

Chron.

—

cc: Scheduling

August 12, 1997

Ms. Nancy Hernreich
The White House
Washington, DC 20500

Dear Nancy:

On July 1 we sent you this letter. I have enclosed a copy just in case you did not receive it. We are quite anxious to begin preparation of the events that the President has agreed to participate in, so I would appreciate it immensely if you could respond so that we can get together either by phone or in person to move these events forward.

We hope to hear from you soon.

Sincerely,

Merv Adelson

Merv Adelson
Chairman
50th Anniversary of Israel

8/27/97

Send to Scheduling?

Yes ☒

No ☐

send copy to WSC

Yes ☒

No ☐

SEP 8 18:13

C

10900 Wilshire Blvd.
Suite 750
Los Angeles, California 90024

July 1, 1997

President Bill Clinton
The White House
Washington, DC 20500

Dear Mr. President:

Thank you for taking the time to meet with us regarding the world-wide celebration of the 50th anniversary of the State of Israel (the "Celebration"). We are thrilled that you agreed to kick off the Celebration in America, by lighting the first candle of Chanukah on December 23, 1997, and hosting the opening American event at the White House that evening. We are aware that there is a slight possibility that you will not be at the White House that evening, but are very pleased that you will light the first candle of Chanukah, wherever you may be on December 23.

The Prime Minister of Israel, and hopefully the leaders of all the countries of the Diaspora will light the first candle of Chanukah at similar events that evening. Toward that end, the Franklin Mint Corporation is replicating one of our most famous menorahs, as a gift for all the participating world leaders to use for the lighting events. We are televising the lightings with the desire that people around the world will light their own candles at home, simultaneously.

We are also delighted that you agreed to do a small segment for the two hour spectacular television special to be broadcast on CBS on April 15, 1998. Many of America's most famous entertainers will be participating. The show is being produced by Gil Cates, who produces the academy awards.

April 30, 1998, is the actual date of Israel's 50th anniversary. On April 30th we are staging an extraordinary and historic event, for 50,000 people, at the stadium in Ramat Gan, Israel. This event is the "opening ceremony" of a week of planned special events in Israel. The opening ceremony is being produced by Gary Smith, David Wolper, and Hiam Slutzky from Israel. Gary and David are the very best in this field having produced the opening ceremony for the Los Angeles Olympics and the Bicentennial celebration in New York. The Ramat Gan event is being broadcast on cable throughout the world.

We hope and pray that the peace process will have progressed to the point that the leaders of various countries around the world including those of the Middle East will attend. It is our great dream that you will see this as a time to make a historic visit to Israel.

July 2, 1997

It was a treat and an honor for us to be with you again in Los Angeles. We hope that by April 1998, through your and others' efforts, a different kind of Middle East is presented to the world, a region on the road to peace and prosperity.

Our sincere best wishes for health and happiness for you and Hillary.

Sincerely,

Merv Adelson
Chairman
50th Anniversary of Israel

Lew Wasserman
Co-Chairman
50th Anniversary of Israel

THE WHITE HOUSE
WASHINGTON

August 26, 1997

Mr. Merv Adelson
Mr. Lew Wasserman
50th Anniversary of Israel
Suite 750
10900 Wilshire Boulevard
Los Angeles, California 90024

Dear Mr. Adelson and Mr. Wasserman:

I received your recent letter to President Clinton requesting that he participate in both a Chanukah candlelighting ceremony on December 23, 1997 and a CBS television special on April 15, 1998 to commemorate the 50th anniversary of the State of Israel. The President has asked me to convey his appreciation for your invitation.

Your request for President Clinton to take part in these events is currently under consideration. I will contact you as soon as information regarding your event is available.

On behalf of the President, thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephanie S. Streett", with a long, sweeping horizontal line extending to the right.

Stephanie S. Streett
Assistant to the President
Director of Presidential Scheduling

SSS/jxs

10900 Wilshire Blvd.
Suite 750
Los Angeles, California 90024

7-11-97

July 2, 1997

Open. ing
note

President Bill Clinton
The White House
Washington, DC 20500

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July 2, 1997

Ms. Nancy Hemreich
The White House
Washington, DC 20500

Dear Ms. Hemreich:

The President requested that we send this letter to your attention so that the events that he agreed to participate in will be put on his schedule. Please call me at (970) 925-8370 if you have any further questions.

Thank you in advance for your help and cooperation.

Sincerely,

A handwritten signature in cursive script that reads "Merv Adelson".

Merv Adelson
Chairman
50th Anniversary of Israel

July 2, 1997

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Lew Wasserman

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50th Anniversary of Israel

10900 Wilshire Blvd.
Suite 750
Los Angeles, California 90024

7-11-97
route

July 2, 1997

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Washington, DC 20500

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Chairman
50th Anniversary of Israel

Lew Wasserman

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Co-Chairman
50th Anniversary of Israel

July 2, 1997

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Washington, DC 20500

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Merv Adelson
Chairman
50th Anniversary of Israel

July 21, 1997

MEMORANDUM TO MARIA ECHAVESTE & ANN LEWIS

FROM: Deborah Mohile *DM*
CC: Nancy Hernreich, Cheri Carter
RE: Israel's 50th Anniversary

Attached is a letter to the President from Merv Adelson and Lew Wasserman, Co-Chairmen of the 50th Anniversary of Israel commemoration committee. My understanding is that this letter is a follow up to a conversation that the President had with Mr. Adelson and Mr. Wasserman on a recent trip to Los Angeles in which he apparently agreed to participate in some events marking the 50th anniversary of Israel.

The 50th anniversary of the establishment of the state of Israel actually takes place on April 30, 1998. Jewish communities across the country, each with their own celebration committees, will celebrate the anniversary throughout next year. In addition, there is a national committee (still in formation) that will work on larger events, in particular, a CBS television special on April 15, 1998. In the letter to the President, Merv and Lew refer to the President agreeing to participate in this television special. I have no confirmation of any agreement by the scheduling office to this effect and my understanding is that the NSC is currently vetting this.

To my knowledge, Prime Minister Netanyahu has not yet committed to any events outside of Israel.

I highly recommend that the President participate in some fashion with the anniversary celebrations. I bring this letter to your attention so that if we receive several invitations from different cities asking the President to participate in other events, we can prioritize and make sense of what could potentially become a confusing situation.

cc: Scheduling

August 12, 1997

Ms. Nancy Hernreich
The White House
Washington, DC 20500

Dear Nancy:

On July 1 we sent you this letter. I have enclosed a copy just in case you did not receive it. We are quite anxious to begin preparation of the events that the President has agreed to participate in, so I would appreciate it immensely if you could respond so that we can get together either by phone or in person to move these events forward.

We hope to hear from you soon.

Sincerely,

Merv Adelson

Merv Adelson
Chairman
50th Anniversary of Israel

8/27/97

Send to Scheduling?

Yes ☒

No ☐

send copy to WSC

Yes ☒

No ☐

C

GEORGE MCGOVERN
1730 M Street, N.W., Suite 512
Washington, DC 20036
Tel: (202) 296-6767 Fax: (202) 296-5791
E-Mail: mepc@capcon.net

'97 AUG 27 PM1:12

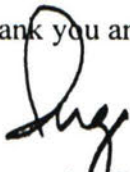
August 20, 1997

Ms. Nancy Henreich
Secretary to the President
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Nancy,

Would you kindly submit the enclosed letter and accompanying explanation with a proposed draft letter for his signature.

Thank you and best wishes,



George McGovern

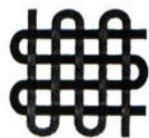
send to NSC? Done kind

Yes _____

No _____

Coordinate
with NSC C.

8/27/97



MIDDLE EAST POLICY COUNCIL

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President
Middle East Policy Council

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1730 M STREET, N.W.
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20036-4505
TEL: (202) 296-6767
FAX: (202) 296-5791
mepc@capcon.net
www.mepc.org

August 20, 1997

President William Jefferson Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Mr. President,

One of the more encouraging institutions I have been associated with as head of the Middle East Policy Council is the Kuwait-America Foundation. This organization was founded in May 1991 to demonstrate Kuwait's appreciation for its liberation by the United States and its allies at that time.

Their primary project has been to sponsor a nationwide writing effort by American students called "Do the Write Thing." This extraordinary program calls on young people to express their ideas of how to reduce violence in their schools and communities. Vice President Gore endorsed this effort last year and, since it has now become a program with a national scope, the Kuwait-America is hoping to have your endorsement this year. I hope that you may oblige them. I have enclosed a proposed draft letter and information about the foundation and the "Do the Write Thing" program for your consideration.

Sincerely,



George McGovern
President

VIOL VIOLENCE NATIONAL CAMPAIGN TO STOP VIOLENCE

PARTICIPATING ORGANIZATIONS

AT&T

COUNCIL OF THE
GREAT CITY SCHOOLS

GIBSON, DUNN &
CRUTCHER

MARRIOTT
CORPORATION

NAT'L ASSN. OF
SECONDARY SCHOOL
PRINCIPALS

NAT'L COUNCIL OF
JUVENILE & FAMILY
COURT JUDGES

NAT'L FOUNDATION FOR
ADVANCEMENT IN
THE ARTS

NAT'L GUARD BUREAU

THE GREATER
WASHINGTON URBAN
LEAGUE

KRAFT FOODS, INC.

THE KUWAIT-AMERICA
FOUNDATION

US WEST

YOUNG ASTRONAUT
COUNCIL

BACKGROUNDER

The Kuwait-America Foundation (KAF) was founded in May 1991 after the liberation of Kuwait by the multi-national forces led by the United States. KAF was formed in appreciation of America's efforts during the Gulf War and to promote peace here in America. The Foundation supports humanitarian, cultural and educational programs to strengthen the bridge of good relations between the U.S. and Kuwait. KAF promotes a spirit of cooperation and understanding at the grassroots level.

Although a substantial number of Kuwaitis have significant knowledge about American culture, the reverse is not necessarily true. American's knowledge of Kuwait has been gained through media reports and entertainment sources, neither of which provide a completely accurate view of life in the Middle East. A major objective of the Foundation is the encouragement and support of artistic, historic and cultural activities and exhibits to give Americans a first-hand experience of life in Kuwait. KAF strives to provide the person-to-person exchange that will facilitate a better understanding between the two cultures.

One of KAF's largest projects is the National Campaign to Stop Violence's *Do the Write Thing* Challenge Program. Students in ten cities across the United States and at 13 National Guard Challenge sites write essays on how to stop violence in their communities. The winners from each city are honored at a reception held at the Kuwaiti embassy in Washington, D.C. and their essays are printed in the *Do the Write Thing* book, which is presented to the Library of Congress.

- more -

DO THE WRITE NATIONAL CAMPAIGN TO STOP VIOLENCE

PARTICIPATING ORGANIZATIONS

AT&T

Cultural

COUNCIL OF THE
GREAT CITY SCHOOLS

The Kuwait-America Foundation supports cultural exchanges and exhibits to expose American's to Kuwaiti culture and society. Specifically, KAF sponsors concerts, art exhibits, lectures, seminars and cross-cultural visits to Kuwait.

GIBSON, DUNN &
CRUTCHER

MARRIOTT
CORPORATION

Humanitarian

NAT'L ASSN. OF
SECONDARY SCHOOL
PRINCIPALS

The Kuwait-America Foundation supports programs that help to alleviate the economic and social problems suffered by many Americans. KAF contributes to non-profit and community service organizations that provide services to the inner-cities, the homeless, and America's children and their education.

NAT'L COUNCIL OF
JUVENILE & FAMILY
COURT JUDGES

NAT'L FOUNDATION FOR
ADVANCEMENT IN
THE ARTS

Educational

NAT'L GUARD BUREAU

KAF develops programs to educate America's youth about the threat of violence in their communities and ways to promote peace in the inner-cities. The main vehicle to achieve this goal is the *Do the Write Thing Challenge Program*.

THE GREATER
WASHINGTON URBAN
LEAGUE

KRAFT FOODS, INC.

On the university-level, representatives from KAF, in cooperation with the National Council on U.S.-Arab Relations, accompany students from across the country on educational visits to Kuwait.

THE KUWAIT-AMERICA
FOUNDATION

US WEST

KAF also coordinates the *Do the Write Thing Community Peace Partnership* for students in the Washington, D.C. area. This programs consists of a six-week internship to provide job training, community service experience and communication workshops to 100 participating students.

YOUNG ASTRONAUT
COUNCIL

VOLENCE NATIONAL CAMPAIGN TO STOP VIOLENCE

PARTICIPATING ORGANIZATIONS

AT&T

COUNCIL OF THE
GREAT CITY SCHOOLS

GIBSON, DUNN &
CRUTCHER

MARRIOTT
CORPORATION

NAT'L ASSN. OF
SECONDARY SCHOOL
PRINCIPALS

NAT'L COALITION
FOR DRUG-FREE
SCHOOL ZONES

NAT'L COUNCIL OF
JUVENILE & FAMILY
COURT JUDGES

NAT'L FOUNDATION FOR
ADVANCEMENT IN
THE ARTS

NAT'L GUARD BUREAU

THE GREATER
WASHINGTON URBAN
LEAGUE

THE KUWAIT-AMERICA
FOUNDATION

US WEST

YOUNG ASTRONAUT
COUNCIL

Do the Write Thing Challenge Program

The *Do the Write Thing Challenge Program* is an initiative sponsored by the **National Campaign to Stop Violence**. This Program motivates students to make a personal commitment, in writing, to reduce youth violence in their communities. Young people around the country are encouraged to actively voice their solutions to reducing violence through the written word. The program works because it recognizes that the best solutions to end the terrible violence that sweeps away so many young lives are the ones that come from the communities where the violence takes place.

The *Do the Write Thing Challenge* goes far beyond writing. The students form a powerful connection with community, business and national leaders who can make their non-solutions a reality. These leaders sponsor **Community Peace Partnerships** that provide opportunities, such as job training internships, for the students. By exchanging ideas with partnership leaders, the students use education, rather than violence, to solve life's challenges.

Ten cities, along with sixteen U.S. National Guard sites, now participate in the *Do the Write Thing Challenge Program*. Twenty-three different states are represented. Thousands of student responses are chosen by local judges, and two winners from each city are flown to Washington, D.C. for a national recognition weekend.

The *Do the Write Thing Challenge Program* is supported nationally by such organizations as the National Council of Juvenile and Family Court Judges, the National Association of Secondary School Principals and the National Guard Bureau.

The goals of the **National Campaign to Stop Violence** are to encourage new ideas and solutions from the experience of the children who live with violence, to listen and learn from these children, and to increase their connection with those who can bring their solutions to reality.

To learn more about the National Campaign to Stop Violence and how to introduce the Do the Write Thing Challenge Program in your community, please call us at 1-800-256-0235 or 202/393-7583.

DRAFT

July 25, 1997

Sheikh Sabah Al-Ahmed Al-Sabah
Honorary Chairman
The Kuwait-America Foundation
1120 G Street, Ste. 990, NW
Washington, D.C. 20005

Dear Sheikh Sabah,

I am honored to take this opportunity to thank the Kuwait-America Foundation (KAF) for its continuing efforts in strengthening the bond of friendship between the United States and Kuwait. KAF's leadership through programs such as "Do the Write Thing," and its support of the National Campaign to Stop Violence, demonstrates the commitment of both the Kuwait-America Foundation and the people of Kuwait in promoting peace in our two nations.

The growth of "Do the Write Thing" nationwide could not have been achieved without KAF's support. I am encouraged by the overwhelming response from the thousands of children who have made a written commitment to help end violence in their communities.

Please accept my congratulations for KAF's initiative in creating and supporting this effective program along with my best wishes for you and everyone associated with the Kuwait-America Foundation.

Sincerely,

8127197

Send to Don's kind

Yes

No

Maybe
Postcard reply
or
Agency Liaison

Bill,

8-19-97

THIS LETTER HAS BEEN SENT TO
SEVERAL CONGRESSMEN.
I THOUGHT YOU MIGHT BE
INTERESTED. IF YOU KNOW OF
A PARTICULAR PLACE TO SEND
A COPY, PLEASE FORWARD IT
ON. I NEED ALL THE HELP
I CAN TO GET THIS TO THE
RIGHT PLACE WHERE SOMETHING
CAN GET DONE.

BEST WISHES TO YOU AND

THANKS, Bunny

P.S. 1-20-97 PRES. INAUGURAL
CANCELLATION HERE AS A
BILL DEVER GIFT FOR YOU.
377 OLD CHURCH ROAD (RT. 2)
HOT SPRINGS, AR 71901-9767

BILL DEVER
377 OLD CHURCH RD. (RT. 2)
HOT SPRINGS, ARK 71901 + 9767

8-7-97

PRESIDENT BILL CLINTON
WHITE HOUSE
DEAR BILL,

THE HOT SPRINGS NATIONAL PARK, AR. POST OFFICE HAS SOME MAJOR PROBLEMS THAT NEED TO BE CORRECTED. I AM WRITING TO YOU FOR ASSISTANCE SINCE YOU ARE IN A POSITION TO HELP. THE MAIN PROBLEM IS MANAGEMENT, MANAGEMENT BELIEVES THEY CAN VIOLATE THE WORKERS' RIGHTS AND VIOLATE THE LEGAL AND BINDING CONTRACT (SIGNED BY U.S.P.S. OFFICIALS AND THE WORKERS' UNION REPRESENTATIVES) AND THERE IS NOTHING ANYONE CAN DO ABOUT IT. MANAGEMENT FEELS THEY ARE IMMUNE TO ANY PUNISHMENT AND THAT THEY CAN NOT BE HELD RESPONSIBLE FOR ANY WRONG DOING.

SINCE ROGER MARCUM BEGAN HIS NEW POSITION AS POSTMASTER AT HOT SPRINGS IN JANUARY OF 1995 THERE HAVE BEEN ABOUT 500 GRIEVANCES AND E.E.O. COMPLAINTS FILED AGAINST HIM AND HIS SUPERVISORS. THUS FAR VERY LITTLE TO NOTHING HAS BEEN DONE TO CORRECT THESE PROBLEMS. THE MOST THAT HAS BEEN DONE BY MANAGEMENT IS NUMEROUS ACTIONS OF RETALIATION AND HARASSMENT TOWARDS THOSE EMPLOYEES FILING THE GRIEVANCES AND E.E.O.'S WITH MOST OF THOSE BEING 50 YEARS OF AGE OR OLDER.

MARCUM'S CONSTANT AND CONTINUING VIOLATION OF THE NATIONAL CONTRACT IN ITSELF NEEDS INVESTIGATING. HE PURPOSELY, WILLFULLY, AND KNOWINGLY IS VIOLATING THE CONTRACT. THERE ARE NUMEROUS CONTRACTUAL VIOLATIONS — ONE OF THE BIGGEST IS HIS HANDLING OF OVERTIME. HE HAS ORDERED HIS SUPERVISORS NOT TO WORK NUMEROUS EMPLOYEES WHO HAVE VOLUNTARILY SIGNED THE OVERTIME DESIRED LIST. INSTEAD OF WORKING THESE VOLUNTEERS WHO WANT OVERTIME, SUPERVISORS ARE CALLING IN LIGHT DUTY EMPLOYEES WHO ARE RESTRICTED TO 40 HOURS MAXIMUM A WEEK AND OUT OF CRAFT EMPLOYEES

TO WORK OVERTIME INSTEAD OF THE EMPLOYEES DESIRING THE OVERTIME WITHIN THE JOB THEY USUALLY WORK. SOME EMPLOYEES HAVE WORKED AS MUCH AS 18 TO 24 HOURS STRAIGHT.

WHEN A SUPERVISOR WAS APPROACHED ON MORE THAN ONE OCCASION BY EMPLOYEES ADVISING THEY WOULD BE FORCED TO FILE GRIEVANCES, THE SUPERVISOR JUST LAUGHED AND SAID, "GO AHEAD AND FILE, - BY THE TIME YOU WIN THE GRIEVANCE WE WILL ALREADY HAVE HAD OUR WAY!" HOW IS THIS AS A WAY TO RUN ONE OF THE WORLD'S LARGEST, MOST RESPECTED BUSINESSES!

HAS ROGER MARCUM TAKEN IT UPON HIMSELF TO MAKE NEW RULES THAT WORKERS MUST ABIDE BY OR HAVE SUCH ORDERS COME FROM HIGHER UP? HAVE SUCH ORDERS POSSIBLY COME FROM THE POSTMASTER GENERAL MARVIN RUNYON, HIMSELF? WHEN MARCUM WAS REPORTED TO HIS SUPERIORS AT LITTLE ROCK, ALL THEY WOULD SAY IS THAT HE WAS DOING A GOOD JOB AND THEY IGNORED THE COMPLAINTS, EVEN THOUGH THE OBVIOUS VIOLATIONS HAD BEEN BROUGHT TO THEIR ATTENTION.

WHO IS RESPONSIBLE FOR POST OFFICE OPERATIONS AND VIOLATIONS - NO ONE? I FEEL AS A U.S. TAXPAYER, THAT MUST BUY POSTAGE STAMPS, THAT IT IS PAST TIME FOR A DETAILED CONGRESSIONAL INVESTIGATION INTO THE OPERATIONS AND VIOLATIONS OF BOTH THE HOT SPRINGS AND LITTLE ROCK POST OFFICES. I DO NOT MEAN ONLY TALK WITH MANAGEMENT, WHERE ALL YOU WILL GET IS MANAGEMENT'S OPINIONS, BUT YOU MUST TALK WITH THE WORKERS AND THEIR UNION REPRESENTATIVES TO GET THE WHOLE STORY. IF THESE ORDERS TO VIOLATE WORKERS RIGHTS AND CONTRACTUAL AGREEMENTS ARE COMING FROM HIGHER UP THEN A DETAILED CONGRESSIONAL INVESTIGATION ALSO NEEDS TO BE CONDUCTED, STARTING WITH POSTMASTER GENERAL MARVIN RUNYON AND WORK DOWN THROUGH ALL MANAGEMENT.

A FEW THINGS THAT NEED TO BE INVESTIGATED AND A STOP PUT TO THEM:

WHY SHOULD POSTMASTER GENERAL RUNYON BE GIVEN A RETIREMENT BONUS OF 1.5 million DOLLARS? (PUBLIC INFORMATION). WHY SHOULD POSTMASTERS AND SUPERVISORS NATIONWIDE BE GIVEN MILLIONS AND MILLIONS

OF DOLLARS IN BONUSES EVEN WHEN THEY DO BAD AND VIOLATE WORKERS' RIGHTS AND THE CONTRACT? WHAT OTHER GOVERNMENT AGENCY GIVES AWAY BONUSES LIKE THIS? AN IMMEDIATE STOP MUST BE DONE ON THIS THIEVERY OF U.S. FUNDS. EVEN THOUGH THE POST OFFICE IS AN INDEPENDENT AGENCY OF THE U.S. GOVERNMENT, THIS IS NO EXCUSE FOR THE MISHANDLING OF THEIR MONIES WHERE PEOPLE HAVE PURCHASED SERVICES IN GOOD FAITH TO COVER EXPENSES — NOT TO BE GIVING AWAY ANY PROFITS WHICH WILL ULTIMATELY CAUSE POSTAGE RATES TO AGAIN GO UP. IF THERE ARE ANY PROFITS OR SURPLUS OF FUNDS ESPECIALLY FOR A NON-PROFIT CORPORATION THEN IT IS THE RESPONSIBILITY OF THE P.O. MANAGEMENT TO LOWER THE RATES OF THEIR SERVICES. THIS IS THE ONLY RIGHT THING TO DO FOR THEIR CUSTOMERS. THE P.O.'S SPONSORSHIP OF THE OLYMPICS WAS A WASTE OF MILLIONS!

AS FOR MARVIN RUNYON — HE HAS ON NUMEROUS OCCASIONS SPOKEN OUT AGAINST THE P.O. AND ITS WORKERS — ENOUGH SO THAT HIS BEING FIRED WOULD BE THE APPROPRIATE METHOD OF HANDLING HIS BONUS REQUEST.

I REQUEST THAT THE CONGRESSIONAL INVESTIGATION SHOULD CHECK INTO RUNYON'S AND ALSO THE ENTIRE POSTAL BOARD OF GOVERNORS' AS WELL AS ALL MAJOR DECISION MAKING MANAGERMENTS' BACKGROUND TO SEE IF THEY MIGHT OWN PRIVATE DELIVERY FIRM STOCK. IF THEY DO, THIS IS A DIRECT CONFLICT OF INTEREST AND THEY SHOULD NOT BE ELIGIBLE TO HOLD ANY POSITION IN REGARDS TO THE U.S.P.S. THEY WOULD ACTUALLY PROFIT FROM THE DEMISE OF THE P.O. AND THEIR HEARTS ARE NOT WITH THE BEST INTEREST OF THE U.S.P.S. AND ITS CUSTOMERS.

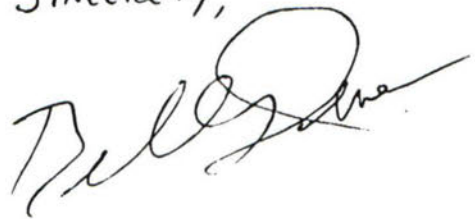
INFORMATION IS GOING AROUND THAT SUGGESTS THAT PRIVATE OWNERSHIP COULD BETTER RUN THE P.O. ALL THIS WOULD DO, IS MAKE THOSE WHO OWN STOCK IN THE DELIVERY FIRM THAT RUNS THE P.O. EVEN RICHER. THE LOGICAL APPROACH TO BETTER RUNNING THE P.O. IS GETTING MANAGEMENT WITHIN TO DO THE RIGHT THING THE FIRST TIME. MANAGEMENT IS THE ONLY KEY TO MAKING A SUCCESS OF ANY BUSINESS. THE WORKERS IN THE P.O. WANT TO DO A GOOD JOB BUT THE RESTRICTIONS AND RULES PLACED UPON THEM BY MANAGEMENT HAVE HURT THE P.O. AND ITS CUSTOMERS. EXTREMELY POOR MANAGEMENT IS THE PRIMARY REASON THE U.S.P.S. IS GOING DOWNHILL FAST.

IF THE U.S.P.S. IS GOING TO CONTINUE TO OPERATE LIKE IT HAS AND IS, THEN THE WORKERS SHOULD BE GIVEN THE RIGHT TO STRIKE SINCE OBVIOUS GOVERNMENT CONTROL OF THE P.O. IS A THING OF THE PAST, IT PROBABLY WOULD BE BETTER TO RE-ESTABLISH THE OLD P.O. DEPARTMENT AND PUT IT UNDER STRICT GOVERNMENT OPERATION.

SOMETHING HAS TO BE DONE ! THE FUTURE OF THE U.S.P.S. COULD VERY WELL BE IN YOUR HANDS !

THANKING YOU VERY MUCH FOR YOUR TIME,

Sincerely,

A handwritten signature in black ink, appearing to be "Bill [unclear]", written in a cursive style.



197 AUG 15 4:44

UNITED STATES DEPARTMENT OF EDUCATION
OFFICE OF THE SECRETARY

August 1, 1997

Mr. Thurgood Marshall, Jr.
Assistant to the President and
Secretary to the Cabinet
Office of Cabinet Affairs
The White House
Washington, DC 20500

Dear Goody:

Patricia W. McNeil, Assistant Secretary for Vocational and Adult Education, led the United States Observer Delegation to UNESCO's Fifth International Conference on Adult Education in Hamburg, Germany, in July. In her capacity as the head of this delegation, Assistant Secretary McNeil has written the enclosed letter to the President reporting on the Conference.

Thank you for your assistance in transmitting this report to the President. If you have any questions, please do not hesitate to contact me.

Yours sincerely,

Leslie T. Thornton
Chief of Staff

8/27/97

Jim -

Should do TY response
for submitting report.

Phil



UNITED STATES DEPARTMENT OF EDUCATION

OFFICE OF VOCATIONAL AND ADULT EDUCATION

THE ASSISTANT SECRETARY

AUG - 1 1997

The President
The White House
Washington, DC 20500

Dear Mr. President:

During the week of July 12-18, 1997, I had the privilege of leading the U.S. Observer Delegation to the Fifth International Conference on Adult Education and Literacy in Hamburg, Germany. The conference was sponsored by the United Nations Educational, Scientific and Cultural Organization (UNESCO). Although the U.S. is not a member, UNESCO invited us to actively participate in the proceedings by sending an observer delegation with all privileges of delegates except those of officially offering amendments to and voting on conference documents.

Your letter to conference participants, presented by Wayne County (Michigan) Commissioner George Cushingberry, Jr., during an evening plenary session, was enormously well-received and made a significant impression on the delegates. The letter was published in the daily newspaper produced by the conference staff and generated a great deal of goodwill for the U.S.

In a private meeting I had with UNESCO Director General Federico Mayor of Spain, he expressed his deep appreciation to you for your continued support for the work of UNESCO in the fields of education and the environment, and your long-term commitment to restoring U.S. membership in the organization. He indicated that he was grateful that the U.S. had sent an observer delegation to participate in this conference. He views adult education as multifaceted, embracing the range of adult learning activities from literacy and basic skills development to life-long learning for economic, social, democratic and sustainable development. For the first time, this conference, with support from both developing and developed nations, adopted this broader concept of adult education. We also discussed his commitment to the International Literacy Institute that UNESCO has established at the University of Pennsylvania and the international network for sharing of best practices among adult education providers which is supported by UNESCO at the University of Iowa. We also discussed a new area of interest for him -- the importance of reforming secondary school education -- an idea that had been prompted by previous discussions with Secretary Riley.

In addition to meeting with the Director General, I represented the U.S. at an official dinner held for heads of delegations by the German Minister of Foreign Affairs. I also participated with four other conferees in an hour and a half live teleconference with policymakers, students and teachers in New Delhi, India. The broadcast was reported to have been watched by 70 million viewers in India -- as well as by delegates in Hamburg. India has an estimated 300 million adults who cannot read, write or understand basic mathematics -- 62 percent of whom are women. The nation has launched a widespread campaign on literacy which has reached about 100 million

individuals. During the teleconference we watched a moving film on the impact of this movement and heard testimony from student learners. Then we had a chance to have an interactive discussion with panelists in New Delhi on their accomplishments and challenges and what we might learn from each other. Of course, our illiteracy problem seems minuscule when compared to that of India. Only about 7.7 million (about four percent) of adult Americans are actually illiterate. In the U.S. our most pressing adult education challenge concerns the 40 million Americans, identified in the 1992 National Adult Literacy Survey (NALS), who lack the reading, writing and math skills to participate fully in the 21st century economy and society. Of those, the reading and math skills of 26 million 16 to 64-year-olds are at or below the fifth grade level. Despite the stark differences in the nature of the literacy challenge between India and the U.S., it became clear during our discussions with New Delhi that the techniques being used in India are among those we in the U.S. also regard as effective techniques for addressing our challenges. These strategies include: (1) helping students learn in the context of something that is important to them (work, family, citizenship); (2) creating strong partnerships among the public, private and community sectors; (3) mounting strong public awareness campaigns; and (4) using a combination of professional teachers and volunteers to address the problem.

The international conference, which has been held once every 12 years since 1949, was attended by delegates from 134 nations. The U.S. observer delegation was composed of both public and private sector representatives from the U.S. Department of Education, the National Institute for Literacy, the U.S. Department of Agriculture, the National Alliance of Business, and a former adult education student. In addition, about 30 nongovernmental organizations from the U.S. were in attendance and worked closely with our official delegation throughout the week. In looking at the makeup of most of the official delegations, it appeared that the U.S. had the most diverse group in terms of race, age, disability, and gender. Our delegation is preparing an official report on the conference.

After a week of work and the submission of 400 amendments to the original documents by 49 member countries, a declaration and agenda for the future were adopted by the participants. The U.S. participants had considerable impact on securing a stronger focus in the final documents in four important areas: (1) placing a stronger emphasis on ensuring access and quality services for disabled adults; (2) expanding the definition of literacy to emphasize both basic literacy and life-long learning for economic competitiveness and social development; (3) the importance of measuring the impact and effectiveness of investments in adult education and literacy programs; and (4) the centrality of adult education and lifelong learning in creating sustainable communities.

It was inspiring to see and hear the urgency both developing and developed nations are placing on literacy and adult education at the highest governmental levels and to be part of an international forum where, despite our differences, a broad consensus was reached around effective ways to deal with our diverse challenges.

Before closing, I want to compliment the work of two State Department personnel who gave

Page 3 - The President

generously of their time and expertise to make our work successful. Bill McIlhenny, the U.S. Representative to UNESCO, and George Frederick, Acting Consul General in Hamburg, provided wonderful assistance to our participants. Throughout the conference, Bill offered invaluable knowledge and expertise about the operation of UNESCO and U.S. policies with regard to both UNESCO and the United Nations. In addition, he arranged meetings and facilitated our involvement in the conference in every way. Both Bill and George Frederick also were very helpful in dealing with any problems that confronted the members of our delegation. It is gratifying to know that such generous and effective assistance is available for U.S. citizens traveling and doing business abroad, and I want to highly praise these two individuals for their ability and support.

Thank you for the opportunity to represent the United States at this important conference. Should you or your staff want more information, please let me know.

Sincerely,

A handwritten signature in cursive script, reading "Patricia W. McNeil". The signature is written in dark ink and is positioned above the printed name.

Patricia W. McNeil

U. S. Observer Delegation to the
Fifth Annual Conference on Adult Education (UNESCO)
Hamburg, Germany
July 14-18, 1997

Patricia W. McNeil, Delegation Leader
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Page 2 - U. S. Observer Delegation

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William W. McIlhenny
U. S. Observer to UNESCO
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Paris, France

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Human and Resource Development and Adult Education Program
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Sondra Stein, Senior Research Associate
National Institute for Literacy
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Washington, DC 20006; Phone: 202/632-1508; FAX: 202/632-1512

H. Terry Rasco, FAIA
5021 Crestwood Drive
Little Rock, Arkansas
72207

Staff Sec.
Bruce Lindsey
✓ HR

August 16, 1997

President and Mrs. Bill Clinton
The White House
Washington, DC 20500-2000

Dear Bill and Hillary,

As I write, the news reports that you are leaving for three weeks of vacation on Martha's Vineyard. If you received a birthday card from Mary Lou and me recently, then you know that we returned from there just a few weeks ago. We had a great time including some much needed time for relaxation and introspection. The need for both seems to become more pressing as we pass the 50-year milestone, doesn't it?!

While away, I spent some time thinking about what I want to do with the rest of my life/career, as I am sure that you have done contemplating departure from the White House. I concluded that I would remain in Little Rock to be near my family ... especially Hamp ... but that I would really relish a change at work. Not a totally new field, because I know and love architecture - just a new twist or direction. Frankly, it would be wonderful to be able to devote myself to a single, significant project without the distraction of others, and I would love for that project to be your Library. As you know, I have written to you before of my interest in the project from a *corporate* sense, but never in the context of actually leaving my firm to become your personal liaison to the design and construction team, serving as your Project Manager or "point-man" for the design and building process.

I am convinced that you could not find a person more qualified than me for that job, with the combination of skills, professional experience, knowledge of the community, and mutual confidence that we have shared for many years. I am excited and enthusiastic about the prospect of working for and with you in this capacity over the next several years, should you desire, and if you would care to discuss this matter further, I will arrange to come to Washington whenever it is appropriate. For reasons of confidentiality, it would be best to communicate on this subject using my home address. I am anxious to hear from you!

8127/97

Sincerely,



H. Terry Rasco, FAIA

cc: Mack McLarty

Send to Doriskind? 

Yes ☒

No ☐

Coordinate w/ Lindsey / Hennrich?

Yes ☒

No ☐

ask Bruce
with
response
from
Ness

H. Terry Rasco, FAIA

Vice President / Secretary

H. Terry Rasco, FAIA is a partner of Witsell Evans and Rasco, PA and has over 25 years of experience in providing architectural and planning services to clients across Arkansas. His broad spectrum of experience includes direction of medical, institutional, governmental, commercial and residential projects. His projects include numerous design award winners and in 1987 he was honored by being elected to a Fellowship in the American Institute of Architects.

In addition, Mr. Rasco has and continues to serve his profession as an active member of the American Institute of Architects. He was appointed by then Governor Clinton to the Arkansas Architectural Licensing Board for ten years and served as president of the board for four years. He also has served on national committees within NCARB, twice chairing the design portion of the national licensing examination. Mr. Rasco was appointed to the Board of Directors of the National Institute of Building Sciences by President Clinton in September of 1994.

Representative Project Experience

Governmental

- National Rice Germplasm Evaluation & Enhancement Center, U.S.D.A. Agricultural Research Service, Stuttgart, AR
- Old State House, Exterior paving, lighting and landscape, Little Rock, AR
- Laboratory for North Little Rock Waste Water Facility, North Little Rock, AR

Office/Commercial

- C & W Communications, Hot Springs, AR
- Nation's Bank(formerly Wörthen Bank) remodeling (multiple projects), Little Rock, AR
- Arkansas Repertory Theatre, Little Rock, AR
- Alexandria Cultural Arts Center and Theatre, Alexandria, LA

Medical

- Family Medical Center, University of Arkansas for Medical Sciences, Little Rock, AR
- The Gastroenterology Center of Arkansas, Little Rock, AR
- Arkansas Diagnostic Center, Little Rock, AR
- Slaton Surgery Center, Hot Springs, AR

Educational

- Center of Excellence for Poultry Science (and related Pilot Plant and Animal Care Facilities), University of Arkansas, Fayetteville, AR
- Southwest Radiation Calibration Center, University of Arkansas, Fayetteville, AR
- Alumni House Expansion and Remodeling, University of Arkansas, Fayetteville, AR

Architectural Registration

Arkansas, 1974
Louisiana, 1995
NCARB Certificate, 1977

Education

University of Arkansas at Fayetteville, Bachelor of Architecture, 1971 and
Bachelor of Arts, 1972
Harvard University Graduate School of Design, Continuing Education, 1997

8/27/97
Phil -

These were in papers Stephen
Goodin sent to us yesterday. Should
we send to Doriskind by reply?

Yes ☒ _____

No _____

C

C. EVERETT KOOP, M.D.

THE PRESIDENT HAS SEEN
8-13-97

August 12, 1997

Honorable William J. Clinton
The President
The White House
1600 Pennsylvania Avenue
Washington, DC

Dear Mr. President:

I am writing to applaud the efforts of you and your Administration on children's pharmaceuticals. After long years of working with inadequate data, the nation's physicians, pharmacists, and parents will finally have solid information about the safety and dosing of medicines for children. I am very pleased that you have moved to require that drugs be tested for pediatric patients unless there's a good reason not to do so. This is a common-sense and workable policy that will do a lot of good.

Throughout my medical career of working with children one-by-one and my public health career of working with the children of America, I know how desperate families can become when their sons and daughters are sick. The current drug approval system usually leaves them with only two choices: Give the children drugs that have not been tested for safety or withhold a treatment that works in adults. It is an unsatisfactory choice.

Instead, the policy you are proposing would create a new and better choice: drugs that have been studied for pediatric use. It is the right policy to choose. We should ensure that children benefit from biomedical research and medical progress as much as adults do. You should be congratulated on taking this step.

Sincerely yours,



C. Everett Koop, M.D., Sc.D.

President and Mrs. Clinton
The White House

Aug. 13, 1997

Dear Bill and Hillary,

On behalf of my son Jake, all families with HIV/AIDs, the Pediatric Aids Foundation, and all children who's health and well being is finally being recognized, I would like to thank you and all those responsible for the realization of these regulations. This was a goal that Elizabeth pursued as in indispensable step towards fighting not only pediatric aids, but all pediatric diseases, and therein protecting our greatest treasure, our children. She would be so gratified to have seen this day.

A handwritten signature in dark ink, appearing to be 'P. Glaser', written in a cursive style.

Paul M. Glaser
Chairman of the Board
Pediatric Aids Foundation

THE WHITE HOUSE
WASHINGTON

Date

8/27

To:

Sylvia Mathews

From:

The Staff Secretary

This came in via Maria
Behaveste's office. They sent
it to Judy Winstan for her
consideration. How do
you want to handle?

Phm



Harvard Business Review

August 20, 1997

President William Clinton
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20500

1997 AUG 27 AM 11:00

Dear President Clinton:

Leaders in many fields have made HBR's Letters to the Editor an important, national forum. I hope that you will help us continue this tradition by submitting a response to the enclosed article "A Question of Color: A Debate on Race in the U.S. Workforce," by David A. Thomas and Suzy Wetlaufer. Your expertise in this area would be of great value to our readers.

More than two decades have passed since affirmative action became law, thrusting the issue of racial diversity in the workplace into the open—and often into the crossfire. Today both government statistics and anecdotal evidence suggest that people of color make up a larger percentage of senior managers than at any point in the past. Nevertheless, it remains unclear if the underlying goal of affirmative is being met satisfactorily. To address the central questions on race and work in the United States, HBR brought together ten executives of color for a roundtable discussion.

We would like to invite you to join in on the discussion by submitting a letter to the editor. Do you agree or disagree with the participants of the roundtable? How far has American business come? Is there reason for optimism? Which programs work, and which fail? Who is primarily responsible for bringing about advances in diversity? And what does the future hold? Please draw on your personal experiences when responding. Also, please double-space your letter, limiting its length to two or three pages (around 500 to 750 words). Include your name, title, and affiliation as you would like them to appear in the journal.

If you will be responding, please contact Judith Ross at (617) 495-6175 as soon as possible. The deadline for letters to be considered for the November-December issue is **Friday, August 29**. Please send letters to Judith by e-mail (jross@hbsp.harvard.edu), fax (617-495-9933), or mail. If you are sending your response by fax or mail, we would appreciate a diskette, whenever possible.

HBR reserves the right to edit all letters to the editor and to publish them as reprints. Finally, although we give each submission our careful attention, we can't guarantee publication of all letters.

Thank you for your time and consideration. If you have any questions, please do not hesitate to call Judith. We look forward to receiving your letter.

Sincerely,

Nan Stone
Editor

617 495 6800
FAX 617 495 9933

60 HARVARD WAY
BOSTON, MASSACHUSETTS 02163

HARVARD BUSINESS SCHOOL PUBLISHING

A QUESTION OF COLOR. A DEBATE ON RACE IN THE U.S. WORKPLACE

BY DAVID A. THOMAS AND SUZY WETLAUFER

More than two decades have passed since affirmative action became law, thrusting the issue of racial diversity in the workplace into the open—and often into the crossfire. Today both government statistics and anecdotal evidence suggest that people of color make up a larger percentage of senior managers than at any point in the past. Nevertheless, it remains unclear if the underlying goal of affirmative action—equal opportunity in the U.S. workplace—is being met satisfactorily. Many companies still struggle to increase the numbers of people of color in management. Many still struggle to find ways to leverage the talents of people of color and to make their experience one of inclusion rather than disenfranchisement. And many people of color themselves still struggle with the closed doors of institutional racism—often subtle in its manifestations, sometimes not. Indeed, the infamous Texaco incident, in which executives of the oil company were recorded making overtly racist remarks, was a painful reminder that ignorance and prejudice have by no means disappeared from the U.S. workplace.

And yet there are signs of headway. Kenneth Chenault, an African American, is president of American Express

Uncorrected Page Proofs
Please Don't Circulate

RACE IN THE U.S. WORKPLACE

© Harvard Business Review

Company and its leading internal candidate to succeed the current CEO. A Mexican American, Solomon Trujillo, is president and CEO of US West Communications; Lloyd Ward, another African American, is CEO of Maytag Corporation. Indeed, the consulting and research firm Korn/Ferry International reports that the number of African Americans and Hispanics in executive positions within *Fortune* 1,000 companies increased 200% between 1979 and 1989. The flip side of that news: African Americans and Hispanics still make up less than 2% of the total.

The picture of racial diversity in American business, then, is at best a mixed one. But how mixed? Is there reason for optimism, or are most symbols of progress simply that—symbols? Other pressing questions also call out for discussion. What lies ahead? That is, what should American companies do in the future to promote real advances in diversity? Which programs work, and which fail? Who is primarily responsible for changing the picture: people of color themselves or the organizations they work for?

For this seventy-fifth anniversary issue, HBR asked executives on the front lines of the racial experience in the United States to address these questions. In doing so, we continued a tradition that began 40 years ago with the publication of HBR's first article on race in the workplace, entitled "American Negroes—A Wasted Resource," by J.J. Morrow (January-February 1957).

What follows is the edited transcript of a roundtable discussion held earlier this year. It was attended by ten senior managers selected because they represent a group seldom heard from or even acknowledged to exist in the media: executives of color. Moreover, by virtue of their authority and leadership, they are as much responsible for the culture, policies, and performance of their organizations as their white peers. The roundtable was moderated by David Thomas, who for the past decade has studied the impact of race on managers' careers. At the discussion, and in subsequent follow-up interviews, the territory covered was wide but generally coalesced around two issues: How far has American business come in terms of racial equality and inclusion, and what does—and should—the future hold for people of color in business?

David A. Thomas is an associate professor at the Harvard Business School in Boston, Massachusetts. His article "Making Differences Matter: A New Paradigm for Managing Diversity," written with Robin J. Ely, appeared in the September-October 1996 issue of HBR. Suzy Wetlaufer is a senior editor at HBR.

THE PARTICIPANTS

John Arrington was appointed vice president of human resources at US West Communications in Denver, Colorado, in 1995, following a 22-year career in human resource management at General Electric Company.

Ken Bacon is senior vice president of the Federal National Mortgage Association's Northeast Regional Office in Philadelphia. He has also held senior management positions with Resolution Trust Corporation and worked on Wall Street as an officer with Kidder, Peabody & Company and Morgan Stanley.

Ted Campbell, U.S. employee relations manager at Digital Equipment Corporation in Maynard, Massachusetts, has designed and managed corporate-recruiting, development, training, and diversity programs for 26 years.

Elsie Y. Cross is president and CEO of Elsie Y. Cross Associates, a consulting firm based in Philadelphia. She is author, with Margaret Blackburn White, of *The Diversity Factor: Capturing the Competitive Advantage of a Changing Workforce* (Irwin Professional Publishing, 1996).

Louis W. Hoyes has been senior vice president of Multifamily Lending and Investment at the Federal National Mortgage Association in Washington, D.C., since 1995. He previously spent 20 years in managerial positions at Citicorp and Citibank.

John R. Jenkins is vice president of Consumer Imaging Manufacturing at Polaroid Corporation in Cambridge, Massachusetts. He is also president and chairman of the board of Inner City, a wholly owned subsidiary of Polaroid that has provided job training to Boston's unemployed and underemployed workers since 1968.

Santiago Rodriguez was the director of multicultural programs at Apple Computer from 1988 to January of 1997 and affirmative action officer at Stanford University for the decade before that. He is now an independent consultant in San Francisco.

Gail Snowden, who joined BankBoston (then Bank of Boston) as a branch officer in 1968, was in 1990 appointed president of the company's multistate urban banking and community lending unit, First Community Bank.

Lloyd Trotter, a manager with several divisions of General Electric Company since 1970, is currently president and CEO of GE's \$2.5-billion Electrical Distributions and Control business, based in Plainville, Connecticut.

Ed Vargas, formerly president of Vargas & Associates, a strategic planning and communications consulting group based in the San Francisco Bay Area, now directs the Pacific Bell Hispanic consumer-marketing program, a subsidiary of SBC Communications.

Just how far corporate America has come in creating a fair and equal workplace for people of color was among the first topics discussed by participants at the roundtable—and was perhaps the one that generated the most consensus. There has been progress, most participants agreed, but...

But they also agreed that most white Americans still consider effective or intelligent people of color to be an anomaly. A successful person of color is startling—the subject of skepticism. The result: people of color must work much harder to be accepted or devise other methods to make corporate America comfortable with their ideas and actions on the job. Even with their increasing numbers in the workplace, the participants said, people of color believe they are still not considered real insiders, a perception that continues to make inclusion an uphill battle.

Ken Bacon: What I have encountered many times is surprise—surprise that a person of color in authority like myself is the analytical, academic, or intellectual equal of my white peers. I link it to the image of black people that's presented on television. Every time you see one of us, we are singing, blowing a horn, or dribbling a ball, but we're not portrayed as businesspeople. So when we are working as managers in real life, it makes people uncomfortable. They can't believe it.

Ed Vargas: The media do have an enormous impact. It's one thing to be in a corporate environment and to deal with the impact of politics, competitive demands, and downsizings on the corporate culture. But the media perpetuate images about Hispanics that create very subtle challenges that can be incredibly hard to tackle. Because of the media, for instance, people are bombarded with images of gangs and poor immigrants, and therefore many people perceive that all Hispanics are the same. In the workplace, there are executives who do not value Hispanics as business leaders because of those stereotypes. These executives have made up their minds even before they get to a Hispanic person's résumé or qualifications.

It doesn't even dawn on people that there are a large number of Hispanic entrepreneurs or consumers with strong buying power. The U.S. Hispanic population is larger than the population of Canada; it has an annual purchasing power of \$300 billion. And Hispanics represent the fastest growing segment of ethnic entrepreneurs in the country.

Santiago Rodriguez: I don't know what is expected of us, but it is not success. I remember when I was a child, a teacher telling me, "Oh, Santiago, you can't be Mexican, you're too smart!" And that was in front of a class that was 95% Mexican.

Not a lot has changed. Let me tell you what happened at Stanford Business School, which is one of the best, right? When one of the few Chicano professors got tenure, two of his white male colleagues went to congratulate him. "You see," they said, "affirmative action works." When in fairness, by any objective standard, he was the superior scholar of the three.

And they weren't being malicious—and neither was the teacher I mentioned. Like my teacher, those two academics believed they were complimenting the man who had just received tenure. I think that is the biggest problem any of us here have—the assumption that we are not competent. In other words, why shouldn't we be good at what we do? Because we're not expected to be good. And from this assumption comes an entire dynamic. You remember the logic of Pygmalion. If you subconsciously expect someone to succeed, they're likely to do so. The opposite is also true. People of color are often expected to fail—subconsciously. Does that mean they all fail? Of course not, but it takes a unique individual to overcome that expectation. People of color face this pressure every day in corporate America.

Gail Snowden: To this day, because of my position and my background—an M.B.A. from Simmons College and so on—people still comment to me, "Gail, I just don't think of you as a black woman," and I always respond, "Gee, isn't that strange, because that's how I think of myself."

If the preceding stories suggest that many white businesspeople feel uncomfortable with people of color in a professional context, there remains the question of why. Is it because of racism or something less malignant? On this matter, the roundtable's participants held a variety of opinions.

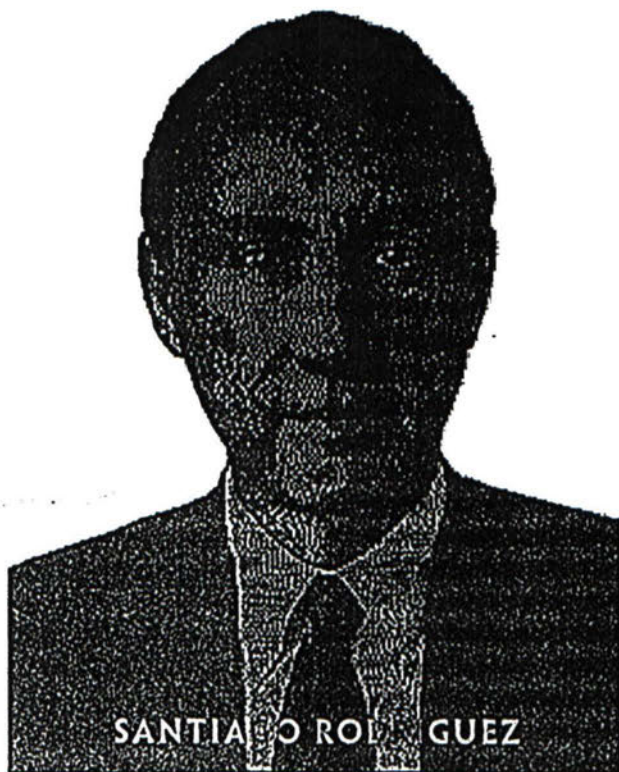
Ken Bacon: Maybe because I was an anthropology major in college, I'm very careful how I describe things. Racism? That's a complicated word. The problem is that people always think of racism as something aggressive and active. Sometimes it is. Sometimes it is very subtle. I mean, I've never encountered any situation in which a company's managers have all been sitting in a room and have decided, "We're not going to let any niggers in here." But they may decide not to promote an African American man as early in his career as a white man; they may not take that risk. With a white man, they may say, "This guy has promise. Let's give him a stretch assignment." The black man has promise, but he has to prove himself to get the next assignment.

Now sometimes, the fact that people choose to be separate has nothing to do with racism. I regard

it as human nature for people to want to be with others like themselves. That's true for blacks and whites, men and women. If I like hockey and drink beer and you like golf and drink wine, we aren't going to be spending a lot of time together.

Or say you go to a social gathering at someone's house and all the men suddenly end up in one room watching the game. Are they all sexist, or are they just bonding because they like watching a particular sport? The same kind of separation can happen between blacks and whites. A distinction has to be made, however, if people are excluding others not

We don't have the conversation about race in the United States — either between groups or among groups.



because of different interests but because of prejudicial attitudes.

That is a hard call because, as I said, even if there is racism in an organization, it's very seldom expressed in anything the company does officially. It's the little things that happen. Like I remember when I was an investment banker. I sat there while an executive asked two associates who worked for me to go out and play golf at his country club — where there were no black members. And I didn't play golf. But I remember thinking, "He doesn't know that. He never asked me if I could play." And a lightbulb went on: I realized these guys were going to be out there together for four or five hours with-

out me, bonding. This is the stuff that I find to be the big barrier. It's the subtle social stuff that blocks us. It's the fact that I've seldom had a white male mentor during my career. Mainly, my mentors were women. It matters. Because it's the little social stuff and the mentors — they are what pull you along. When someone invests in you personally, you advance. It has nothing to do with the official diversity policy of an organization. My basic belief is that very few organizations are user friendly, but they are even less so to people of color.

Elsie Cross: You're not naming the real problem, I want to name it. The problem is the system of white supremacy. Every company contains norms that were built into its culture long ago. It is those systemic norms that create an environment in which a white person doesn't invite a person of color to the golf course — the white man doesn't even think about it.

A company is built on informal relationships. Those informal — but powerful — sets of relationships create the tracks that move people into senior management. They determine how senior management feels about people. Informal relationships are all about who feels comfortable with whom: Have I had dinner with this person or attended school with her? Does she live in my neighborhood?

People of color don't have easy access to these informal relationships. In the eyes of white management, the person of color doesn't look quite right, or has too much hair on his face, or is too dark skinned — somehow he or she just doesn't have the right image. And nothing the person of color can do will change that image. That's how white supremacy functions, and it's built into all our corporations.

Gail Snowden: Yes, but it's an attitude that is so unconscious to most people. Senior management takes white people's careers and massages them; it sends white people around to get other experiences, but it doesn't do the same for people of color. They're not even aware of the double standard — it's just the way they're used to doing things. I think racism is the elephant in the middle of the room.

Santiago Rodriguez: We don't have the conversation about race in the United States — either between groups or among groups. We often have it by race within our own groups. And by the way, brown and black people talk about race a lot more than white people do. White people rarely talk about race, believe me.

But is this racism? Probably, but it is also a matter of culture. The point is, American society has a really hard time with the mixture of races. Mixture is a hot button for many people, particularly mixture involving people of African American descent.

Why is Tiger Woods, who is part black, part Asian, part white, and part American Indian, always referred to as black? That's not how other cultures deal with mixture; the Caribbean culture, for instance, is a lot more accepting of it. In Latin America, it is even seen as a benefit. But in the United States, as soon as you have some African American ancestry, you are categorized as black. I have some black heritage, and I have been told I am black. So you can see, the issue of race has very little to do with appearance.

Lou Hoyes: I'm not going to deny there is racism out there, because to state that race has not had an impact on my career would be naïve. But I have also noticed along the way that sometimes whether or not groups mix is a function of logistics more than anything else. In New York, it is very hard to socialize outside the office because of the train schedule and all types of commuting problems. In Miami and Chicago, I knew people of different races who played golf and tennis together all the time. The commuting was easier, and in Miami the weather enabled people to get around easily. Chicago tends to be a city of divisional managers—people on the road to somewhere else in their careers. Everyone is just arriving, so there are no set patterns of behavior. You form your golf foursome from your neighbors. So I'm not ready to say that racism keeps people apart, and that's all there is to it.

Regardless of the underlying causes of discrimination, some form of exclusion in the workplace had affected the careers of every participant at the roundtable. Interestingly, most worked well within the system to cope with, and overcome, this reality, either by accommodating white expectations about people of color—adapting their own behaviors to fit in with the white world—or by adopting "Teflon" attitudes that helped them deflect doubt and discrimination.

A story told by one participant vividly illustrated the first strategy. In it, Gail Snowden described what happened when her department—which is 45% people of color—wanted to persuade senior management to approve a large commercial loan.

Gail Snowden: We were doing a \$3 million deal right after my business unit was formed six years ago. I looked around the room, and it was the first time in my life in which every loan officer who worked on a deal was black. And we were going to the management committee that has to approve all loans above \$1 million—which happens to be all white—and we realized, "This is going to be unusual for the committee. Would they be more comfortable with a mixed team?" Because a fundamental assumption in this country is that African Amer-

icans can't possibly be smart enough to figure everything out themselves. That's sad.

But I was pragmatic. The committee was not used to seeing three or four black folks doing a \$3 million deal. It just didn't compute. But I wanted to get the deal done for my customer, so I did what I had to do. We fielded a team that included a white guy, and we got the deal done. Today, I might add, I would do it differently and confront the issue directly. My unit has a solid reputation now as a good lender. But six years ago, it was new, and perhaps I was too risk averse.

A fundamental assumption in this country is that African Americans aren't smart enough to figure everything out themselves. That's sad.



Returning to his story about the golf invitation that was not extended, Ken Bacon described the second strategy of adapting.

Ken Bacon: They came in the next day; they had been out drinking after the golf game until 10:00. I had been working all night. They were tanned and relaxed and laughing together. And I said, "I'm going to learn how to play this game. I'm going to learn golf." I felt, basically, that if they're having experiences I want to be a part of, well, I can ask them to accommodate me to some degree. But I also think it becomes incumbent upon the employee to say, look, this is the situation at this place. Let me do some things.

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John Jenkins: That's right. I tell young people to take the initiative; nothing is just going to come to us without effort. It's like what Ken did. Do you want to play golf with other people in the company? Go out and play golf. Go and learn the game if you have to.

I happen to be a tennis player. We have a league. I joined the league. Nobody asked me to join. I saw it as an opportunity. It puts me in the locker room with other guys, and I get to participate in all the small talk that goes on—about what is happening in other parts of the company, rumors, all that stuff.

I'm not going to say there aren't differences among people. But I always thought we could celebrate them instead of letting them tear us apart.



JOHN JENKINS

Now, everyone has a different approach to this. But to wait for someone to come to you and ask you to play golf or tennis is to be the victim as far as I'm concerned. And I will not be a victim.

John Jenkins went on to address the type of attitude needed to cope with the challenges of working in a predominantly white corporate world.

John Jenkins: I've always taken responsibility for my career—I sought out mentors all the way. I asked for their feedback, and I made it clear to them that I was open to criticism. Frequently, white supervisors are reluctant to give negative feedback to black employees because they are afraid it will end up in a lawsuit or be misinterpreted as racism. But

I signaled that it was okay—I would hear what they had to say, and I would act on it.

My attitude always was, We're all people. We have things in common. I've got kids. I worry about them the same way white people do. I worry about my aging parents the same way white people do. I didn't fixate on differences. I thought, It doesn't matter if you are white, black, green, or red, we can all get along. Now, I'm not going to say there aren't differences among people. But I always thought we could celebrate them instead of letting them tear us apart. I wasn't going to let the differences among people hold me back or make me resentful.

Other participants also commented on the importance of an unyieldingly positive attitude in their careers.

Ken Bacon: I remember when I got to the Harvard Business School. I said, I've been to Stanford, I've been a Marshall Scholar, now I'm at Harvard. I can relax. Then I went to work for a large consulting firm for the summer. And I happened to work with

CAN WE TALK?

When we invited this group of senior executives to participate in a discussion about race relations in the workplace, our hope was that each would bring his or her perspective and experiences to the table for a dynamic and candid conversation. We had no agenda, only a destination: increased understanding of a complex and urgently important topic.

Having completed the article, we realize that the conversation that emerged from the roundtable is susceptible to two legitimate critiques. First, it does not explore any of the topics raised in great depth. This is true. The roundtable lasted three hours, and the quality of the engagement was such that the participants refused to take a break lest time be lost. Without a doubt, any one of the topics discussed could sustain a three-hour discussion in and of itself. We therefore must consider this conversation a starting point for more conversation, not the final word.

Second, we acknowledge that we neither provide an answer nor advocate a particular solution for addressing the problems of race relations in the workplace. That was not our intent. Instead, we hoped this conversation would be used to launch a dialogue within organizations, where solutions could be forged by those who would implement and experience them.

With that said, we also believe that the themes raised by this article do suggest an agenda for moving

a partner who told me I couldn't write. I said, "But the customer adopted my recommendation. They closed the plant." But he didn't care. I was a black man, and he was going to look at me as the glass that was half empty instead of half full.

The experience woke me up. I said, "I forgot—I can't let down my guard." I said, "I'm never going to have anybody do that to me again." So this is what has made the difference for me: I always knew I had to believe in myself, because I couldn't assume that anybody else was going to believe in me.

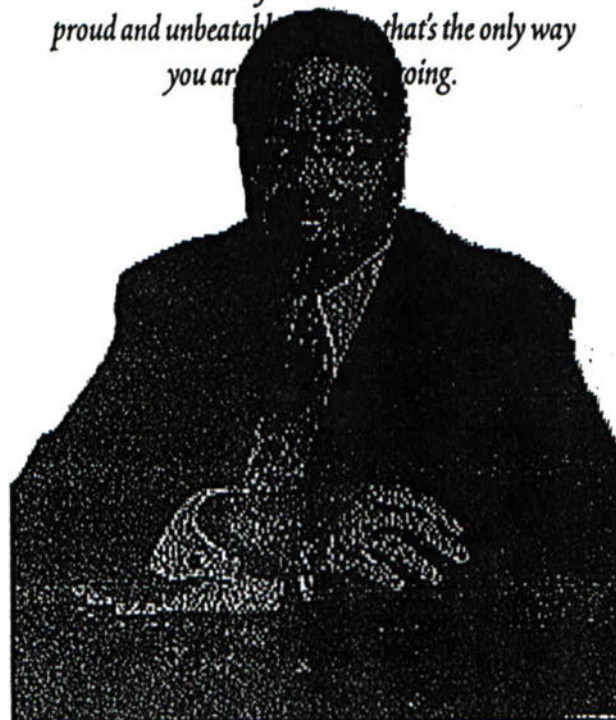
Now, I couldn't be overly confident and tell myself I was the smartest person in the world. But I really had to always have that feeling that I was smart. I would not be outworked. I would not be outsmarted. And if someone didn't value me, I didn't get angry about it. I would not get mad. I would not protest. Instead, I would go to work someplace else where I would be valued.

I have always tried to keep positive. I really believe that there are a lot of destructive traps out

there for people of color. And if you fall into them—if you become angry or vengeful or defeated or complacent—you lose. You know, you almost have to be like Muhammad Ali. You almost have to feel like he did: proud and unbeatable. Because that's the only way you are going to keep going.

The discussion of coping strategies brought another theme to the surface: how emotionally draining it can be to exist in a near constant state of adapting to another culture's view of the world, or of having to keep an upbeat attitude in a sometimes hostile environment. In addition, many

*You almost have to feel like Muhammad Ali did:
proud and unbeatable—that's the only way
you are going.*



KEN BACON

forward. First, we must recognize that race matters. It influences every individual's experience within an organization. To the extent that the experience is negative, it hurts business. The time people invest in worrying about how to avoid or minimize their differences is time not used to produce results. Second, our efforts in the future must look beyond simply recruiting people of color into an organization. They must seek to create conditions that allow all people to contribute fully and benefit from their experiences. Finally, the article suggests that responsibility for change lies with both people of color and the white majority, but especially with those who occupy positions of leadership and authority regardless of race.

A business environment of true inclusion will require a quality of conversation within and across lines of race and hierarchy that is not present in many organizations today. We hope this article contributes to stimulating that conversation. When reacting to the words of these ten executives, we hope our readers stop to reflect on and clarify their own beliefs about race and diversity in the workplace. And then we urge you to share those thoughts with others in your organizations, pushing the topic of race relations into the forefront where thoughtful, constructive discussions like the one here, can flourish in ways that increase understanding and promote meaningful change.

spoke of the difficulty of bringing one's whole self—one's true self—to work, in terms of speech, dress, and other cultural customs. Many said that the most fulfilling and effective coping mechanism in their careers has been joining professional networks—communities of people of color that span companies or industries.

John Arrington: You can't underestimate the power of professional networks, because when they are positively focused, you no longer feel alone or isolated. You are connected with people of power in the organization in a way you have never been before. Instead of always feeling like an outsider, you feel as if you belong. You are not alone, and that

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RACE IN THE U.S. WORKPLACE

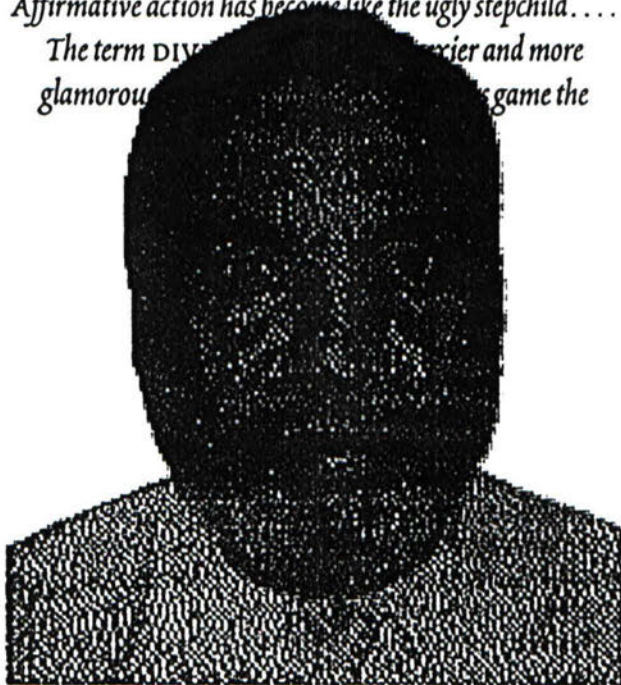
can be tremendously helpful both personally and professionally.

John Jenkins: At Polaroid, we have a group called the Diversity Network Alliance. The alliance is in all parts of the company and includes blacks, Hispanics, and gays, and it's truly not a senior-management movement. It's an initiative run by and for the people at every level of the organization. It's everywhere, and it's great.

Another thing is that people of color have a buddy-mentoring program for recent hires. They get to meet executives with a lot of influence in the orga-

Affirmative action has become like the ugly stepchild. . . .

The term DIVERSITY is sexier and more glamorous than AFFIRMATIVE ACTION, which game the



TED CAMPBELL

nization. But equally important, they have a chance on a regular basis to talk about their careers with people like them who have been there and know the ropes.

As the participants used personal strategies and networks to cope with discrimination in the workplace, did affirmative action help? Only at the entry level, most agreed. Indeed, the consensus was that affirmative action is a program limited in scope and impact. It began, participants agreed, as a mechanism to overcome prejudice, but over time it has been transformed into a system that some people believe grants untan-

Ted Campbell: In some companies, affirmative action has become like the ugly stepchild—something they keep in the basement. Diversity programs, meanwhile, are trotted out to meet the relatives. In practice, they're the same things. Companies just don't use those words—*affirmative action*—anymore. They dig a hole and then bury it, or they dress it up a little and call it something else. The term *diversity* just sounds sexier and more glamorous. It's doesn't sound like a numbers game the government has put you up to.

Ed Vargas: Affirmative action has become like a heart monitor in a hospital. When you're getting a flat line, you know you're losing the patient, and you try to put some energy back in the body, shock it back to life. Then you have a body that is not particularly healthy, but at least it's functioning. That's how affirmative action is used today.

I wouldn't say that's all bad, because you have to have something in place, something that at least keeps tabs on a company's vital signs. But if you really want to keep a company healthy, there are a lot of other things you need to do besides watch for the line going flat.

John Arrington: It's true: affirmative action has a role. At least managers know there is some kind of control out there, and they have to pay attention to it. They can't just willy-nilly hire whomever they like. They can't have an organization that is not diverse, because looming in the background is the threat that some HR person or their boss is going to come to them and say diversity must be attended to. It cannot be ignored.

So that's affirmative action's value. And I wouldn't be sitting here—and probably many of you wouldn't be sitting here, particularly if you were hired in the mid-1970s—if not for affirmative action.

Santiago Rodriguez: Affirmative action, to my mind, has been most successful in recruitment—which academics euphemistically call “casting the net widely.” It has been singularly unsuccessful, at least in my experience, in promoting upward mobility—diversification of the upper levels. And remember, affirmative action wasn't meant to measure the quality of an environment.

Ken Bacon: That's right. Affirmative action doesn't do anything for upward mobility, and it doesn't measure what it feels like to be a person of color working in a corporation.

I'm not sure, though, what would work better. But I do know that if you don't measure something, it doesn't count. You measure your market share. You measure your profitability. The same should be true for diversity. There has to be some way of measuring whether you did, in fact, cast your net

widely, and whether the company is better off today—in terms of the experience of people of color—than it was a few years ago.

So when people criticize quotas, I say, "I measure my market share and my profitability. Why not this?" It's not as if I'm sitting around counting the numbers of blacks and Hispanics every day, but if I see a department with 100 people and no people of color, I get concerned. I take action.

The Texaco incident shows what happens when people stop paying attention to the numbers. The senior managers there weren't dumb. But they didn't compare themselves with the rest of the industry. Granted, there are not a lot of black petroleum engineers coming out of graduate schools. But if they had looked around and compared themselves to other companies in their industry, they would have seen that their numbers were very low. And they could have asked, "Why are we so much lower?" The answer to that question—a question raised by the numbers—might have led them to learn about the attitudes in their organization.

Most participants agreed that for affirmative action to fulfill its promise, it would need more bite.

Gail Snowden: There's no accountability in the system. Affirmative action is perceived to be separate from the business. If you make your financial goals but not your diversity goals, well okay, you'll make them next time.

Santiago Rodriguez: And legally, as you're suggesting, affirmative action is no more than a good faith effort. Many companies are very good at demonstrating good faith. They say, "We really tried hard," and they believe they really did.

If affirmative action doesn't have much of an impact above the entry level in most companies, what can be done to make corporate America reflect the nation's demography? As the conversation continued, a debate emerged over whether personal initiatives and networks were enough. Should corporate America's management also shoulder the burden? Yes, said some participants, who attributed the current lack of diversity to corporate America's racism. Nothing significant will change unless racism is eradicated, this group said, a burden that can and should be borne by white people.

Elsie Cross: It is not effective to work only at the individual level when you are trying to reduce oppression and discrimination in organizations. As a person of color, I can't expect that having cordial conversations with white people will change the corporation.

You have to look at what happens at the systemic or institutional level. The reason that organizations have to keep returning to this work year after year

after year is because they never address it on the institutional level—the belief systems, the norms and the attitudes, the biases and prejudices, and the policies and practices that operate to the advantage of white men and to the detriment of everyone else. If you don't attack those, then you never bring about fundamental change.

That attack has to be led by the leader of the company: the white CEO. If he is committed—and the CEO is almost always a "he"—change will happen.

Asked later for an example of such change, Elsie Cross cited Terrence A. Larson, CEO of CoreStates

At least affirmative action keeps tabs on a company's vital signs. But there are other things you need to do besides keeping a flat.



Financial Corporation of Philadelphia. Over the past eight years, CoreStates has invested millions of dollars in the company's diversity culture-change initiatives. Every employee in the company participates in a three-day diversity-education and awareness-training program. The CEO's direct reports attend additional seminars and classes. In addition, Larson released 30 line managers from their duties for nearly a year to commit 100% of their time to making CoreStates a more inclusive environment. Finally, Larson ties compensation to diversity goals.

Elsie Cross: All of Larson's direct reports are accountable to him for progress in the company's

culture-change effort. As in any other important corporate initiative, managers must establish targets and goals, both numerical and behavioral. If they miss their goals, they may not get the bonus or the promotion they expected. That's very unusual in my experience.

Lots of CEOs say they want change—they want diversity in their organizations. But they don't understand that there has to be basic change in the culture of their organizations and that they have to make a major financial commitment to accomplish such change. They have to hold people accountable

I had a revelation one day:

Them is us. We can drive change when we're in charge.



for making it happen, just as they do for any other business goal.

At CoreStates, a very committed CEO has pushed through really monumental change. People of color there feel included; they can be themselves at work. They don't have to look white or act white. They feel as if their ideas are taken into account. They are promoted, and as a result retention is much higher. And all of these things have had a very positive business impact—CoreStates is one of the most successful banks in the region. But the change there couldn't have happened without a really focused, passionate CEO who was willing to put his money where his mouth was.

Other participants agreed that a committed CEO was critical to improving the climate of an organization but strongly supported another approach to improving inclusiveness. People of color who have succeeded—rising into the ranks of senior management, for example—must use their positions to act as advocates for meaningful change.

John Arrington: Ultimately, the way to do away with institutional barriers is to get people of color into key positions in the organization, where they can start making the calls—deciding who gets hired and influencing the kind of policies and practices the company is going to have.

Arrington went on to say that this dynamic is already at work in his company to some degree, a point others echoed.

John Arrington: I had a revelation one day: Them is us. We can drive change when we're in charge. And we have changed the system.

For example, sometimes we skip the main successor-rating system. We go in and identify talented minorities and women and maybe give them a little extra attention. We give them exposure to the CEO off-line. We provide them with special training. We pull them out of the regular system, sit them down, and talk to them about their careers.

Some people may complain that we are giving preferential treatment. However, I believe that, as it stands, the organization is concerned predominantly with meeting the needs of the majority. You only need to look at the numbers to see that. We're trying to level the playing field for minorities and women. And once the numbers are more representative, we will be happy to work through the system the majority uses.

Lloyd Trotter: At one point, John [Arrington] and I were critiquing ourselves and asking, Are we really proud of how much energy and skill and strategic planning we have put into helping African Americans in our company? And the answer was no. So we said, Let's talk about the game, what's important in the game, and what we can do to redirect people of color so they have a better shot at winning the game.

So we started a group with the senior African American leadership team called the African American Forum, in which people meet on a quarterly basis to talk about the game. What does that mean? It means we talk about understanding who controls your career. The answer is, you do. You say, "My most valuable asset is myself," and you focus on caring for and feeding that asset.

The second topic the forum addresses is helping African Americans in the company realize that they need to interact with the bigger group—the

power group—in a way that says, “We’re here.” That means you go out and actively find mentors for new or rising people of color in the organization—you find sponsors in the power group who are willing to stand up along the way and say, “This person will do a great job if she is given the opportunity.”

We’ve been running this forum for five years. Every year, 4,000 African Americans meet around the corporation, and once a year we have a national meeting where we bring in people from all the businesses and let the networking happen. It’s worked very well.

Here’s another simple change we brought about that made a big difference. We stated, you cannot start a candidate slate without a minority individual on it. And if you can’t find a minority, come see us. It’s amazing how quickly candidate slates became diverse. Really amazing.

By the way, the corporation thought that was a great idea, and all of a sudden it got adopted throughout GE.

John Jenkins: I’ve got a plant manager’s job that’s open. And we’ve looked around the company’s worldwide operations and found there aren’t any black plant managers. We used to have two, but one retired and one was promoted. Now there are none—no black plant managers. And we’ve decided we are going to go outside the organization to find a black person to run this plant.

Is everyone happy with this plan? Obviously not. There are some people who wish the position would be filled with someone from inside the company. They feel as if an opportunity is being taken from them. They’re thinking: That’s a plum job that could have been mine. I understand that sentiment; I’ve had it myself. But the only way we are going to have a truly diverse workforce is if we seize the opportunity when it comes up. A diverse workforce is a goal of this corporation, and it’s not going to happen unless we make it happen.

Even with its variety of opinion on who should take the lead in increasing diversity, the group largely agreed that certain types of “official” programs do work in promoting diversity and that others do not. The ones that work include those that link achieving racial diversity goals to compensation. In short, the most effective programs, the participants said, enthusiastically encourage diversity efforts, measure their results, and then reward those responsible for hitting the numbers.

As for the programs that don’t work, participants offered the following views:

Lou Hayes: One of the biggest errors is staging high profile publicity seeking events. Another is

tokenism, as in announcing, “We have x number of women and blacks on the board and one or two black senior executives.” It’s just lip service. All across corporate America you see blacks on boards, but they are just sprinkled there. I mean, you see the same black person on board after board.

In a company that is truly inclusive, when you walk around you see people of color at all levels and in all areas of the company. And when a Texaco-like incident occurs, it is dealt with seriously and immediately. So what I’m talking about is a pattern of deeds, not words.

Companies might sponsor an ethnic dinner and celebrate Black History Month....
But that’s not what’s fundamentally wrong within their organizations.



ELSIE CROSS

Elsie Cross: I see a lot of companies having activities to address diversity—I call this approach the activity trap. They might sponsor an ethnic dinner and celebrate Black History Month. They do a lot of symbolic busywork. But they don’t do a thing to change what’s fundamentally wrong within their organizations.

Many participants agreed that institutional diversity programs, while useful, are misdirected. They suggested that companies truly seeking a diverse workplace should focus instead on creating opportunities for people of color to make an impact on the real work—the business. Once that happens, racial diversity will make its own case.

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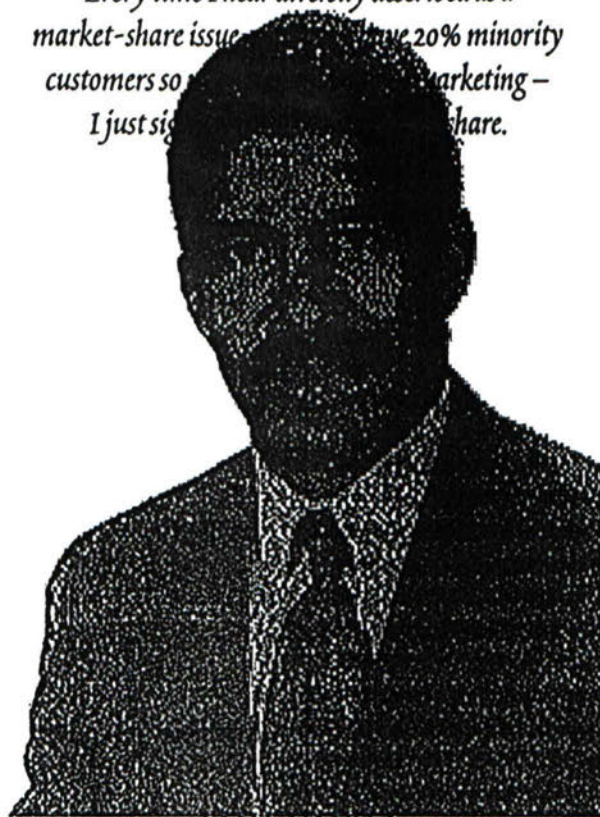
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RACE IN THE U.S. WORKPLACE

John Jenkins: When organizations see that diversity is legitimately good for business, it becomes institutionalized. As long as people see it as something the government imposes, they're not going to be happy about it.

Sometimes it just amazes me that people don't see the business argument for diversity. I was reading statistics the other day that show that African Americans buy 30% of the movie tickets in the United States, 20% of the portable television sets, and 32% of all malt liquors. There are many products out there that African Americans buy in

Every time I hear diversity described as a market-share issue, I just sigh. We have 20% minority customers so we need minorities in marketing — I just sigh. It's bigger than market share.



LOU HOYES

greater proportion than their numbers in the total population. And if I were selling one of those products, I sure would want an African American in the room during marketing discussions, planning sessions, and strategy decisions.

I'm not saying a white person couldn't make an intelligent contribution to the process, but I'm going to bet you — say you take the case of portable TVs — that a white person hasn't been into a whole lot of black households to know what the people are watching. They might be totally out of touch with the black experience. And I'm not saying that's bad. It's reality. I haven't spent a whole lot of time in Italian households. I'm not going to tell my

company how to sell cameras in Italy. We need Italians doing that.

Gail Snowden: I think we have to be able to show that having a seat at the table has a business payoff, that by bringing a different point of view and a different kind of knowledge, you open things up. I've seen so many times that having people of diverse backgrounds working together makes conversations so much fuller and richer because there are so many more perspectives — there's less groupthink. People challenge assumptions and beliefs, and the company ends up benefiting.

I remember a few years ago when we started talking about selling more business to small companies, and the conversations about marketing kept focusing on men. And I said, "Everything I'm reading and hearing and seeing tells me that women are starting businesses at a faster rate than men. Let's do some research and find out." It turned out I was right, and we ended up creating a task force on how to serve this market best.

Here's a great example of how openness to different worldviews makes good business sense. In Caribbean cultures, there's a practice called *su-su*. Basically, it means a group — typically an extended family — saves money collectively. Well, banks have been thinking about individual families for a long time — a mother, father, two kids, a dog, and a cat. And they base their lending practices on that model. But in some cultures, the family unit is larger, and it saves money differently. You need to know about that in order to make intelligent mortgage-lending decisions, for example. So here's a market that most banks probably don't want to lend to, but actually it is an okay credit risk. There is such a thing as northern European culture, but other groups have cultures, too. And they're different.

Santiago Rodriguez: If you don't have us at the table, you get products like the Nova, which didn't do too well in the Spanish-speaking world. You know — "no va" — no go, in Spanish. Not the best name for a car.

Other participants agreed that diversity was good for business but offered other reasons why racial inclusiveness should be an objective of U.S. corporations.

Lou Hoyes: Increasing diversity is the right thing to do, but not only because it can be financially justified. Every time I hear it described as a market-share issue — as in, we have 20% minority customers so we need minorities in marketing — I just sigh. It's bigger than market share. Every company today, to succeed, has to bring in the best and brightest minds. I don't know who is going to cure cancer. I don't know what's the shape, creed, or

gender that person is going to be. Why limit the opportunity to bring that person into my company? If Colin Powell had not been allowed into the army because of his color, the whole country would have missed his leadership.

Ken Bacon: I also don't particularly see this as a marketplace issue. Sure, diversity can be good for business. But I see this as a moral issue. Business has been able to thrive in this country because it reflects American values. Capitalism has given people freedom; it's given them hope. And when hope dies, people feel resentment, and that's bad for civilized society. Frankly, I think businesses should be able to say, we are made up of good people. For example, some people won't work for tobacco companies because they think selling that kind of product is wrong. It has nothing to do with dollars and cents. And neither does diversity for me. It's just about doing the right thing.

Yet even if corporate America were to embrace the cause of racial diversity, many participants at the roundtable noted that businesses do not exist in a vacuum. They are part of a society that as a whole has yet to address the problem of racial inequality adequately.

Lloyd Trotter: I firmly believe that you can't fix corporate America without fixing the neighborhoods that surround corporate America. Nothing is going to get fixed unless the whole U.S. structure is changed—you can't have an environment outside the office door that is hostile to African Americans and then expect to walk into a fantasyland for eight hours a day. Society's baggage comes with us.

Santiago Rodriguez: My heart breaks when we try to recruit. What do you do in electrical engineering and computer sciences when the colleges and universities are graduating maybe 2% African American and Hispanic students in those fields? There is no way you can get around that fact.

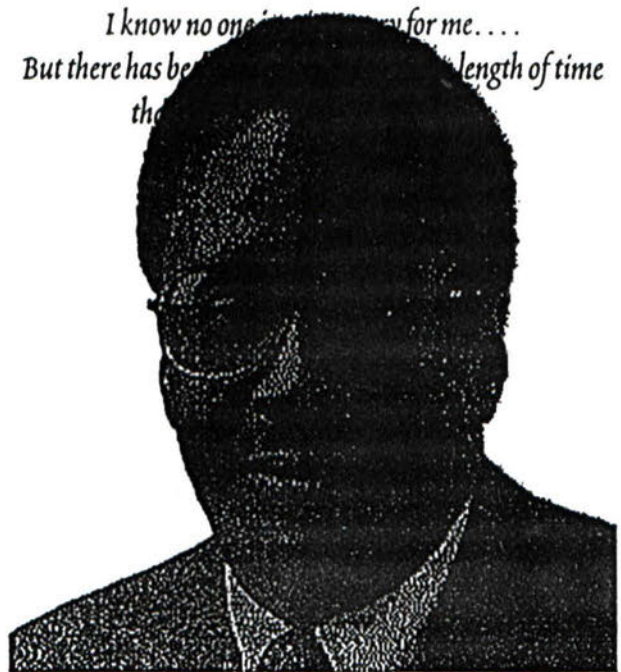
Asians make up 15% of the workforce in those fields, and women now probably make up 25% of it. But the African American and Hispanic communities continue to be a disaster in terms of producing the talent. In both these communities, we're losing two-thirds of our kids. We don't even get far enough with them to worry about affirmative action in corporate America. We have to get back to what is going on in these communities and give help where help is needed.

Ted Campbell: I'm working with a group of college students in New Hampshire, mentoring them, helping them understand the system—what you do, what classes you take, where you work. And they are raw. Nothing has really prepared them for school or careers. It makes me realize we have to

start sooner, catch them in high school and junior high, because they don't have a lot of support in their neighborhoods to help them survive in the working world. There's a crisis out there that is larger than what we're talking about in this room.

Finally, as the roundtable discussion came to a close, participants were asked to reflect on the course of their careers. "If you knew then what you know now, what would you do differently?" Some of the participants answered that they had no regrets. Ted Campbell spoke for many in saying that he had surpassed the wildest dreams of a child

*I know no one who can help me. . . .
But there has been a long length of time
that*



LLOYD TROTTER

born of deep poverty in a country entrenched in racism. There had been struggles along the way, but they had been only a small part of an unexpectedly successful journey to the top of the U.S. business world.

But another answer was more common. I would have challenged the system more, and earlier, many said. In other words, I would have been less patient. I would have risked more.

Gail Snowden: I would have tried to work less within the system. Because even with the best intentions at my company, it's not as diverse as a core value and a goal would be. And as a leader on this issue, we still don't have enough people of color in

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RACE IN THE U.S. WORKPLACE

very senior positions. I would have pushed harder. But I was trying to play internal politics, trying to advance my own career goals while at the same time advancing the issue of diversity in general. I was trying to balance my role as an advocate with my role as a corporate citizen.

I always thought things would get better. I had a lot of hope. I certainly hoped that when my daughter was ready to seek employment, she wouldn't have to face the same things I did 30 years ago. But she did. People still asked if a black person could be smart, if she could write and speak well. So that leaves me thinking, I should have pushed harder along the way.

On the other hand, when I see a person like me, I know that progress has been made. But it's still an uphill battle.

John Arrington: When I walk around my company, people are still surprised to see a black face—and we have a Hispanic president. And there are still areas of the company I can go into where there are no minorities to speak of. Now, it's not like ten years ago when I was a labor relations specialist in Vermont, and in a plant of 2,500 employees there were two people of color. Changes are happening or I wouldn't be here. US West now has five or six black officers. But I'm waiting for the day when

people don't look up when I walk by. I'm waiting for the day when I'm not an oddity.

Lloyd Trotter's closing remarks spoke for many at the roundtable in their mixture of hope and dismay about the future of race in the U.S. workplace.

Lloyd Trotter: When I entered corporate America in the 1970s, the playing field wasn't very level. There were very few people who would accept you based on the skills you brought to the table.

Along the way, I think I underestimated how hard it would be to get a company to a level playing field. I look around today, and I see the issues are still there. And so the only thing I would have done differently is to have hit the walls harder and faster and faced the issues a lot quicker.

There have been successes. There has been change. When I look at companies like GE and when I look at corporate America, I know that is true. I know no one is going to cry for me: I'm a CEO at GE, and there are only 12 of us. Most people would argue that I haven't been discriminated against or I wouldn't be here. They would argue: You're a success story. We all are successful, all of us at this table. But there have been too few successes and there has been too little change for the length of time that the struggle has been going on.

We've been at this a long time.

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