasing number of women each year. Within the past five years, the Title IV-D child support caseload has risen from 11.9 million to 17 million. According to recent estimates, about 85 percent of custodial parents are female.
- **HUD - Housing for the Elderly:** Elderly women occupy about three-quarters of all HUD-assisted, one-person households; about 30% of all private, project-based, HUD-subsidized units; and 25% of all public housing units.
- **HUD - Specific Projects funded by HUD:** The following are examples of locally-directed projects benefitting women that are funded, either directly or indirectly, by the Department's Community Planning and Development and Office of Housing Programs: Women's Center of Rhode Island, Providence, RI; Women's Housing Coalition, Baltimore, MD; Women's Community Revitalization Project, Inc., Philadelphia, PA; My Sister's Place, Inc., Hartford, CT.
- **HUD - Development:** To remedy women's - particularly single mothers' - lack of specific skills, HUD has funded individual projects that are designed to help participants, many of whom are women, develop the required skills and opportunities to retain and care for their homes. For example: Walnut Hills Redevelopment Fund, Inc., Cincinnati, OH; Women's Research and Development Center, Cincinnati, OH.
- **HUD - Development:** Local projects funded by the Department are designed to enable women to learn skills that will enhance their earning potential and improve their economic circumstance. The following are examples: St. Phillip's College, San Antonio, TX.
- **Education - School-To-Work Opportunities Act of 1994 (P.L. 103-239):** The Act will increase opportunities for women by preparing them for careers that are not traditional for their gender. Provisions of the Act that advance women and girls include: an act which provides grants to states to plan and develop comprehensive SWO systems which may include specialized training of teachers, employers, mentors and others for the counseling and training of women for non-traditional careers; state grants to implement their comprehensive SWO systems (state implementation plans must describe the state's strategy for providing specialized training and technical support for the counseling and training of women for nontraditional careers. It must also describe the state's goals and

methods for ensuring opportunities for young women to participate in the SWO programs in a way that will lead to employment in high-paying jobs in environments free from sexual harassment.)

- **VA - National Training Program on Women Veterans Issues:** Developed in 1992, the initial focus of this program was aimed at developing and enhancing the skills of clinicians in the assessment, diagnosis and treatment of sexual trauma and related disorders in women veterans. Currently, VA has over 120 women veteran clinics in VA Medical Centers, and facilities that lack dedicated women's clinics have begun to develop primary care teams responsible for the general health of their women veteran patients.
- **VA - Veterans Benefits Administration (VBA):** VBA has organized a national task force within its organization that is charged with reviewing all VBA activities in relation to women, including the adequacy of the rating schedule revision, the "sensitivity" of formal correspondence to women veterans involved in the claims process, the educational needs of VBA staff on women's issues, and the nature of evidentiary materials required to support allegations of sexual trauma experience of women in the military.
- **EPA - Programs Related to Women's Health and the Environment:** EPA's Health Effects Research Laboratory and the Office of Health and Environmental Assessment conduct research focused on improving the scientific basis for risk assessment and reducing uncertainties in evaluating environmental chemicals affecting women and children. One particular focus of this research has been the effect of various chemical agents, including dioxins and lead, on both male and female reproductive function and on child development. EPA is collaborating with the National Cancer Institutes in a number of studies designed to identify environmental etiologies of breast cancer.
- **EPA - Regulatory Initiatives Related to Women's Health:** Pursuant to EPA authorities for registration and special review of pesticides, the Agency conducts risk assessments on specific subpopulations, including women of child-bearing age, and in some cases, older women.
- **SBA - Women's Network for Entrepreneurial Training (WNET):** This national, year-long mentor program which links seasoned women entrepreneurs with women whose businesses are ready to grow.
- **SBA - Pre-Qualification Loan Program:** The program allows women business owners to receive prequalification from the SBA for a loan guarantee before going to a bank. It began on a pilot basis in June 1994, and focuses on the character, credit, experience and reliability of the applicant. As of 1/95 there are 16 operative sites which have approved \$20,012,612.00 in loans.

- **SBA - Demonstration Program:** The program was established through the Women's Business Ownership Act of 1988 and was reauthorized through the Women's Business Development Act of 1991. It establishes centers nationally to train and counsel women in the skills necessary to launch their own businesses, and particularly targets socially and economically disadvantaged women. Thirty nine sites in 20 states have serviced 20,000 women, and an additional 10 demonstration centers are expected to be funded in 1995.
- **USIA - Media Guide for Women:** The guide's goal is to help men, and women in particular, better utilize the media as a conduit for their organizational and personal goals. It will be available for distribution soon.
- **GSA - Office of Enterprise Development (OED):** The office will promote increased access to nationwide GSA contracting opportunities to small, minority and women-owned businesses.
- **GSA - Procurement Goal:** GSA has established a five percent procurement goal for women-owned businesses and has strengthened the rules that govern subcontracting plans.
- **GSA - Prime Contracts:** This past year, for the first time, we surpassed our established goal and awarded over \$129 million in prime contracts to women-owned businesses.

**1995 UPCOMING CONFERENCES AND CONVENTIONS
(NATIONWIDE)**

<u>Date</u>	<u>Title</u>	<u>Location</u>
January 9	What Works at Work: Human Resource Policies and Organizational Performance. Nat'l Center for the Workplace/Sloan Foundation Conference.	Washington, DC
January 11	Violence Against Women Task Force Meeting Guest Speaker: Noel Brennan, Deputy Assistant Attorney General from the Office of Justice Programs	Washington, DC
January 14	Roundtable: Women, Islam and the Women's Convention. The International Women's Rights Action Watch (IWRAP) and UNESCO.	New York, NY
January 16-17	U.S. Women at Home and in the World: A Two-Day Briefing on US Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women and Regional and UN Preparations for the Fourth World Conference on Women	Beijing, China
January 16-February 3	UN Committee on the Elimination of Discrimination Against Women 14th Session	New York, NY
January 18	West Virginia Women's Commission Women and the Economy: Unleashing the Economic Potential of WV Women	Charleston, WV
January 18	"The New Fiscal Agenda and Welfare Agenda and Welfare Reform: A Convention with Bob Greenstein"	Washington, DC
January 19-20	"National Labor Leader's Conference on Women and HIV/AIDS", sponsored by CLUW & funded by Center for Disease Control and Prevention	Washington, DC

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January 19-21	Expanding Minority Opportunities: First Annual National Conference sponsored by the American Council on Education, Arizona State University, the Coalition to Increase Minority Degrees, The College Board, the Charles A. Dana Foundation, the William and Flor Hewlett Foundation, and the Rockefeller Foundation	Tempe, AZ
January 20	Working Women Count! Partners Seminar, Duke City BPW	Albuquerque, NM
January 23-24	IL Partnerships for Workforce Education Conference	Springfield, IL
January 24	Oklahoma Therapeutic Association Members Seminar	Tulsa, OK
January 25	Gender Equity for Girls and Boys: A One Day Conference for K-12 Teachers and Administrators	San Francisco, CA
January 25-26	ACF School Age Child Care Inst.	Washington, DC
January 18	West Virginia Women's Commission Women & the Economy:Unleashing the Economic Potential of WVA Women	Charleston, WV
February 2-3	"Women of the West: Yesterday, Today and Tomorrow" The Mile High Chapter of the Nat'l Association of Women Business Owners; symposiums providing information, insight and encouragement to business women.	Denver, CO
February (day TBA)	Mid-Year Conference of the National Conference of Women's Bar Associations	Miami, FL
February 5	Northwest International Women's Conf. Women's Leadership: Toward a Balanced Society	Seattle, WA
February 8-10	"Death of Affirmative Action? Birth of Diversity?" Region VIII Conf. by the American Association for Affirmative Action and Higher Educa- tion Affirmative Action Directors	Denver, CO

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February 15-19	Nat'l Association for Multicultural Education 5th Annual Conference	Washington, DC
February 16-21	Annual Meeting, American Association for the Advancement of Science	Atlanta, GA
February 17	"Adult Day Services: The Un-Nursing Home", an official mini-conference of the White House Conference on Aging	Washington, DC
February 21-23	In State AFL-CIO Annual Conference	Indpls, IN
February 22-25	Federally Employed Women 1995 Reg'l Training Program Seminar	Dallas, TX
February 22-26	Conference of Minority Public Administrators	Savannah, GA
February 23-26	Rising to the Top: A Career Strategies Conference and Job Expo. Black Enterprise.	Atlanta, GA
February 25	The Center for Office Techniques "Managing Ergonomics in the 1990's: New Challenges" Conference	Cleveland, OH
February 28-March 3	Child Welfare League of America Children '95	Washington, DC
March	75th Anniversary of Women's Suffrage	Rochester, NY, Seneca Falls, NY, and Washington, DC
March 6-12	UN World Summit for Social Development	Copenhagen, Denmark
March 8	National Council of La Raza's "Congressional" Dinner Conference	Washington, DC
March 9-10	UN Interagency Meeting on Women	New York, NY
March 9-11	Children's Defense Fund Annual Conference	Seattle, WA
March 9-24	UN Nongovernmental Organizations Consultations and Meetings	New York, NY
March 11-14	American Society on Aging Annual Meeting	Atlanta, GA

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March 15-19	Nat'l Association for Equal Opportunity in Higher Education	Washington, DC
March 15- April 4	UN Commission on the Status of Women/39th Session. Last Prep-Com for the Forth World Conf. on Women	
March 17	"Family Caregiving and Corporate Eldecare", an official mini-conference of the White House Conference on Aging	Rockville, MD
March 17-19	Eastern Economic Association: Annual Meeting, "Dialogue in Economics."	New York, NY
March 19-23	Research Conference: US Bureau of the Census	Arlington, VA
March 22-24	Second Annual Congress of the Americas (Best Global Business Practices; includes a Minister Summit).	Mexico City, NM
March 24-26	Northern New England Tradeswomen Ascutney Mountain Resort	Brownsville, VT
March 25	Connecticut Permanent Commission on the Status of Women Roundtable at the CT Economic Women's Summit	Hartford, CT
March 26-29	National Council of Jewish Women's Institute	Washington, DC
March 27	Nat'l Council of Jewish Women Annual Public Policy Institute Legislative and Public Policy Council Conference	Washington, DC
March 30-31	IL Displaced Homemakers Prog. Conf.	Bloomington, IL
April 7-8	Salt Lake Community College Region 8 Women Work Conference "Celebrating Women at Work"	Salt Lake City, UT
April 8	On the Road to Beijing/Preparing for the NGO Forum/Univ. of IL	Chicago, IL

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April 8-12	American Academy of Pediatrics: Spring Session	Philadelphia, PA
April 12-16	National Association of Black Social Workers, Inc.	New York, NY
April 20-23	Save the Children: 18th Annual Technical Assistance Conference	Atlanta, GA
April 21	Mexican American Opportunity Foundation 19th Annual National Hispanic Women's Conference	Los Angeles, CA
April 25-28	Hoosier Apprenticeship Conference	French Lick, IN
April 26	Blackfeet Community College Region 8 WB Co-sponsored Conf. for Professional Secretaries (American Indian College).	Browning, MT
April 26-29	National Association of Health Services Executives	Birmingham, AL
April 26-29	National Conference of Black Mayors, Inc. (includes Black Women Mayors Caucus) Annual National Convention	Memphis, TN
April 28-30	National Coalition of 100 Black Women	Boston, MA
May (Day TBA)	Coalition of Black Trade Unionists	Detroit, MI
May 1-3	Council on Foundations Annual National Conference	San Francisco, CA
**May 1-6	The White House Conference on Aging	Washington, DC
May 2-5	"White House Conference on Aging"	Washington, DC
May 3-4-5	Reg'l Women Work Conference Reg'l Displaced Homemakers/ Single Parent Program Providers	Oklahoma City, OK
May 3-5	MI Network of Women's Center Conf.	Lansing, MI
May 10	Tradeswomen Advocacy Coalition Trades Fair	Chicago, IL
May 10-12	Nat'l Alliance for Equity in Education	Washington, DC

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May 10-12	Women Work, Women's Way (Reg. V DH Conference)	Ft. Wayne, IN
**May 19	Women's Bureau 75th Anniversary Conference	Washington, DC
May 31- June 4	International Industrial Relations Associations 10th World Congress Spring Meeting of the Industrial Relations Research Association: "Learning from Each Other: Transferring Knowledge and Innovations Across Cultures."	Washington, DC
June 4-6	National WEPAN Conference (6th Annual). Women in Engineering Program Advocates Network.	Washington, DC
June 11-15	National White House Conference on Small Business	Washington, DC
June 12-15	Women in Cable National Cable Management Conference	Denver, CO
June 13-18	XIIth International Symposium on Night and Shiftwork. University of Connecticut and the Scientific Committee on Shiftwork of the International Commission on Occupational Health (ICOH).	Ledyard, CT
June 14-18	National Association of Minority Contractors	Atlanta, GA
June 15	Mayor's Commission on the Status of Women Seminar/Members & Constituent Meeting	Tulsa, OK
June 15-18	National Conference on African-American Women and the Law: Exercising Our Power - Reclaiming Our Communities. Lawyers' Committee for Civil Rights Under Law	Washington, DC
June 18-21	National Newspaper Publishers Association	Philadelphia, PA

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June 22-25	National Black Women's Health Project	Baltimore, MD
June 27-29	Shaping the Future of Quality Child Care - 6th Annual Child Care Conference sponsored by the General Services Administration, Office of Workplace Initiatives	Minneapolis, MN
July 5-9	Western Economic Association International Conference Annual Conference: "Competition--Here, There, and Everywhere."	San Diego, CA
July 12-17	Zeta Phi Beta Sorority, Inc.	Washington, DC
July 13-16	National Leadership Conference, Alpha Kappa Alpha Sorority, Inc.	Detroit, MI
July 16-19	National Council of La Raza's Annual Convention	Dallas, TX
July 16-23	The National Association of Negro Business and Professional Women's Clubs	Detroit, MI
July 17-21	FEW National Training Program	Takoma, WA
July 18-20	World Future Society Annual Conference. "FutureProbe: Imagining Possibilities, Creating Opportunities."	Atlanta, GA
July 19-23	National Association for Commissions on Women's National Annual Conference	Baltimore, MD
July 23-26	National Urban League, Inc.	Miami Beach, FL
July 30-August 2	Operation Push, Inc.	Detroit, MI
August 2-5	National Black Nurses' Assn., Inc.	Washington, DC
August 13-16	Opportunities Industrialization of America, Inc.	Raleigh, NC
August 16-19	Region V Majority Women's Networking	Cincinnati, OH
August 20-25	Blacks in Government	St. Louis, MO

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August 25	League of Women Voters' Women's Equality Day/75th Anniversary of Women's Suffrage Conference	Washington, DC
August 30-September 8	Nongovernmental Forum for the Fourth World Conference on Women	Beijing, China
September 4-15	UN Fourth World Conference on Women	Beijing, China
September 13	Women in Poverty Conference	Stevens Pt, WI
September 13-16	"Work Stress, and Health '95: Creating Healthier Workplaces", sponsored by APA, NIOSH, and OPM; Contact: Jane Walstedt	Washington, DC
September 19-24	Congressional Black Caucus Foundation, Inc.	Washington, DC
September 22-24	International Black Women's Congress	Newark, NJ
October 5-8	National Coalition of 100 Black Women	Tuskegee, AL
October 8-11	International Atlantic Economic Conference	Williamsburg, VA
October 12-15	National Coalition of Black Women Entrepreneurs, Inc.	Detroit, MI
November 13-15	National Association of State Universities and Land-Grant Colleges	Orlando, FL
November 15	Women Work! The National Network for Women's Employment's (formerly known as the National Displaced Homemakers Network) National Conference	TBA

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1/5/95

THE WHITE HOUSE
WASHINGTON

January 27, 1995

MEMORANDUM FOR HAROLD ICKES

FROM: CABINET AFFAIRS

SUBJECT: A CABINET WOMEN'S STRATEGY

Outlined below is a summary of a draft strategy for outreach to women voters using Cabinet resources. Where appropriate, we have indicated further work that needs to be carried out.

I. GOALS

An effective strategy for promoting the Administration's accomplishments must begin with goals and targeted objectives.

Goal 1: First we must define our target group. Our efforts could be directed at: 1) all women, 2) all women voters, 3) professional women aged eighteen to forty-five, 4) women activists, 5) mothers or 6) another category or a combination of groups. Our decision will likely stem from an analysis of polling and focus group data, as discussed below.

Goal 2: Once the target group is identified, we should set periodic, definable objectives (i.e. percentage increases) and poll to ascertain if we are meeting those goals. The attached timeline could serve as milestones by which to measure improvements in 1995 and 1996.

II. RESEARCH

The starting point should be a careful analysis of polling and focus group data on women and our policies and issues. We need to identify two things -- the message and the audience. We also need to establish an opposition research structure.

- **Message:** Until research is complete, it is difficult to determine exactly the broad themes. But it is likely that the message will include two broad themes.

First, the Clinton Administration is empowering women. Under this heading we would highlight the number of women appointees to key positions, our efforts to recruit women, and our "first woman ever" achievements (the Attorney General). This message would appeal broadly to women across the political spectrum.

Second, The Clinton Administration is on the right side of substantive issues women care about. This theme would be comparative. It would compare us to either the

previous administrations or to the Republican Congress on substantive areas of concern to women. These substantive areas would surface from a review of research on women.

- **Opposition Research:** We need an ongoing research operation tracking the effect of the Republican Congress on issues of interest to women. This task is best suited to the DNC research operation, which ought to be tasked to provide monthly, for now, reports on the Republican record on women's issues. The issues tracked would be those identified through the polling data discussed above, as well as legislative initiatives that would not surface in a poll.

III. GOVERNMENT ACTIVITIES

Attached is a brief summary of this Administration's programs and activities of interest/concern to women. Our outreach should be based on our strong record of government-wide achievement and include the following elements:

- **Cabinet Events and Announcements:** We must first identify programs, grants and appointments decisions which are worthy of announcement and then plan Cabinet events surrounding them. Many of the grants, for instance, are currently announced only through press releases and may deserve a higher profile commitment.
- **Preparation/Distribution of Written Materials:** Each department can prepare a brochure highlighting its programs, grants and other activities of interest to women. Similarly, the White House can prepare an "accomplishments" documents aimed at women. The departments have included lists of the groups that regularly contact their public liaison operations to discuss women's issues. On a regular basis we should distribute to these lists the accomplishments document, relevant press releases, and invitations to cabinet events centered around women's issues.
- **Joint Communications Strategy:** Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

The coordination of our women's outreach effort requires dedicated full time staff resources. Here are two options for how to structure the operation.

- Option 1: Reinstatement of the Commission on the Status of Women to oversee and coordinate outreach. This Commission was created by President Kennedy in 1961, and disbanded during the Reagan and Bush years. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. Keeping it outside the White House ensures that the staff will be dedicated to this purpose alone. Thus it is more likely to get done.

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To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then

designate either a Commission, with a Chair and Board, or a prominent spokesperson to lead the effort. In either case, we would select the people to do the day to day work either from the White House or outside. Those selected would coordinate the message, develop administration-wide accomplishments documents, manage a surrogates operation, and highlight events for White House principal participation.

The central operation would also coordinate the Cabinet in their efforts to: 1) provide Secretary and sub-Cabinet level participation in program and grant announcements and other key events; 2) reach out proactively to their current list of interested women's groups; 3) expand the groups on their public liaison list to broaden the outreach; and 4) create agency specific brochures, letters, press documents to highlight the agency's accomplishments on women.

Departmental Initiatives of Interest to Women

- **State - Fourth World Conference on Women:** A UN conference will be held in Beijing, China in September 1995. Through its Global Conference Secretariat, the State Department is coordinating all U.S. planning and preparations for participation in the Women's Conference. With the Department of Labor's Women's Bureau, the State Department co-hosted 10 regional preparatory meetings across the United States to inform the public about the Women's Conference, hear concerns and receive input.
- **State - UN Commission on the Status of Women:** From 1947 to 1994, the U.S. was a member of the UN Commission on the Status of Women. The U.S. is off the Commission in 1995, but looks to regain its seat in 1996.
- **State - Refugee Relief Worker Training:** State has supported training for refugee relief workers, including \$500,000 in funding to a pilot training program to more effectively address the needs of refugee women and girls who are susceptible to physical and sexual abuse and face discrimination in the delivery of goods and services.
- **Defense - Accomplishments:** On April 28, 1993, the Secretary of Defense issued a memo on the assignment of women in the Armed Forces that opened additional non-combatant vessels to women, and allow them for the first time to compete for assignment in aircraft that engage in combat missions.
- **Defense - Accomplishments:** On January 13, 1994, the Secretary of Defense issued a memo which required Service Secretaries to review all units and positions currently closed to women and provide the rationale for opening them or keeping them closed.
- **Defense - Accomplishments:** In the Spring of 1994, the Navy began assigning women to Naval combatant vessels.
- **Interior - Recognition of Women:** The National Park Service Women's History Landmark Project was initiated in 1987 to increase public awareness and appreciation of women's history by identifying significant sites for National Historical Landmark (NHL) status.
- **USDA - The National School Lunch Program (NSLP):** This program promotes the health of American children by providing nutritious, low-cost, or free lunches to about 25 million students each day.
- **USDA - The School Breakfast Program:** This program provides funds to schools to

serve nutritious, free, and reduced-price breakfasts to nearly 6 million American children.

- **USDA - The Nutrition Program for the Elderly:** This program provides cash and commodity foods for meals for senior citizens.
- **USDA - National Breast Feeding Promotion Campaign:** USDA has traditionally played a significant role in promoting and supporting breastfeeding among WIC participants. The USDA-sponsored Breastfeeding Promotion Consortium (BPC), composed of health professional, government, and advocacy organizations, has recommended the development of a National Breastfeeding Campaign to provide information and support for a woman's decision to breastfeed. The Campaign is currently in the planning stage.
- **USDA - Agricultural Exports Services and Export Shows:** The number of women taking advantage of Agricultural Exports Shows as a means of marketing their products to foreign countries is increasing. The Agricultural Export Services staff is working with the Small Business Administration to improve the participation of women and minority owned businesses in all of the agency's export activities.
- **Commerce - The Office of Small and Disadvantaged Business Utilization (OSDBU):** May 1985 - The OSDBU drafted Acquisition Letter No. 25, Woman-Owned Business Contracting Initiatives, that was distributed to heads of contracting offices. It states that "all Department purchasing and contracting offices are asked to take affirmative action to assist women-owned businesses in securing a fair proportion of the Department's procurement." This policy provides a means by which woman-owned firms are to be included on procurement mailing lists and also on prime contractors' vendors lists for each requirement.
- **Commerce - Business Assistance:** The Public Telecommunications Facilities Program (PTFP), administered by NTIA, awards matching grants to noncommercial entities to assist them in purchasing telecommunications equipment and in planning for eventual purchase of such equipment. Most of the PTFP's grant recipients are public television stations, public radio stations, and distance learning entities. One of the basic objectives of the program is to increase public telecommunications services and facilities available to, operated by, and owned by minorities and women. Women wishing to establish a public broadcasting entity are offered technical assistance to assist them in preparing a competitive PTFP grant application. If there is significant participation by women in a PTFP application project--either in the ownership/management of the applicant entity or in the public broadcasting service to be offered--then the application receives points for special consideration, thereby strengthening the application's competitiveness.
- **Labor - The Nontraditional Employment for Women (NEW) Act:** The act provides \$1.5 million annually for the Secretary to award up to six grants to states. Eleven states

have received demonstration grants.

- **Labor - Take Our Daughters to Work:** The program is designed to promote the world of work ideas and provide "hands-on" workplace exposure to girls aged 9 to 15. It has been co-sponsored by the Women's Bureau in the regions and in the national office since its inception.
- **Labor - Family and Medical Leave Act:** The act requires employers of 50 or more employees to provide up to 12 weeks of unpaid, job-protected leave in a 12 month period for the following situations: the birth or adoption of a child; care of a child; spouse or parent with a serious health condition; an employee's own serious health condition that prevents him/her from working.
- **HHS - National Action Plan on Breast Cancer (NAPBC):** The Plan was developed from a national conference on breast cancer convened by Secretary Shalala. It provides a framework and plan for activities in three major areas: delivery of health care; conduct of research; and enactment of policy. It affirms the importance of public-private collaborations to fight breast cancer and promote breast health by involving the participation of consumer, health care professional and scientific organizations, as well as the Federal government in this \$10 million initiative.
- **HHS - Women's Health:** HHS spends over \$1.7 billion on a wide range of activities related to women's health, and the 1995 budget includes \$387 million for breast cancer research, a 29 percent increase over 1994 (the 1992 budget for breast cancer was \$155 million). The 1995 budget also includes \$20 million to continue implementation of the FDA's Mammography Quality Standards Act (MQSA), ensuring all women access to safe and effective mammography services.
- **HHS - Work and Responsibility Act of 1994:** Our welfare reform proposal contains important components targeted to preventing adolescent pregnancy and childbearing. To emphasize the importance of delayed sexual activity and responsible parenting, the bill proposed that a national campaign be launched against adolescent pregnancy.
- **HHS - Family Planning:** Through a network of over 4,000 clinics nationwide, the Title X family planning program provides services to about 4 million poor women each year - approximately one-third are teenagers.
- **HHS - Eliminating the "Gag" Rule:** On January 22, 1993, in the first week of his Administration, President Clinton instructed HHS to issue regulations lifting the ban on abortion counseling by Title X (family planning) program grantees.
- **HHS - Family Preservation and Support Services Program:** This program, begun this past October, aims to promote family strength and stability, enhance parental functioning, and protect children through funding a capped entitlement for states and eligible Indian Tribes. Over five years, almost \$1 billion is available for the development

of comprehensive plans to improve and expand the delivery and coordination of service to children and families.

- **HHS - Domestic Violence and Crime Against Women:** The Crime Bill of September 1994 strengthened HHS's ongoing efforts to help prevent violence and crime. The Crime Bill authorizes \$1.4 billion to support these programs over the next six years.
- **HHS - Child Support Enforcement:** This program establishes paternity for children. Establishing child support orders and enforcing those orders affect an increasing number of women each year. Within the past five years, the Title IV-D child support caseload has risen from 11.9 million to 17 million. According to recent estimates, about 85 percent of custodial parents are female.
- **HUD - Housing for the Elderly:** Elderly women occupy about three-quarters of all HUD-assisted, one-person households; about 30% of all private, project-based, HUD-subsidized units; and 25% of all public housing units.
- **HUD - Specific Projects funded by HUD:** The following are examples of locally-directed projects benefitting women that are funded, either directly or indirectly, by the Department's Community Planning and Development and Office of Housing Programs: Women's Center of Rhode Island, Providence, RI; Women's Housing Coalition, Baltimore, MD; Women's Community Revitalization Project, Inc., Philadelphia, PA; My Sister's Place, Inc., Hartford, CT.
- **HUD - Development:** To remedy women's - particularly single mothers' - lack of specific skills, HUD has funded individual projects that are designed to help participants, many of whom are women, develop the required skills and opportunities to retain and care for their homes. For example: Walnut Hills Redevelopment Fund, Inc., Cincinnati, OH; Women's Research and Development Center, Cincinnati, OH.
- **HUD - Development:** Local projects funded by the Department are designed to enable women to learn skills that will enhance their earning potential and improve their economic circumstance. The following are examples: St. Phillip's College, San Antonio, TX.
- **Education - School-To-Work Opportunities Act of 1994 (P.L. 103-239):** The Act will increase opportunities for women by preparing them for careers that are not traditional for their gender. Provisions of the Act that advance women and girls include: an act which provides grants to states to plan and develop comprehensive SWO systems which may include specialized training of teachers, employers, mentors and others for the counseling and training of women for non-traditional careers; state grants to implement their comprehensive SWO systems (state implementation plans must describe the state's strategy for providing specialized training and technical support for the counseling and training of women for nontraditional careers. It must also describe the state's goals and

methods for ensuring opportunities for young women to participate in the SWO programs in a way that will lead to employment in high-paying jobs in environments free from sexual harassment.)

- **VA - National Training Program on Women Veterans Issues:** Developed in 1992, the initial focus of this program was aimed at developing and enhancing the skills of clinicians in the assessment, diagnosis and treatment of sexual trauma and related disorders in women veterans. Currently, VA has over 120 women veteran clinics in VA Medical Centers, and facilities that lack dedicated women's clinics have begun to develop primary care teams responsible for the general health of their women veteran patients.
- **VA - Veterans Benefits Administration (VBA):** VBA has organized a national task force within its organization that is charged with reviewing all VBA activities in relation to women, including the adequacy of the rating schedule revision, the "sensitivity" of formal correspondence to women veterans involved in the claims process, the educational needs of VBA staff on women's issues, and the nature of evidentiary materials required to support allegations of sexual trauma experience of women in the military.
- **EPA - Programs Related to Women's Health and the Environment:** EPA's Health Effects Research Laboratory and the Office of Health and Environmental Assessment conduct research focused on improving the scientific basis for risk assessment and reducing uncertainties in evaluating environmental chemicals affecting women and children. One particular focus of this research has been the effect of various chemical agents, including dioxins and lead, on both male and female reproductive function and on child development. EPA is collaborating with the National Cancer Institutes in a number of studies designed to identify environmental etiologies of breast cancer.
- **EPA - Regulatory Initiatives Related to Women's Health:** Pursuant to EPA authorities for registration and special review of pesticides, the Agency conducts risk assessments on specific subpopulations, including women of child-bearing age, and in some cases, older women.
- **SBA - Women's Network for Entrepreneurial Training (WNET):** This national, year-long mentor program which links seasoned women entrepreneurs with women whose businesses are ready to grow.
- **SBA - Pre-Qualification Loan Program:** The program allows women business owners to receive prequalification from the SBA for a loan guarantee before going to a bank. It began on a pilot basis in June 1994, and focuses on the character, credit, experience and reliability of the applicant. As of 1/95 there are 16 operative sites which have approved \$20,012,612.00 in loans.

- **SBA - Demonstration Program:** The program was established through the Women's Business Ownership Act of 1988 and was reauthorized through the Women's Business Development Act of 1991. It establishes centers nationally to train and counsel women in the skills necessary to launch their own businesses, and particularly targets socially and economically disadvantaged women. Thirty nine sites in 20 states have serviced 20,000 women, and an additional 10 demonstration centers are expected to be funded in 1995.
- **USIA - Media Guide for Women:** The guide's goal is to help men, and women in particular, better utilize the media as a conduit for their organizational and personal goals. It will be available for distribution soon.
- **GSA - Office of Enterprise Development (OED):** The office will promote increased access to nationwide GSA contracting opportunities to small, minority and women-owned businesses.
- **GSA - Procurement Goal:** GSA has established a five percent procurement goal for women-owned businesses and has strengthened the rules that govern subcontracting plans.
- **GSA - Prime Contracts:** This past year, for the first time, we surpassed our established goal and awarded over \$129 million in prime contracts to women-owned businesses.

**1995 UPCOMING CONFERENCES AND CONVENTIONS
(NATIONWIDE)**

<u>Date</u>	<u>Title</u>	<u>Location</u>
January 9	What Works at Work: Human Resource Policies and Organizational Performance. Nat'l Center for the Workplace/Sloan Foundation Conference.	Washington, DC
January 11	Violence Against Women Task Force Meeting Guest Speaker: Noel Brennan, Deputy Assistant Attorney General from the Office of Justice Programs	Washington, DC
January 14	Roundtable: Women, Islam and the Women's Convention. The International Women's Rights Action Watch (IWRAP) and UNESCO.	New York, NY
January 16-17	U.S. Women at Home and in the World: A Two-Day Briefing on US Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women and Regional and UN Preparations for the Fourth World Conference on Women	Beijing, China
January 16-February 3	UN Committee on the Elimination of Discrimination Against Women 14th Session	New York, NY
January 18	West Virginia Women's Commission Women and the Economy: Unleashing the Economic Potential of WV Women	Charleston, WV
January 18	"The New Fiscal Agenda and Welfare Agenda and Welfare Reform: A Convention with Bob Greenstein"	Washington, DC
January 19-20	"National Labor Leader's Conference on Women and HIV/AIDS", sponsored by CLUW & funded by Center for Disease Control and Prevention	Washington, DC

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January 19-21	Expanding Minority Opportunities: First Annual National Conference sponsored by the American Council on Education, Arizona State University, the Coalition to Increase Minority Degrees, The College Board, the Charles A. Dana Foundation, the William and Flor Hewlett Foundation, and the Rockefeller Foundation	Tempe, AZ
January 20	Working Women Count! Partners Seminar, Duke City BPW	Albuquerque, NM
January 23-24	IL Partnerships for Workforce Education Conference	Springfield, IL
January 24	Oklahoma Therapeutic Association Members Seminar	Tulsa, OK
January 25	Gender Equity for Girls and Boys: A One Day Conference for K-12 Teachers and Administrators	San Francisco, CA
January 25-26	ACF School Age Child Care Inst.	Washington, DC
January 18	West Virginia Women's Commission Women & the Economy:Unleashing the Economic Potential of WVA Women	Charleston, WV
February 2-3	"Women of the West: Yesterday, Today and Tomorrow" The Mile High Chapter of the Nat'l Association of Women Business Owners; symposiums providing information, insight and encouragement to business women.	Denver, CO
February (day TBA)	Mid-Year Conference of the National Conference of Women's Bar Associations	Miami, FL
February 5	Northwest International Women's Conf. Women's Leadership: Toward a Balanced Society	Seattle, WA
February 8-10	"Death of Affirmative Action? Birth of Diversity?" Region VIII Conf. by the American Association for Affirmative Action and Higher Educa- tion Affirmative Action Directors	Denver, CO

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February 15-19	Nat'l Association for Multicultural Education 5th Annual Conference	Washington, DC
February 16-21	Annual Meeting, American Association for the Advancement of Science	Atlanta, GA
February 17	"Adult Day Services: The Un-Nursing Home", an official mini-conference of the White House Conference on Aging	Washington, DC
February 21-23	In State AFL-CIO Annual Conference	Indpls, IN
February 22-25	Federally Employed Women 1995 Reg'l Training Program Seminar	Dallas, TX
February 22-26	Conference of Minority Public Administrators	Savannah, GA
February 23-26	Rising to the Top: A Career Strategies Conference and Job Expo. Black Enterprise.	Atlanta, GA
February 25	The Center for Office Techniques "Managing Ergonomics in the 1990's: New Challenges" Conference	Cleveland, OH
February 28-March 3	Child Welfare League of America Children '95	Washington, DC
March	75th Anniversary of Women's Suffrage	Rochester, NY, Seneca Falls, NY, and Washington, DC
March 6-12	UN World Summit for Social Development	Copenhagen, Denmark
March 8	National Council of La Raza's "Congressional" Dinner Conference	Washington, DC
March 9-10	UN Interagency Meeting on Women	New York, NY
March 9-11	Children's Defense Fund Annual Conference	Seattle, WA
March 9-24	UN Nongovernmental Organizations Consultations and Meetings	New York, NY
March 11-14	American Society on Aging Annual Meeting	Atlanta, GA

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March 15-19	Nat'l Association for Equal Opportunity in Higher Education	Washington, DC
March 15- April 4	UN Commission on the Status of Women/39th Session. Last Prep-Com for the Forth World Conf. on Women	
March 17	"Family Caregiving and Corporate Eldecare", an official mini-conference of the White House Conference on Aging	Rockville, MD
March 17-19	Eastern Economic Association: Annual Meeting, "Dialogue in Economics."	New York, NY
March 19-23	Research Conference: US Bureau of the Census	Arlington, VA
March 22-24	Second Annual Congress of the Americas (Best Global Business Practices; includes a Minister Summit).	Mexico City, NM
March 24-26	Northern New England Tradeswomen Ascutney Mountain Resort	Brownsville, VT
March 25	Connecticut Permanent Commission on the Status of Women Roundtable at the CT Economic Women's Summit	Hartford, CT
March 26-29	National Council of Jewish Women's Institute	Washington, DC
March 27	Nat'l Council of Jewish Women Annual Public Policy Institute Legislative and Public Policy Council Conference	Washington, DC
March 30-31	IL Displaced Homemakers Prog. Conf.	Bloomington, IL
April 7-8	Salt Lake Community College Region 8 Women Work Conference "Celebrating Women at Work"	Salt Lake City, UT
April 8	On the Road to Beijing/Preparing for the NGO Forum/Univ. of IL	Chicago, IL

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April 8-12	American Academy of Pediatrics: Spring Session	Philadelphia, PA
April 12-16	National Association of Black Social Workers, Inc.	New York, NY
April 20-23	Save the Children: 18th Annual Technical Assistance Conference	Atlanta, GA
April 21	Mexican American Opportunity Foundation 19th Annual National Hispanic Women's Conference	Los Angeles, CA
April 25-28	Hoosier Apprenticeship Conference	French Lick, IN
April 26	Blackfeet Community College Region 8 WB Co-sponsored Conf. for Professional Secretaries (American Indian College).	Browning, MT
April 26-29	National Association of Health Services Executives	Birmingham, AL
April 26-29	National Conference of Black Mayors, Inc. (includes Black Women Mayors Caucus) Annual National Convention	Memphis, TN
April 28-30	National Coalition of 100 Black Women	Boston, MA
May (Day TBA)	Coalition of Black Trade Unionists	Detroit, MI
May 1-3	Council on Foundations Annual National Conference	San Francisco, CA
**May 1-6	The White House Conference on Aging	Washington, DC
May 2-5	"White House Conference on Aging"	Washington, DC
May 3-4-5	Reg'l Women Work Conference Reg'l Displaced Homemakers/ Single Parent Program Providers	Oklahoma City, OK
May 3-5	MI Network of Women's Center Conf.	Lansing, MI
May 10	Tradeswomen Advocacy Coalition Trades Fair	Chicago, IL
May 10-12	Nat'l Alliance for Equity in Education	Washington, DC

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May 10-12	Women Work, Women's Way (Reg. V DH Conference)	Ft. Wayne, IN
**May 19	Women's Bureau 75th Anniversary Conference	Washington, DC
May 31- June 4	International Industrial Relations Associations 10th World Congress Spring Meeting of the Industrial Relations Research Association: "Learning from Each Other: Transferring Knowledge and Innovations Across Cultures."	Washington, DC
June 4-6	National WEPAN Conference (6th Annual). Women in Engineering Program Advocates Network.	Washington, DC
June 11-15	National White House Conference on Small Business	Washington, DC
June 12-15	Women in Cable National Cable Management Conference	Denver, CO
June 13-18	XIIth International Symposium on Night and Shiftwork. University of Connecticut and the Scientific Committee on Shiftwork of the International Commission on Occupational Health (ICOH).	Ledyard, CT
June 14-18	National Association of Minority Contractors	Atlanta, GA
June 15	Mayor's Commission on the Status of Women Seminar/Members & Constituent Meeting	Tulsa, OK
June 15-18	National Conference on African-American Women and the Law: Exercising Our Power - Reclaiming Our Communities. Lawyers' Committee for Civil Rights Under Law	Washington, DC
June 18-21	National Newspaper Publishers Association	Philadelphia, PA

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June 22-25	National Black Women's Health Project	Baltimore, MD
June 27-29	Shaping the Future of Quality Child Care - 6th Annual Child Care Conference sponsored by the General Services Administration, Office of Workplace Initiatives	Minneapolis, MN
July 5-9	Western Economic Association International Conference Annual Conference: "Competition--Here, There, and Everywhere."	San Diego, CA
July 12-17	Zeta Phi Beta Sorority, Inc.	Washington, DC
July 13-16	National Leadership Conference, Alpha Kappa Alpha Sorority, Inc.	Detroit, MI
July 16-19	National Council of La Raza's Annual Convention	Dallas, TX
July 16-23	The National Association of Negro Business and Professional Women's Clubs	Detroit, MI
July 17-21	FEW National Training Program	Takoma, WA
July 18-20	World Future Society Annual Conference. "FutureProbe: Imagining Possibilities, Creating Opportunities."	Atlanta, GA
July 19-23	National Association for Commissions on Women's National Annual Conference	Baltimore, MD
July 23-26	National Urban League, Inc.	Miami Beach, FL
July 30-August 2	Operation Push, Inc.	Detroit, MI
August 2-5	National Black Nurses' Assn., Inc.	Washington, DC
August 13-16	Opportunities Industrialization of America, Inc.	Raleigh, NC
August 16-19	Region V Majority Women's Networking	Cincinnati, OH
August 20-25	Blacks in Government	St. Louis, MO

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August 25	League of Women Voters' Women's Equality Day/75th Anniversary of Women's Suffrage Conference	Washington, DC
August 30-September 8	Nongovernmental Forum for the Fourth World Conference on Women	Beijing, China
September 4-15	UN Fourth World Conference on Women	Beijing, China
September 13	Women in Poverty Conference	Stevens Pt, WI
September 13-16	"Work Stress, and Health '95: Creating Healthier Workplaces", sponsored by APA, NIOSH, and OPM; Contact: Jane Walstedt	Washington, DC
September 19-24	Congressional Black Caucus Foundation, Inc.	Washington, DC
September 22-24	International Black Women's Congress	Newark, NJ
October 5-8	National Coalition of 100 Black Women	Tuskegee, AL
October 8-11	International Atlantic Economic Conference	Williamsburg, VA
October 12-15	National Coalition of Black Women Entrepreneurs, Inc.	Detroit, MI
November 13-15	National Association of State Universities and Land-Grant Colleges	Orlando, FL
November 15	Women Work! The National Network for Women's Employment's (formerly known as the National Displaced Homemakers Network) National Conference	TBA

PREPARED BY: Becky Griffin, Staff Assistant
The WB Clearinghouse
(202) 219-4486, Ext. 160
1/5/95

January 26, 1995

MEMORANDUM FOR HAROLD ICKES

FROM: CABINET AFFAIRS

SUBJECT: A CABINET WOMEN'S STRATEGY

Outlined below is a summary of a draft strategy for outreach to women voters using Cabinet resources. Where appropriate, we have indicated further work that needs to be carried out.

I. GOALS

Goal 1:
An effective strategy for promoting the Administration's accomplishments must begin with goals and targeted objectives. First we must define our target group. Our efforts could be directed at: 1) all women, 2) all women voters, 3) professional women aged eighteen to forty-five, 4) women activists, 5) mothers or 6) another category or a combination of groups. Our decision will likely stem from an analysis of polling and focus group data, as discussed below.

Goal 2: definable
Once the target group is identified, we should set periodic objective goals (i.e percentage increases) and poll to ascertain if we are meeting those goals. The attached timeline could serve as milestones by which to measure improvements in 1995 and 1996.

II. RESEARCH

The starting point should be a careful analysis of polling and focus group data on women and our policies and issues. We need to identify two things -- the message and the audience. We also need to establish an opposition research structure.

- o **Message:** Presumably, the message will include two broad themes. *First, the Clinton Administration is empowering women.* Under this heading we would highlight the number of women appointees to key positions, our efforts to recruit women, and our "first woman ever" achievements (the Attorney General). This message would appeal broadly to women across the political spectrum.

The Clinton Administration is on the right side of substantive issues women care about. This theme would be comparative. It would compare us to either the previous administrations or to the Republican Congress on substantive areas of concern to women. These substantive areas would surface from a review of research on women.

Until research is complete, it is difficult to determine exactly the broad themes. But the 2 likely candidates are:

- o **Opposition Research:** We need an ongoing research operation tracking the effect of the Republican Congress on issues of interest to women. This task is best suited to the DNC research operation, which ought to be tasked to provide monthly, for now, reports on the Republican record on women's issues. The issues tracked would be those identified through the polling data discussed above, as well as legislative initiatives that would not surface in a poll.

III. GOVERNMENT ACTIVITIES

Attached is a brief summary of this Administration's programs and activities of interest/concern to women. Our outreach should be based on our strong record of government-wide achievement and include the following elements:

- o **Cabinet Events and Announcements:** We must first identify programs, grants and appointments decisions which are worthy of announcement and then plan Cabinet events surrounding them. Many of the grants, for instance, are currently announced only through press releases and may deserve a higher profile commitment.
- o **Preparation/Distribution of Written Materials:** Each department can prepare a brochure highlighting its programs, grants and other activities of interest to women. Similarly, the White House can prepare an "accomplishments" documents aimed at women. The departments have included lists of the groups that regularly contact their public liaison operations to discuss women's issues. On a regular basis we should distribute to these lists the accomplishments document, relevant press releases, and invitations to cabinet events centered around women's issues.
- o **Joint Communications Strategy:** Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

The coordination of our women's outreach effort requires dedicated full time staff resources. Here are two options for how to structure the operation.

- Option 1: Designate a Commission ^{or Task Force} on Women to oversee and coordinate outreach. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. ~~In addition,~~ keeping it outside the White House ensures that the staff will be dedicated to this purpose alone. Thus it is more likely to get done. The disadvantages include the problem that if it is not in the White House, it may get less attention from both the White House and the Cabinet Departments.
- Option 2: Designate one high level White House staffer to coordinate it and make this her only job. She needs to be empowered through a formal designation by the

Chief of Staff. And she ideally needs to have one or two dedicated staffers to assist her. The advantage of this system is it is a higher profile for the agencies, and they may thus be more responsive. The disadvantage is the use of White House resources, and the difficulty in segmenting off one person to run it; and of course the choice of that person.

For this effort to be successful it will need full support from the following departments: Press/Communications, Public Liaison, Cabinet Affairs, Legislative Affairs, Intergovernmental Affairs. Through a weekly or biweekly tasking system, these departments should report through the designated leader to the Chief of Staff on progress made.

V. PRESIDENTIAL PARTICIPATION

Ideally, this operation should be successful with limited involvement of the principles. The President is needed for in initial "laying on of hands" of the commission, or similar initial event of the White House led effort. Beyond that, a very few targeted events should suffice from the President. The Vice President, First Lady and Mrs. Gore would be involved slightly more, as spokespeople at key events.

VI. SPOKESPERSON

Under either the Commission model or the White House led effort model, there needs to be a visible spokesperson charged with leading this effort. It could be either the First Lady or Mrs. Gore or a Cabinet Secretary or someone of similar stature. This person would chair our outreach efforts, participate in public events related to women on an increased basis, reach out to women leaders, etc. She would be responsible for leading a networking effort to reach out to women's groups and involve them in our initiatives.

VII. TIMELINE

Attached is a timeline of significant events in the womens community, both this year and next. We should 1) plant to have an Administration presence at many of these events and 2) coordinate events and releases around these events.

VIII. CONCLUSION

To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then designate either a Commission, with a Chair and Board, or a prominent spokesperson to lead the effort. In either case, we would select the people to do the day to day work either from the White House or outside. Those selected would coordinate the message, develop administration-wide accomplishments documents, manage a surrogates operation, and highlight events for White House principal participation.

The central operation would also coordinate the Cabinet in their efforts to: 1) provide Secretary and sub-Cabinet level participation in program and grant announcements and other key events; 2) reach out proactively to their current list of interested women's groups; 3) ~~to~~ expand the groups on their public liaison list to broaden the outreach; 4) create agency specific brochures, letters, press documents to highlight the agency's accomplishments on women.

and

THE WHITE HOUSE
CORRESPONDENCE TRACKING WORKSHEET

INCOMING

DATE RECEIVED: JANUARY 10, 1995

NAME OF CORRESPONDENT: THE HONORABLE ADA E. DEER

SUBJECT: REQUESTS THAT PRESIDENT CONSIDER REINSTATING
A COMMISSION ON THE STATUS OF WOMEN

ROUTE TO: OFFICE/AGENCY	(STAFF NAME)	ACTION		DISPOSITION		
		ACT CODE	DATE YY/MM/DD	TYPE RESP	C D	COMPLETED YY/MM/DD
CHRISTINE VARNEY		ORG	95/01/10			
REFERRAL NOTE:						
REFERRAL NOTE:						
REFERRAL NOTE:						
REFERRAL NOTE:						
REFERRAL NOTE:						

COMMENTS:

ADDITIONAL CORRESPONDENTS: MEDIA:L INDIVIDUAL CODES: _____

MI MAIL USER CODES: (A) _____ (B) _____ (C) _____

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*ACTION CODES:      *DISPOSITION      *OUTGOING      *
*                  *                  *CORRESPONDENCE: *
*A-APPROPRIATE ACTION *A-ANSWERED      *TYPE RESP=INITIALS *
*C-COMMENT/RECOM      *B-NON-SPEC-REFERRAL *          OF SIGNER *
*D-DRAFT RESPONSE      *C-COMPLETED      *          CODE = A *
*F-FURNISH FACT SHEET *S-SUSPENDED      *COMPLETED = DATE OF *
*I-INFO COPY/NO ACT NEC*          OUTGOING *
*R-DIRECT REPLY W/COPY *          *
*S-FOR-SIGNATURE      *          *
*X-INTERIM REPLY      *          *
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LETTER AT ALL TIMES AND SEND COMPLETED RECORD TO RECORDS
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092946

United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

DEC 22 1994

The President
The White House
Washington, D. C. 20500

Dear Mr. President:

I respectfully request that you consider reinstating a Commission on the Status of Women. Currently, throughout the United States and the world, women in large numbers are joining in activities related to the upcoming United Nations Fourth World Conference on the Status of Women. American Indian women representing the National Congress of American Indians, Navajo Nation, and the Bureau of Indian Affairs have been working for the re-establishment of this commission and expressing their concerns for the issues to focus upon at the world conference.

As a nation that has always been an advocate and leader in the struggle for human rights and equality, it is not only timely but efficacious and imperative to allow American women's voices be heard through representatives of a commission established for women. Over 100 countries have established national commissions on the status of women and will be participating in the World Conference planned for next September in Beijing, China. The United States should be counted among them.

President Kennedy first authorized the National Commission on the Status of Women in 1961. It was disbanded in the Reagan-Bush era. There has been no commission for 13 years. The re-establishment of the commission will provide a national agenda to guide and clarify issues that impact women's needs, concerns, and rights into the next century. The commission can also provide for the President and the nation a means of monitoring the status of American women.

I urge you to reinstate the National Commission on the Status of Women.

Sincerely,

Ada E. Deer

Ada E. Deer
Assistant Secretary - Indian Affairs

UNITED STATES
DEPARTMENT OF THE INTERIOR

OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20240

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The President
The White House
Washington, DC 205000



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1: /data / women

January 25, 1995

MEMORANDUM FOR HAROLD ICKES

FROM: CABINET AFFAIRS

SUBJECT: A CABINET WOMEN'S STRATEGY

We have prepared for you a sketch of how the Cabinet might be more effectively deployed to promote the Administration's achievements and policies of interest to women. Where appropriate, we have indicated further work that needs to be carried out.

I. GOALS

Goal 1: An effective strategy for utilizing the Cabinet to promote the Administration to women must begin with goals and targeted objectives. We need to decide initially if we are seeking to build support among: 1) all women, 2) all women voters, 3) professional women aged eighteen to forty-five, 4) women activists, 5) mothers or 6) another category or a combination of groups. Our decision will likely stem from an analysis of polling and focus group data, as discussed below. Such research will demonstrate among which categories of women there is potential for growth of support for the President and his policies. We would presumably focus our attention on those groups.

Goal #2: Once the target group is identified, we should then set a goal of ratcheting up the poll numbers a certain number of percentage points through a concentrated effort to reach out to the targeted women. a definable goal.

II. RESEARCH ?

To be most effective, we should begin with an analysis of polling and focus group data on women and our policies and issues. We need both to identify the groups to be targeted through our outreach. We need ^{and} also to define the message to be used by White House principals, Cabinet Secretaries and subcabinet members in public fora, as well as the message for our written materials.

Presumably, the message will include two broad themes. First, the Clinton Administration is empowering women. This theme would be fleshed out with our achievements in the numbers

Until the research is complete, it is difficult to determine the ^{exactly} broad themes. But ^{the 2} likely candidates are 1) the Clinton Admin is ~~empowering~~ ^{empowering women} ~~empowering~~ This theme

of appointments of women to key positions, our efforts to recruit women, our "first woman ever" in key jobs like Attorney General, and other achievements in the area of equality for women. Second, we are on the right side of substantive issues women care about. This theme ~~would~~ be comparative. It ~~would~~ compare us to either the previous administrations or to the Republican Congress on the substantive areas that concern women. These substantive areas also would surface from a review of research on women.

Separate from research for the purposes of target and message definition, we need an ongoing research operation tracking the effect of the Republican Congress on issue of interest to women. This task is best suited to the DNC research operation, which ought to be tasked to provide monthly, for now, reports on the Republican record on women's issues. The issues tracked would be those identified through the polling data discussed above, as well as legislative initiatives that would not surface in a poll.

III. GOVERNMENT ACTIVITIES

We have attached a brief summary of the types of programs and activities in the agencies that could be highlighted. Our outreach efforts should include elevating the attention drawn to appointments and program and grant announcements by planning Cabinet Secretary events around them. Many of the grants, for instance, are currently announced through press releases. We could plan agency head or even subcabinet events to raise the profile of these announcements.

In addition, we can prepare written materials to highlight the programs, grants and other issues of interest to women. Each department can prepare a brochure on its own initiatives. The White House can prepare an "accomplishments" documents aimed at women.

The departments have included for us lists of the groups that regularly contact their public liaison operations to discuss women's issues. A periodically updated accomplishments document, as well as relevant press releases, and invitations to cabinet events centered around women's issues should be sent to this list. And departments should be told to plan monthly or bimonthly mailings or other targeted outreach to their own list.

Finally, the coordinators of this effort should develop with each relevant Cabinet agency a communications plan for highlighting women who are doing typically male jobs, such as Ambassador Albright, Secretary O'Leary, the Attorney General, Director Rivlin and others.

IV. STRUCTURE

For the coordination of outreach and Cabinet activity to be most effective, it should be coordinated by a full time staff. There are two options for how to structure the operation.

Option 1: Designate a Commission on Women to oversee and coordinate outreach. The advantages to this option include the opportunity to bring more women on board through the selection of a chair and board. ~~In addition,~~ keeping it outside the White House ensures that the staff will be dedicated to this purpose

alone. Thus it is more likely to get done. The disadvantages include the problem that if it is not in the White House, it may get less attention from both the White House and the Cabinet Departments.

Option 2: Designate one high level White House staffer to coordinate it; and make this her only job. She needs to be empowered through a formal designation by the Chief of Staff. And she ideally needs to have one or two dedicated staffers to assist her. The advantage of this system is it is a higher profile for the agencies, and they may thus be more responsive. The disadvantage is the use of White House resources, and the difficulty in segmenting off one person to run it; and of course the choice of that person.

For this effort to be successful it will need full support from the following departments: Press/Communications, Public Liaison, Cabinet Affairs, Legislative Affairs, Intergovernmental Affairs. Through a weekly or biweekly tasking system, these departments should report through the designated leader to the Chief of Staff on progress made.

V. PRESIDENTIAL PARTICIPATION

Ideally, this operation should be successful with limited involvement of the principles. The President is needed for in initial "laying on of hands" of the commission, or similar initial event of the White House led effort. Beyond that, a very few targeted events should suffice from the President. The Vice President, First Lady and Mrs. Gore would be involved slightly more, as spokespeople at key events.

VI. SPOKESPERSON

Under either the Commission model or the White House led effort model, there needs to be a visible spokesperson charged with leading this effort. It could be either the First Lady or Mrs. Gore or a Cabinet Secretary or someone of similar stature. This person would chair our outreach efforts, participate in public events related to women on an increased basis, reach out to women leaders, etc. She would be responsible for leading a networking effort to reach out to women's groups and involve them in our initiatives.

VII. TIMELINE

We have attached a timeline of events coming up into which we should target key administration official surrogates.

VIII. CONCLUSION

To put this plan into place, then, we first need to examine pertinent research data. To that end, we could bring in *pollster like* Celinda Lake to walk us through what we already have and make some decisions about any more that needs to be done. Next, we would target both the particular type of women on which to focus and also develop the message. We would then

or Task Force

designate either a Commission, with a Chair and Board, or a prominent spokesperson to lead the effort. In either case, we would select the people to do the day to day work either from the White House or outside. Those selected would coordinate the message, develop administration-wide accomplishments documents, manage a surrogates operation, and highlight events for White House principal participation.

The central operation would also coordinate the Cabinet in their efforts to: 1) provide Secretary and sub-Cabinet level participation in program and grant announcements and other key events; 2) reach out proactively to their current list of interested women's groups; 3) ~~to~~ expand the groups on their public liaison list to broaden the outreach; 4) create agency specific brochures, letters, press documents to highlight the agency's accomplishments on women.

and

Les Franks 1-23-95

Polls - why do I like him better than O →

data suggests -

① goals / objectives

- ? ↑ vote for ♀
- need measurables

② Research

hard study of existing polls focus g.p.
status to find extent of g.p. &
reasons for it

positive & negative w/ O →
what are positives for why
he does better w/ ♀

③ What is govt doing?

not just ♀ issues → issue ♀
care more of

also things they're doing ♀ issues
that could be made more appealing
to men

minimize stuff of electoral

prop:

- how much \$
- how many people

target
18-45

men -
seniors vote
on being
seniors

↓
most
potential =
working ♀

Empowering ♀
- appointments
- recruiting ♀
- trying to
achieve
equity for
♀

substantive
issues
comparable
stuff

discussion in awarding grants/announcing grants

↳ announcing grants

Potus / VPotus

- need symbolic laying on of hands
- 1st time someone # do what is supposed to, someone comes down on 'em

- mention a cabinet mtg

Need for lead spokesperson on big ticket items

- Tipper
- Cabinet Sec'y

need to see xtabs on polls to see if it would be good to have Potus do it

assumption = concentration can Ratchet support up a ratchet

see where the growth is likely to be → profit? ♀?

down side
cutting back
commissions

Spokesperson
to revive
US commiss
on achievement
m & ♀

creating a
board
chair?

helps define
structure
prob & determine
his commitment
to this

probs & do well w/ college un ed ♀
to it there = growth

what segment can you grow most
in -> what matrixes work w/
that segment

grow up activists

more #s
on the whole

more #s
in segments

caution

les' bias
one probs we
have w/ gen
electorate = too
seen as too
close to activists
in various
muls
= left

track what Rasseledemary does on aff &
issues of interest to ♀

don't look like being courted
by Smea; but if wedge a center,
can drive

Eric
Bertram
tracking
what R
asseledemary
does for
♀

Center activists

- food, health, nutrition, adoption services

look at unique ways to highlight
Albright, O'Leary, Kucin

Activis

♀ in out of character position

Rene / Gorelick

engagements

Report

goals

objectives

review of research

target groups / messages

polls / fg

research - govt what is there

prog elements of strategy = wrap-up

graphics

part of strategy - talk to network in
pre / 16 steps → phone calls ax co

to hear what they think

task force up to 10 issues
like war room but not visible
or do ordie

Keep with
press, PL, Cabal, any affairs, IG,
OMB
↳ departments
AS/OAS legisla

mtg @ WH

report then leg off to Potus

7 matter where in WH it sits

if focus = grant annets, then Cab Af
if it's to make depts have aff outreach/
surv experience, then PH

Old He Maggie / Rasco / Test See for a
dept

Also to talk to:

Sarley

Pat McGinnis

Timeline

roll-out

get a timeline together

by x date, ppl shld know how to fit in

- Beijing → Sept 9-10

- Glass ceiling commission

1. Exec Summary
2. What grt is doing
3. timeline

Thamrel
Cal

202 667 6200

THE WHITE HOUSE
WASHINGTON

JO/MI/SBS

WW 2nd FL
bcc: Cabinet Affairs

January 9, 1995

Ms. Gerry Barrons
Executive Director
Women's Economic Club
155 West Congress, Suite 310
Detroit, Michigan 48226

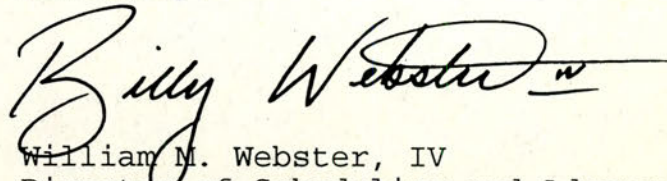
Dear Ms. Barrons:

I am writing to follow up on your kind invitation for President Clinton to address the Women's Economic Club.

Unfortunately, the President's schedule does not give him the opportunity to accept as many invitations as he would like. He regrets that he will be unable to participate.

On behalf of the President, thank you again for your thoughtful offer and best wishes for the continued success of your organization. Please do not hesitate to contact my office in the future if I can provide you with any assistance.

Sincerely,



William M. Webster, IV
Director of Scheduling and Advance

WMW/inb

Women's Economic Club
155 W. Congress, Suite 310, Detroit, Michigan 48226

(313) 963-5088
Fax (313) 963-6607
Membership Inquiries (313) 963-7432

December 6, 1994

089995

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Detroit College of Business

GERRY BARRONS

Executive Director
Women's Economic Club

The Honorable Bill Clinton
President of the United States
The White House
Washington, D.C. 20500
Attention: Ms. Marcia Hale

Dear President Clinton:

On behalf of the Board of Directors of the Women's Economic Club (WEC), one of the largest and most prestigious speaker's forums in the Midwest, I wish to invite you, again, to be a featured speaker for the WEC 1995 program. We have invited you to speak several times since 1992; but, you were unable to accept. We sincerely hope that you will make room in your schedule in 1995. Our doors and schedule are open to you anytime from January to June 1995. We know, in the November post-election analysis, that women play a critical role in determining election outcome. The WEC mission is informed understanding of issues. No one can articulate the critical and complex issues of government as well as you.

The WEC is a nationally recognized organization with a membership of more than 1400 business and professional women who work in diverse organizations, from major corporations, small business, nonprofit organizations, education and government.

As a WEC presenter, you will be joining a roster of eminent speakers. Other national figures and opinion molders who have addressed the Women's Economic Club include Former Presidents Ronald Reagan and George Bush, Ann Morrison (Fortune), Helen Thomas, Judith Kipper (Brookings Institution), Senator Paul Simon,

President Bill Clinton
Page Two

Congresswoman Patricia Schroeder, Kate White (McCalls),
Reverend Jesse Jackson, Connie Chung, Nina Totenberg,
Faith Popcorn and Dr. Mae Jemison -- to name a few.

We can guarantee an audience of 1000 + members and
guests. We are a non-partisan organization and do not
endorse any political parties or candidates.

The luncheon will be held in downtown Detroit. Each
luncheon meeting is preceded by a VIP Reception with
Speaker's Table guests. Lunch is served at noon and your
presentation would follow at approximately 12:30 p.m. We
allocate 30 minutes for the presentation, followed by a 15
minute question and answer session, and adjourn promptly
at 1:30 p.m.

If none of these dates are possible, we would work with your
schedule. Your appearance at our podium is a priority!

Your scheduling staff may call me at (313) 963-5088 or
send a Fax, (313) 963-6607 to let us know if you will accept
our invitation.

We eagerly await your response.

Sincerely,



Gerry Barrons
Executive Director