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Eli Segal Files

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Sorry / he,

thought you
could make
judgement on
whether to
keep if
not toss.

Karen
X6444

ELI SEGAL FILES

Capitol Center
303 West Capitol Avenue
Little Rock, Arkansas 72201-3593

(501) 376-6251
FAX: (501) 376-4241

Diana

Let's discuss ASAP.

CJ.

October 11, 1993

Mr. Eli Segal
Assistant to the President
Director, White House Office of National Service
Old Executive Office Building
The White House
1600 Pennsylvania Avenue, NW
Washington, D.C. 20500

Dear Eli:

Thank you for providing us the opportunity to participate in the naming of AmeriCorps. We were honored to have played such an important role in this program that will have such a positive effect on so many of our nation's students.

For your approval, enclosed is a copy of a regional news release announcing the naming of AmeriCorps. Please review and let me know of any changes you feel are required. Obviously, we will not distribute the release until we have heard back from you. Please call me at (501) 376-6351 as soon as you can.

I've also taken the liberty of asking our public relations department to develop their thoughts on an AmeriCorps marketing plan. Their outline is enclosed for your review. I think it contains some excellent ideas, and I look forward to visiting with you about those ideas soon.

Again, many thanks and let me know if we can be of help to you in the future.

Sincerely,

Skip Rutherford

SR/ll

Enclosures

*Hope you are
doing well*

Capitol Center
303 West Capitol Avenue
Little Rock, Arkansas 72201-3593

(501) 376-6251
FAX: (501) 376-4241

For additional information, contact:

NEWS RELEASE

Jeff Reed
Office: (501) 376-6251
Residence (501) 225-8864

FOR IMMEDIATE RELEASE

CJRW Submits Winning Name For AmeriCorps

LITTLE ROCK, Ark. (Oct. 11, 1993) -- An Arkansas-based advertising agency, Cranford Johnson Robinson Woods, created the name AmeriCorps for the new federal program allowing students to trade public service work for college tuition costs. President Clinton recently announced plans for AmeriCorps at a news conference on the South Lawn of the White House.

The CJRW firm's name, AmeriCorps, was selected by The Office of National Services which solicited name ideas from advertising agencies throughout the nation.

"We are honored to have been selected to name a program that will have such a lasting, positive impact on the growth of our nation," CJRW Chairman and Chief Executive Officer Ron Robinson said. "This is something we at CJRW will be proud of for generations to come."

Eli Segal, Assistant To The President and Director of the White House Office Of National Service, will head the program.

The name AmeriCorps was submitted by three members of CJRW's Creative Department -- Vice President and Creative Director Boyd Blackwood and Senior Copywriters Tracy Munro and Dan McDonald.

"It's exciting to be able to name any new product and particularly thrilling to be naming a national program that is already being compared to the Peace Corps," Blackwood said.

Cranford Johnson Robinson Woods, founded in 1961, is the largest full

-MORE-

NEWS RELEASE -- CJRW Names AmeriCorps
Page 2 of 2
October 11, 1993

service advertising, marketing and public relations agency in Arkansas, Louisiana and -
Mississippi. A member of the American Association of Advertising Agencies, the firm
has 110 employees in its downtown Little Rock offices.

AMERICORPS

Marketing & Implementation Outline

By Cranford Johnson Robinson Woods

October 8, 1993

WHAT IS AMERICORPS?

AMERICORPS is the spiritual successor to the Peace Corps. It is a program that allows young people to trade public service work for educational assistance. It not only fulfills a campaign pledge for President Bill Clinton, is also fulfills a pledge by Americans everywhere to help themselves while helping our young people achieve their educational goals.

The AMERICORPS program could initially put 100,000 young people to work serving in their community. The beginning price tag would be \$300 million a year climbing to \$400 million in the second year and \$700 million in the third year.

LAUNCHING AMERICORPS

President Clinton wants to reinvent the way Government conducts the people's business. At Cranford Johnson Robinson Woods (CJRW) we believe one of the best ways to start is to change the way federal programs are launched. We've all had experiences with federal grant programs and the stories about them are legendary. The AMERICORPS program is effectively calling for the immediate start-up of hundreds of small agencies around the country to launch this program. CJRW would like to apply some lessons from the business world to this endeavor. We propose a system that patterns itself on the successful "franchise" system. We are proposing a "Turn-Key" package for agencies and administrators that insures the AMERICORPS message and implementation plan in New England is the same as it is in California. This approach will guarantee quality control, effective administrative cost controls, and a smooth launch of a premiere program of the President's domestic agenda.

Implementation of the AMERICORPS program will be dependent on hundreds of public and private non-profit institutions. While this will save the taxpayers the cost of constructing another federal bureaucracy, it will also leave the door open for shaky starts, inconsistencies and mis-steps.

A vital part of the CJRW plan for the launching of AMERICORPS will be to remove the opportunity for such mishaps and mis-steps. We want to insure that a well-organized program run by a well-trained staff opens in every target area in America.

To that end we propose a unified operation plan for all AMERICORPS administrators. Quite simply this means each agency must agree when accepting grant money to accept the AMERICORPS administrative plan. This would be a turn-key operation which addresses all operating and marketing needs of the administrator, much the same way a well planned franchise is now put into service.

THE AMERICORPS PLAN

This plan would include:

- Administrative Guidelines for staffing and spending on plan overhead.
- Time-lines for establishing and operating each program and verification guidelines to insure the local program is on the right track.
- A Marketing plan to sell the AMERICORPS program in the targeted area.
- A Media plan for dealing with the news media in each market.
- An instructional plan for successfully launching each new AMERICORPS branch.

AMERICORPS PLAN ELEMENTS

Administrative Plan. This plan will be written in consultation with the best program administrators available. There will be a concise and readable administrative handbook that clearly spells out all steps to inaugurating a successful AMERICORPS program. Included would be staffing guidelines and guidelines for spending on administrative overhead. The turn key administrative package would also include standardized computer software for registering and tracking all candidates for the AMERICORPS program. This software package would also contain sample "templates" for all reporting requirements to the national office. (In this new age of computers we want everyone using the same form and talking the same computer language.)

Time Lines. Each AMERICORPS office should be following the same time guidelines for recruiting and placing applicants. The plan will help each office establish time lines for initiating service and carrying out service plans.

Verification. All federal grants carry procedures to verify that programs are carrying out their mission. A streamlined and meaningful verification process should be designed. This program would help national administrators to quickly identify any problems in field offices.

Marketing. The Turn-Key plan would also contain a complete local marketing plan. This would include but not be limited to:

- Pre-produced TV PSA's that could be tagged by a local stations for area use.
- Pre-produced Radio messages that would also be tagged with a local number.
- Recruiting kits for high school and college counselors. These kits would include print material and a video that could be loaned out to prospective recruits.
- Camera-ready public service ads to be provided to each field agency. Each agency would also get camera-ready local identifiers that could be added to the generic ads. These ads would be distributed to daily, and weekly papers as well as student publications at the college and high school level.
- Camera-ready recruiting posters would again be provided along with local tags. These would be produced locally as needed.
- Camera-ready collateral inserts that the local agency would offer to area businesses such as utilities that could be included with monthly statement mailings.

Media Plan. A media handbook which would instruct local administrators on the finer points of placing speakers on "talk-radio" shows, TV news interview segments and a step-by-step guide to dealing with the media through a range of "scenario's" including crisis situations. Ie: How would you handle an attack on a local AMERICORPS volunteer or worse yet what do you do if an AMERICORPS volunteer is caught breaking the law.

Training. Training would be more then just dropping the plan workbooks, computer disks, video and print materials in the lap of a new administrator.

We propose the establishment of Regional "AMERICORPS-U" workshops where AMERICORPS administrators and key staff would be instructed in all aspects of the plan.

Experts would be recruited in the related fields of public service to conduct these workshops, while media experts would handle the marketing and media training. Each general session would be followed with break-out sessions with the experts to make sure everyone learns the AMERICORPS way.

#####

Attachment: Sample TV PSA Script



AMERICORPS - 30-Second PSA

B&W 60's Peace Corp Workers

In the 60's....they reached out to help the the world. They were the Peace Corps volunteers and they set a standard for Americans....a proud tradition of helping.

JFK Signs law or meets PC workers

It was the vision of John F. Kennedy...

(Transition B&W to Color)
Clinton & Kids 9/21 Ceremony

Now comes a new vision for helping neighbors...

Shots of young people in community work

It's AMERICORPS...and the payoff is for all of us. It's about young people reaching out to help their community...and earning college money at the same time.

Freeze Frame Smiling workers

It's an old tradition that's still alive....AMERICORPS...For A New Generation.

Call 1-800-XXX-XXXX



September 22, 1993

THE PRESIDENT'S
OFFICE

Mr. Eli Segal
Assistant to the President
and Director
The White House Office of National Service
OEOB - Room 145
Washington, D.C. 20500

Dear Eli:

Congratulations on a wonderful day and on your new position as Corporation leader. The entire ceremony made me very proud.

After the celebration, Susan and I led a number of college and university presidents and foundation executives in a discussion of how their institutions -- and others like them -- can best help implement the President's program.

We talked specifically about the proposed challenge from the President. All urged in strong terms that the challenge be issued promptly in a letter to college and university presidents, possibly with copies to student newspapers to help ensure campus publicity. Susan will, I am sure, discuss with you other suggestions that were made. At this point, I emphasize the unanimous recommendation that the challenge come quickly.

I look forward to our continued partnership. With much applause and warm good wishes.

Cordially,

Thomas Ehrlich

Bryan Hall 200
Bloomington, Indiana
47405-1201

cc: Susan Stroud

812-855-4613
Fax: 812-855-9586

file copy

THE WHITE HOUSE
WASHINGTON

9/2

August 31, 1993

MEMORANDUM FOR ELI SEGAL

FROM: Josh King
RE: Summer of Service Event
CC: Roy Neel
Rick Allen
Diana Aldrich
Phil Kaplan
Ethan Zindler

I couldn't let the glow of today's event begin to fade without congratulating you on the performance of your terrific staff. From beginning to end, they were great about covering all the bases and keeping everyone informed, right down to the event memos, which were clear, imformative and substantive. I have not seen a better display of staff teamwork since the Inaugural.

Josh
Our thanks to
you too...!
classic case
of all work
well together
It's worth
noting that
the Pres.
was very
excited
moved
the over
E1

THE WHITE HOUSE
WASHINGTON

September 2, 1993

MEMORANDUM TO:

JACK QUINN
MARLA ROMASH

FROM:

RICK ALLEN

SUBJECT:

REINVENTING GOVERNMENT AND NATIONAL SERVICE

As the Vice President begins his promotion of the conclusions of the National Performance & Review, it may be useful for him to reference the national service initiative as representing implementation of many of its concepts. The Senate is scheduled to give the final Congressional approval to the legislation early in their first week back, and the Bill signing ceremony is tentatively scheduled for Monday, September 13.

Although we have previously provided a variety of materials detailing the link between the interest NPR principles and the design of national service, I attach a brief fact sheet as a useful summary.

We would be delighted to draft a proposed paragraph or two for insertion in the Vice President's "core" speech for the upcoming trip, should you wish. Please call me if you would like something worked up.

cc: Eli Segal

Encl.

file copy

9/3

Jack

I think Marla is not enthusiastic about this as part of REGO. I feel strongly to the contrary. We've actually used REGO people -- eg. Bob Knutson, Ray Kogut & David Osborne in the design

Given the Vice President's

service, this would give him

to discuss it, eg.

NAT'L SERVICE WILL BE A COST EFFECTIVE WAY TO DEAL WITH OUR NATION'S PRESSING PROBLEMS.

It's a lost opportunity not to integrate nat'l service into his basic pitch. Essentially, I see: (1) a paragraph in his stump speech; (2) if you want a real REGO/nat'l service speech. *EL*



NATIONAL SERVICE AND REINVENTING GOVERNMENT

The National Service Trust Act of 1993 reinvents government by:

Structure

- Forming a new Corporation for National Service out of two existing agencies, streamlining government and reducing waste.
- Creating a bipartisan Board of experts to jointly govern the Corporation with a chairperson.
- Rewarding excellence in the Corporation through pay-for-performance and other flexible personnel policies.
- Establishing state Commissions that mirror the Corporation in their emphasis on quality, reduced bureaucracy, and "steering" over "rowing."
- Empowering communities, not bureaucracies, and relying on citizens' ideas and initiative, by investing in programs driven from the local level instead of operating them.
- Ensuring competition at every level of the system: programs compete for state and federal approval, and states compete for additional shares of federal funds.
- Establishing a market-like mechanism for programs. All programs must compete for funding on the basis of their quality. No program is guaranteed funding..

Programs

- Creating a clear definition of national service. All programs must meet unmet educational, environmental, public safety or human services needs; provide a positive experience to participants; and not displace existing workers.
- Requiring measurable performance goals in every program, and evaluations to determine whether programs have met those goals.
- Offering flexibility to local programs to meet their goals in the ways they see fit.
- Within nondiscrimination requirements and broad eligibility requirements, allowing programs to select participants to ensure the best fit of needs, skills and interests; at the same time, widely disseminating information to all interested Americans.

JOHN BREAU
LOUISIANA

MAJORITY
CHIEF DEPUTY WHIP

COMMITTEES:

COMMERCE, SCIENCE, AND
TRANSPORTATION

FINANCE

SPECIAL COMMITTEE ON AGING

WASHINGTON OFFICE:
(202) 224-4623

United States Senate
WASHINGTON, DC 20510

August 30, 1993

STATE OFFICES:

ONE AMERICAN PLACE, SUITE 2030
BATON ROUGE, LA 70825
(504) 382-2050

THE FEDERAL BUILDING
705 JEFFERSON STREET, ROOM 103
LAFAYETTE, LA 70501
(318) 325-6871

WASHINGTON SQUARE ANNEX BUILDING
211 NORTH 3RD STREET, ROOM 102A
MONROE, LA 71201
(318) 325-3320

HALE BOGGS FEDERAL BUILDING
501 MAGAZINE STREET, SUITE 1005
NEW ORLEANS, LA 70130
(504) 589-2531

CENTRAL LOUISIANA:
(318) 487-8445

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

Dear Eli:

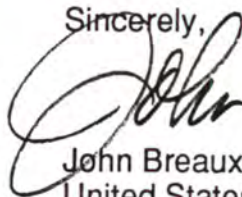
I strongly recommend Steven J. Green be appointed to the Board of Directors of the National Service Corporation as set forth in the pending legislation.

Steve has been very supportive of the both the principles and the substance of the National Service Initiative through his own philanthropic, civic and political activities and was one of the first corporate leaders to step forward in support of President Clinton's campaign and administration. Every time Steve has been asked to help he has delivered.

Moreover, his personal and corporate support of the Summer of Service program speaks directly to the quality and depth of his commitment to what you are trying to accomplish and, as a CEO already supporting the initiative, Steve can be an effective advocate for and recruiter of additional private sector sponsors.

Steve has been a leader in every charitable program he has become associated with -- from the United Way in Dade County and the Children's Health Fund to the Archdiocese of Boston. I urge you to secure his leadership and generosity for the National Service Corporation by appointing him to its Board of Directors.

Sincerely,


John Breau
United States Senator

cc: Bruce Lindsey

file

Bruce

Strong campaign -
for Walter Shorenstein
as well. Only 8 Democrats
frustrated by law. Strong competi-
tion. Suggest you weigh in.

EJ.



OFFICE OF THE DIRECTOR

1100 VERMONT AVENUE, NW
WASHINGTON, DC 20525

September 1, 1993

The Honorable Eli Segal
Assistant to the President and
Director, Office of National Service
The White House
Washington, D.C. 20500

Dear Eli:

This note is to express the appreciation of our VISTA Summer Associates, project directors, and ACTION staff for the opportunity to participate in the Summer of Service Forum over the last few days.

Everyone I spoke with remarked that the entire event was excellent. In particular, the VISTA Summer Associates were thrilled by the President's participation and the opportunity to explain their work this summer to him.

Further, one of the important products of the meeting was the opportunity for several people associated with the Office of National Service, the Commission on National and Community Service, and ACTION to work together on a common agenda.

Thank you again.

Sincerely,

Gary Kowalczyk
Acting Director

ACTION'S MISSION

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

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Serve! America

The Newsletter of the
Commission on National and Community Service

Volume II, No.2

Special Edition - March 1993

Summer of Service

Application Deadline April 1

In a spirited speech on the anniversary of the founding of the Peace Corps, President Clinton unveiled his plan for national service and challenged the nation's youth to answer his call "to change America for ever and for the better." Evoking the idealism and commitment of Roosevelt's Civilian Conservation Corps, Truman's GI Bill, Johnson's VISTA program, and Kennedy's Peace Corps, President Clinton urged Americans to begin now "to change our country block by block, neighborhood by neighborhood."

The President outlined two elements of his vision of national service. The first is an immediate national service initiative to engage young people in meeting critical community needs — a Summer of Service.

The Summer of Service will involve more than 1,000 young people (ages 17 to 25) in serving the education, health, public safety and environmental needs of at-risk children in four to ten sites across the country. Summer of Service programs will be

run by partnerships between institutions of higher education and non-profit organizations. Programs will be selected in a competitive process described in the enclosed application. The summer program will be nine-and-a-half weeks long and will include national service and leadership training for staff and participants, at least eight weeks of service, and a closing summit with the President. Summer of Service participants will receive a minimum wage stipend and a \$1,000 post-service benefit to be used for education and training.

The second aspect of President Clinton's national service initiative is a reorientation of the nation's student loan program which would allow students to pay off tuition debts by performing public service jobs such as assisting in the schools, helping community police, and cleaning up the environment.

The President has asked Congress to provide \$15 million in the economic stimulus package for the Summer of Service program. Contingent upon Congressional approval, this initiative will demonstrate the potential of national service to provide tangible and measurable community benefits, to develop leaders for the national and community service



President Clinton: "Make this summer a Summer of Service when young people can not only serve their communities, but build a foundation for a new national effort."

movement, and to unleash the talents and energies of young Americans.

The Commission on National and Community Service will select programs to receive funding for the Summer of Service. But the support for national service does not end there. For those who wish to continue serving at the end of the summer, the Commission will assist participants in finding year-round, full-time service placements. In addition, the Commission may award up to 25 Service Entrepreneurial Awards for Change to participants who want to develop innovative year-round service projects. ♦

In This Issue

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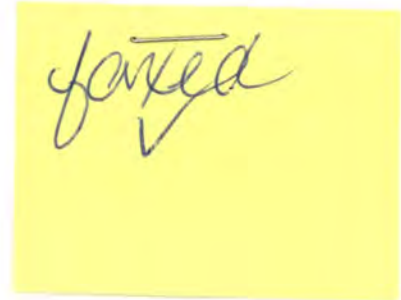
Applying for the
Summer of Service4

Application Guidelines
and Notice of Availability
of Funds Insert

CALL LIST

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THE WHITE HOUSE
WASHINGTON



June 29, 1993

MEMORANDUM FOR HERSHEL GOBER

FROM: Eli J. Segal

SUBJECT: American Legion Questionnaire on National Service

Attached is the American Legion questionnaire which we discussed over the phone. We are preparing a response which we will send to you as well.

When Congressman Gunderson's office called my office about this on Friday, they mentioned some concern about their conversation with Steve Robertson of the American Legion. They reported that he remained fairly negative, in spite of the fact that Sonny Montgomery signed off on our benefits and in fact was an original co-sponsor. He also mentioned that there had not been adequate communication with veterans groups, which comes as something of a surprise since there was a serious negotiation back in April.

There is no indication of a broad campaign against our proposal, but before the national service bill goes to the floor in the House and the Senate we would like to touch base at least one more time with the American Legion.

Thanks again for your help.

Questions

1. Will the proposed National Service Program (NSP) create recruiting competition for the armed forces? Can NSP be used to enhance or improve the MGIB?

- o Not all military personnel elect to participate in the Montgomery GI Bill (MGIB) program because they do not want to or feel they cannot afford to pay the \$1200 contribution (\$100 a month for one year).
- o NSP provides a stipend plus health and child care assistance in addition to the educational assistance. No such benefits are available to a MGIB participant.
- o Military service is the purest form of national service, therefore, an honorable discharge from active or reserve duty or concurrent participation in the National Guard or Reserves should make the individual automatically eligible for the NSP.

2. Will national service become a requirement for receipt of other federal education dollars, such as, Pell grants, ROTC scholarships, Job Training Partnership Act (JTPA)

funding, Job Corps funding, etc.? Should eligibility for federal educational dollars be needs based or performance based?

- o Most of the programs geared for federal education assistance are based on the participant's liability to society and not on their social contributions.
- o Other reward performance or commitment at a seemingly disproportionate rate. A recently separated veteran who invested \$1200 into the MGIB program and three years of active duty gets \$400 a month for 36 months for educational assistance. A financially indigent person would be entitled to educational assistance, a monthly stipend, health care, child care and housing assistance.

3. Will national service be performed in federal facilities, such as, Department of Veterans Affairs Medical Centers, Military Medical Centers, Bureau of Indian Affairs Clinics, etc.? Will federal personnel needs have priority over state and local needs in determining "community service jobs" to be performed?

- o Many federal facilities have faced severe manpower

cuts to meet budgetary reductions.

4. What will be the NSP participation selection criteria?

Is it intended to be a middle and upper class educational assistance program?

5. Will federally subsidized educational facilities adjust tuitions, rates and fees for NSP participants? What will prevent educational facilities from targeting NSP participants versus non NSP participants in awarding scholarships, grants or fellowships?

6. How will NSP be administrated? Who will provide accountability of expenditures? How much will actually be spent on education and training versus administrative costs?

THE WHITE HOUSE
WASHINGTON

October 19, 1993

MEMORANDUM FOR RAY CHAMBERS
BOB GOODWIN
DICK MONROE
NANCY RUBIN
DICK SHUBERT

FROM: ELI J. SEGAL

SUBJECT: Enclosed Wall Street Journal article

Do we have any way of responding to this article? Is it becoming riskier for employees to participate in community service projects? Do we have any data to support or refute this article? Jim Parkel? Brian O'Connell? Elaine Chao? I would not be so worried about this, but given who reads it, I wonder about a self-fulfilling prophesy.

EJS:ke

Enclosure

Fewer Good Deeds Go Unpunished in '90s Corporate Climate

FRIENDS want you to run for a school-board seat. Or get active with the local United Way campaign. Or help look for a new pastor at your church. Or coach your daughter's soccer team.

Should you? Perhaps; but choose your good deeds carefully and budget the time spent on them, or it could be harmful to your career's health.

Not so long ago, many companies routinely urged people to get involved in volunteer community work. Some still do, but often with less sincerity. In today's lean-and-mean corporate environment, people are viewed as costs to be cut as much as assets to be developed.

The new realities dictate that you spend more of your energies — not less — on the job, career counselors say. Community service can be a hard fit in the current dog-eat-dog world of work.

Here's what you are up against:

Consider the internal memo that Ronald T. LeMay, president of the long-distance division of Sprint, sent employees after the company announced in late August that 5% of the long-distance work force would be dismissed. To the survivors, Mr. LeMay said: "I ask each of you to be introspective about the adequacy of your commitment [to Sprint]. . . . Forty-hour workweeks are a relic of the past."

Listen to consultant Robert Lefton, president of Psychological Associates, St. Louis: "If I were a manager today and had an employee who was extraordinarily task-oriented and another who was a mediocre performer but a great citizen in the community, I'd promote the person getting the important things done in the company. Who's kidding whom? The very survival of the corporation is at stake."

SIMPLY ask yourself: In a performance review, has my boss ever asked about my volunteer activities? Has that involvement (or lack of involvement) ever been a factor in my consideration for a merit raise or promotion?

A few companies, such as General Mills, Minneapolis, and Schucks Supermarkets, St. Louis, do consider community involvement when they conduct annual performance and compensation reviews. Such employers are the exception, however.

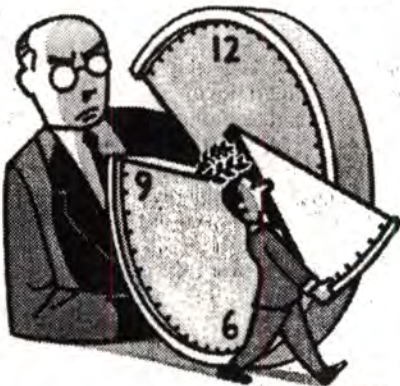
Howard Fricke, chief executive officer of Security Benefit Group, contends that his company's volunteer program—in which 63% of its 550 employees work in the community in some capacity each year and often get time off to do it—raises productivity and revenue for the Topeka, Kan., insurer.

"But it's not a performance issue," Mr. Fricke concedes. "You won't be promoted or penalized on the basis of whether you volunteer or not."

Many people do reap career benefits from community service, of course. If you're in sales and marketing, it's still considered a critical networking tool, for example. In many small towns, volunteering is an important way for bank and utility

managers to promote their employer's image.

Community work also offers the chance to develop leadership skills and gain competencies you might not pick up as quickly in your job. Work-family consultant Beth Michaels says she improved such skills as problem solving, budgeting and long-term planning when she was president of a large Chicago film society and worked with its high-powered



Gil Eisner

board. "There's no way in the world I could have gotten that experience in my [corporate] job then," she says.

For young professionals, taking a lead role in a nonprofit activity "may be the only way they're going to get to supervise anything before they're 30," says Marilyn Moats Kennedy, a Wilmette, Ill., career adviser.

Yet significant volunteering can send a bad signal to many bosses. "They often think that if you have time to do that, you're not doing your job," says David M. Noer, vice president, training and education, at the Center for Creative Leadership, Greensboro, N.C.

THAT'S especially true if it's your first year in a new job. In today's environment, you must master a new job quicker than ever or face dismissal, workplace experts acknowledge. Employees often know little about their employer's perception of community work or about the demands of the volunteer job.

So what should you do? Determine your boss's perception of community work and also the demands of the volunteer job. Pick a community activity that closely aligns your own needs with those of the company, suggests George Moskoff, a management consultant in Batavia, Ill. Your company's human-resources department can help identify who has done community work that has been of value to both the individual and the corporation — and also indicate whether such work is still valid.

Discuss any significant community involvement with your superiors, advises Nella Barkley, a New York career consultant. "Ask, 'How do you feel about this? How much time do you think is acceptable?' Identify what you see as benefits of the endeavor and ask your boss, 'What do you see?' Speak about it very positively."

Some pursuits should probably be avoided. As a middle manager, maintains Ms. Barkley, "never take a sabbatical to do community service because you'll be out of the corporate mainstream. If you're being pressured to do it, you're being dead-ended and you need a different career route with that corporation."

Getting involved politically — especially with a potentially explosive issue such as abortion — probably won't help your corporate career, either. Especially if you land on the opposite side from your boss.

By JULIE AMPARANO LOPEZ

Staff Reporter of THE WALL STREET JOURNAL

Facing a job market where they can pick and choose, companies are using new and often abrasive tactics to screen executive candidates.

American Telephone & Telegraph Co. requires some aspirants to deliver presentations or lead meetings. Managerial applicants at Massachusetts Mutual Life Insurance Co. must pretend to be the boss for a day, among other things. Like a growing number of other companies, RJR Nabisco Holdings Corp. gives some would-be bosses psychological tests in order to assess their fit with its corporate culture.

U.S. businesses can make these tough demands because so many white-collar workers are unemployed and thousands of others long to change jobs. In the past five years, a record 1.4 million executives, managers and administrative professionals have lost their jobs, according to the Bureau of Labor Statistics. By contrast, 782,000 of them lost their jobs between 1981 and 1986.

Extra Hurdles

Betsy Jaffe, a career counselor in New York, now sees many executives confronting extra hurdles during the job-search process. A Cleveland insurance company demanded that an executive answer 10 questions about the latest government health-care regulations before it would consider him for a \$160,000 post as chief financial officer. The executive answered the questions right but still didn't get the job. "A few years ago, no one would have dared ask an executive to take a quiz," Dr. Jaffe says.

But with their staffs so lean, companies are increasingly seeking talent from outside their ranks. And in the current competitive environment, businesses say they can't afford to hire a possible loser.

"Companies know they can put up whatever hoops they want and people are going to jump through them,"

TELEVISION

Crusade Against ABC

By ELIZABETH JENSEN

Staff Reporter of THE WALL STREET JOURNAL

NEW YORK—WTVQ in Lexington, Ky., didn't air the third episode of ABC's "NYPD Blue" last night.

The pre-emption was noteworthy because the ABC affiliate did air the first two episodes — and received 39,000 calls from viewers, many of them protesting the show.

"NYPD Blue," the dark and gritty portrayal of the lives of two New York City police detectives, has opened up a new front for crusaders intent on stamping out television programming they find morally offensive: Instead of targeting just the network and the show's national advertisers, organized pressure groups have turned their sights—and controversial tactics — on local stations, which they view as more vulnerable.

Stations that are airing the program—whose ratings have been strong — have been subjected to insults, pickets, advertiser defections and, the network asserts, even death threats. The usual handful of letters and phone calls has become an avalanche at some stations. One station, which requested anonymity in fear of copycat incidents, was fired at from a passing vehicle during the first episode.

"NYPD Blue" is laced with flashes of

nudity and "real not obscene, goes series in its crudity to body parts and

The controversy show, produced by "Street Blues" fan work as well. A total number of cards — it declined most all from a led by the Rev. I can Family Association. The group newspapers and ing people to cor tives have received which the writers ill will as bankruptcy and death, and names that could itself.

But it is the n that are bearing particularly in sr

To some ex worked. Nearly tions aren't car down from the 57 episode on Sept. fourth of ABC's unprecedented n

CORPORATIONS

Ten Companies Ar

By CHRISTI HARLAN

Staff Reporter of THE WALL STREET JOURNAL

WASHINGTON — Companies with poor earnings, poison pills and high executive pay are once again being targeted by shareholder groups. But this year some institutional investors are changing their tactics.

After scoring some successes and winning new bargaining power from the Securities and Exchange Commission, big stockholders say they're getting more respect from the companies whose shares they hold. As a result, several big pension

Companies facing

COMPANY

ALLERG

BORDE

CONS.

THE WHITE HOUSE

WASHINGTON

May 5, 1993

MEMORANDUM FOR ELI SEGAL

FROM: ANDY WRIGHT

RE: MY EPIC JOURNEY THROUGH CONGRESS

So that we can avoid any confusion tomorrow about who has received what, I offer you this inventory.

I began with 40 copies of both the Section by Section and the current fact sheet. I gave:

1 copy of both to Senator Arlen Specter c/o Barry Caldwell.

5 copies of both to Tom Sander of Senator Kennedy's committee staff.

1 copy of both to Senator Nancy Kassenbaum c/o Kimberly Barnes O'Connor.

1 copy of both to Senator Alfonse D'Amato c/o Scott Amrhein.

1 copy of both to Senator Jeffords c/o Pam Devitt.

1 copy of both to Senator Chaffee c/o Colette (with card that says "please don't hesitate to call").

1 copy of both to Kevin Kelly in Dirksen 142.

10 copies of both to Gene Sofar in House Committee Staff.

6 copies of both to Representative Chris Shays.

12 copies remain, located in a box on the intern desk.

I will be working with the D.C. Service Corps in the inner city tomorrow. If you have questions, I will stop in around 6:00pm. This list is on backup on my disk in the intern desk.

Thank you for trusting me with a matter of some urgency.

AW.

MICHAEL S. OVITZ

June 17, 1993

Dear Eli,

Thank you for your letter. Based on your notes, we would like to suggest another idea:

C Force
The Power to Change

Please call me for further discussion.

Best regards,

A handwritten signature in dark ink, appearing to read "Michael", is written above a long, slightly curved horizontal line that serves as a signature flourish.

Mr. Eli Segal
Assistant to the President
Director, Office of National Service
The White House

VIA FAX

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1) No need to
rush - name is
for program,
not really the entity
(eg VISTA & ACTION)

Dear Eli:

As per our conversation, attached are some of our suggestions.

As we mentioned, J. Force is our favorite. "Job" is the operative motivational word. "Force" connotes power and action. The use of the initial makes it contemporary and distinctive.

← No
Job Corps

Please let us know if we can be of any further help.

Best regards,


Michael Ovitz

Interesting that
"Service" isn't
used at all

- The Change Force
(tag)

cc: Shelly Hochron
Len Fink

→ Respond
Chas. he wanted power
show the
10:10 @

P.T.C.
(Power to Change)

PHOTOCOPY
PRESERVATION

Job America
Share the Power

Team America
Share the Power

Help America
Share the Power

J. Force
Share the Power

PHOTOCOPY
PRESERVATION

The Job Force
Share the Power

Job Power

The Work Force
Share the Power

W. Force
Share the Power

T.W.F.
(The Work Force)
Share the Power

P. Force
(Power Force)