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THE WHITE HOUSE  
WASHINGTON

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4 DECEMBER 1981

MEMORANDUM FOR MICHAEL K. DEEVER

FROM:

JSR  
JAMES S. ROSEBUSH  
SPECIAL ASSISTANT TO THE PRESIDENT

SUBJECT:

PRIVATE SECTOR INITIATIVES.

As you know, the President announced the members of the Task Force on Private Sector Initiatives on 2 December 1981.

For your information I am enclosing a list of the members and a press package on the program. If I can be of any further assistance please do not hesitate to contact my office.

THE WHITE HOUSE

Office of the Press Secretary

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For Immediate Release

December 2, 1981

The President today announced the appointment of the following individuals to be Members of the President's Task Force on Private Sector Initiatives. The President has announced that C. William Verity, Jr., will serve as Chairman.

WILLIAM ARAMONY, President, United Way of America, Alexandria, Virginia.

WILLIAM J. BAROODY, JR., President, American Enterprise Institute, Washington, D.C.

HELEN G. BOOSALIS, Mayor, City of Lincoln, Nebraska.

WILLIAM R. BRICKER, National Director, Boys Clubs of America, New York, New York.

BARBER B. CONABLE, JR., Member, U.S. House of Representatives, Washington, D.C.

J. RICHARD CONDER, President, National Association of Counties, Rockingham, North Carolina.

TERENCE CARDINAL COOKE, Archbishop of New York.

WALTER G. DAVIS, Director, Department of Community Services, AFL-CIO, Washington, D.C.

KENNETH N. DAYTON, Chairman of Executive Committee, Dayton-Hudson Corporation, Minneapolis, Minnesota.

PIERRE S. DU PONT, Governor, State of Delaware.

DAVID DURENBERGER, Member, U.S. Senate, Washington, D.C.

LUIS A. FERRE, Former Governor of Puerto Rico.

JOHN H. FILER, Chairman, Aetna Casualty & Life Company, Hartford, Connecticut.

MAX M. FISHER, Founding Chairman, Detroit Renaissance

JOHN GARDNER, Chairman, Independent Sector, Washington, D.C.

DANIEL GILBERT, President, Eureka College, Eureka, Illinois.

JEAN L. HARRIS, Secretary of Human Resources, Commonwealth of Virginia, Richmond, Virginia.

JAMES S. HENRY, President, Center for Public Resource, New York, New York.

E.V. HILL, Pastor, Mt. Zion Baptist Church, Los Angeles, California.

DEE JEPSEN, ~~Advisory Board Member~~, STEP Foundation

MICHAEL S. JOYCE, Executive Director, John M. Olin Foundation, New York, New York.

EDWARD J. KIERNAN, President, International Union of Police, Washington, D.C.

ARTHUR LEVITT, JR., Chairman, American Stock Exchange, New York, New York.

ROBERT D. LILLEY, Chairman, Local Initiatives Support Corporation, New York, New York.

HENRY LUCAS, JR., Chairman, New Coalition for Economic and Social Change, San Francisco, California.

LESLIE L. LUTTGENS, Chairman, Council on Foundations, The Rosenberg Foundation, San Francisco, California.

RICHARD W. LYMAN, President, Rockefeller Foundation, New York, New York.

CORNELL C. MAIER, Chairman, Kaiser Aluminum & Chemical Corporation, Oakland, California.

THOMAS S. MONSON, Elder, Church of Jesus Christ of Latter Day Saints, Salt Lake City, Utah.

ROBERT MOSBACHER, JR., Vice President, Mosbacher Production Company, Houston, Texas.

FRANKLIN D. MURPHY, Chairman of Executive Committee, Times Mirror Company, Los Angeles, California.

WILLIAM C. NORRIS, Chairman and Chief Executive Officer, Control Data Corporation.

FRANK PACE, JR., Chairman and Chief Executive Officer, National Executive Service Corporation, New York, New York.

TOM PAUKEN, Director, ACTION, Washington, D.C.

GEORGE ROMNEY, Chairman, National Center for Citizen Involvement, Arlington, Virginia.

JAMES W. ROUSE, Chairman, The Rouse Company, Columbia, Maryland.

ANDREW C. SIGLER, Chairman and Chief Executive Officer, Champion International, Stamford, Connecticut.

ELLEN SULZBERGER STRAUS, President, WMCA Radio, New York, New York.

LEON SULLIVAN, Founder, Opportunities Industrialization Center, Zion Baptist Church, Philadelphia, Pennsylvania.

ALEXANDER TROWBRIDGE, President, National Association of Manufacturers, Washington, D.C.

C. WILLIAM VERITY, JR., Chairman, Armco Steel, Inc., Middletown, Ohio.

WILLIAM S. WHITE, President, C.S. Mott Foundation, Flint, Michigan.

JERI J. WINGER, First Vice President, General Federation of Womens Clubs, Washington, D.C.

THOMAS H. WYMAN, President, CBS, Inc., New York, New York.

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# PRESIDENT'S TASK FORCE ON PRIVATE SECTOR INITIATIVES

## KEY MISSIONS

The greatness of America lies in the ingenuity of our people, the strength of our institutions, and our willingness to work together to meet the Nation's needs.

The President seeks to build on this special heritage, to encourage still greater contributions of voluntary effort and personal involvement, and to form a strong and creative partnership between the private sector and its public servants for the economic and social progress of America.

The Task Force shares the President's concern for those people affected by the fundamental change now occurring in the servicing of social programs, as responsibility for those programs passes from the Federal level to the state and community levels.

The Task Force also shares the view that while much good work is already being done at the local, state and national levels by private institutions -- the family, religious organizations, business concerns, unions, philanthropic organizations, civic associations and others -- much more can be done with better organization and coordination.

As catalyst in the attainment of this higher level of voluntarism and partnership, the President's Task Force is mandated:

1. To identify existing examples of successful or promising private initiatives and public/private partnerships and to give these models national recognition in order to promote their broader use.
2. To encourage increased and more effective use of the human and financial contribution resources of religious groups, businesses, unions, foundations and philanthropic organizations, including more creative use of leadership, management expertise, training and volunteer work.
3. To encourage the formation and continuation of community partnerships -- private sector organizations working with local government -- to identify and prioritize community needs and then marshal the appropriate human and financial resources.
4. To identify government obstacles to private initiatives and make recommendations for their removal, and to formulate new incentives to inspire and incite the private sector to undertake new initiatives.
5. To contribute to the development of public policy in areas of concern to the Task Force.

## THE WHITE HOUSE

WASHINGTON

### PRESIDENT'S TASK FORCE ON PRIVATE SECTOR INITIATIVES

#### CHAIRMAN

C. WILLIAM VERITY, JR., of Middletown, Ohio, is chairman of Armco Inc., a diversified steel company. Mr. Verity will serve as chairman of the President's Task Force on Private Sector Initiatives. He is immediate past chairman of the U.S. Chamber of Commerce and directed the Chamber's "Let's Rebuild, America" campaign. Mr. Verity helped organize a public/private sector partnership in Middletown which gained national recognition as the "Middletown Model." He is a graduate of Yale University.

#### MEMBERS

WILLIAM ARAMONY, of Alexandria, Virginia, is president of United Way of America, the world's largest network of federated fund-raising organizations, supporting health and social service programs across the country. Before becoming president in 1970, Mr. Aramony served 17 years in local United Way organizations in Indiana, South Carolina and Florida. He holds a business administration degree from Clark University and a master's degree in community organization from the Boston College Graduate School of Social Work.

WILLIAM J. BAROODY, JR., of Alexandria, Virginia, is president of the American Enterprise Institute, a nonprofit publicly-supported educational and research organization in Washington, D.C. Mr. Baroody previously served as Assistant to the President of the United States for Public Liaison during the Ford Administration, working with private sector groups. He is a graduate of Holy Cross College and did graduate work in political science at Georgetown University.



HELEN G. BOOSALIS, of Lincoln, Nebraska, is Mayor of the City of Lincoln. She is the current president of the U.S. Conference of Mayors, an organization of mayors from cities with populations of over 30,000. Mayor Boosalis, who has served on many national, state and local advisory boards, has played a major role in forging public/private partnerships in Lincoln for downtown revitalization, neighborhood commercial revitalization, and other programs.

WILLIAM R. BRICKER, of Scarsdale, New York, is national director of the Boys' Clubs of America. Mr. Bricker has spent his entire career with Boys' Clubs, including service at the local level in Pennsylvania, New Hampshire, New York, and Wisconsin. He has served on several commissions concerned with youth opportunity, juvenile justice reform and juvenile delinquency prevention, and has taught sociology at several universities. He holds a B.S. degree from Millersville College and a master's degree in Boys' Club Administration from New York University.

BARBER B. CONABLE, JR., of Alexander, New York, is a Member of the U.S. House of Representatives, serving his ninth term in Congress as representative of New York's 35th Congressional District. Rep. Conable is the ranking Republican Member of the Committee on Ways and Means. He is also a member of the House Ethics Committee and the Joint Committee on Taxation. Rep. Conable holds a law degree from Cornell University.

J. RICHARD CONDER, of Rockingham, North Carolina, is President of the National Association of Counties which represents 1800 county governments in the United States. He is also chairman of the board of commissioners of Richmond County, North Carolina. Mr. Conder is vice president of the First Union National Bank and city executive for the bank's Hamlet and Rockingham, North Carolina operations. He is an accounting graduate of East Carolina University and attended Louisiana State University's Graduate School of Banking.

TERENCE CARDINAL COOKE, of New York, New York, is Archbishop of New York and a member of the College of Cardinals. As Archbishop, he promotes the many educational and charitable involvements of the Catholic Church in the private sector. Cardinal Cooke served on the Presidential Commission on the Causes and Prevention of Violence and the Task Force on International Development. Cardinal Cooke holds a master's degree in social work from Catholic University.

WALTER G. DAVIS, of New York, New York, is director of the AFL-CIO Department of Community Services. Joining the labor movement in the 1940's, Mr. Davis served in several executive positions with the United Transport Service Employees, CIO. He is past assistant director of the Department of Civil Rights of the AFL-CIO and assistant secretary of the Board of Trustees of the George Meany Center for Labor Studies. He served as the first deputy executive director of the Federal Equal Employment Opportunity Commission in 1965. A graduate of Columbia University, Mr. Davis also attended Columbia's School of International Affairs and Brooklyn Law School and received an Honorary Doctorate in Humane Letters from Georgetown University.

KENNETH N. DAYTON, of Minneapolis, Minnesota, is chairman of the executive committee of Dayton Hudson Corporation, a family-owned department store business operating more than 900 stores in 47 states. Dayton Hudson is now in its 35th year of contributing five percent of its pretax profits to the communities where it does business. He is an officer in numerous private industry associations, foundations and cultural organizations.

PIERRE S. duPONT IV, of Dover, Delaware, is Governor of the State of Delaware. After three terms in the United States Congress, he was elected Governor in 1976 and re-elected in 1980. Governor duPont is the chairman of Jobs for Delaware Graduates, a job training and counseling program for the State's high school seniors and juniors. Active in numerous civic and professional associations, Governor duPont has served as chairman of the National Governors' Association Committee on Economic and Community Affairs and as vice chairman of the Southern Governors' Association. He is a graduate of Princeton University and holds a J.D. degree from Harvard University.

DAVE DURENBERGER, of Minneapolis, Minnesota, is a Member of the United States Senate. Sen. Durenberger serves on the Senate Finance Committee where he chairs the Subcommittee on Health. He is also a member of the Governmental Affairs Committee and chairman of its Intergovernmental Relations Subcommittee. Prior to his election in 1978, Sen. Durenberger was an executive with the H. B. Fuller Co. in various executive positions. He is a former executive secretary to the Governor of Minnesota and an attorney. He is a graduate of St. John's University and the University of Minnesota Law School.

LUIS A. FERRE, of San Juan, Puerto Rico, was Governor of Puerto Rico from 1969 to 1972. Gov. Ferre previously served as vice chairman of the Puerto Rican Cement Company and as a member of the House of Representatives of Puerto Rico. He is the founder of the Ponce Public Library and the Ponce Museum of Art. A member of numerous voluntary organizations, Governor Ferre is an alumnus of the Massachusetts Institute of Technology and the New England Conservatory of Music.

JOHN H. FILER, of Hartford, Connecticut, is chairman of Aetna Life & Casualty, the largest publicly owned insurance and diversified financial services corporation in the United States. He is also chairman of National Alliance of Business, a trustee of The Urban Institute and a director of the National Minority Supplier Development Council. He is a graduate of Depauw University and Yale Law School.

MAX M. FISHER, of Franklin, Michigan, honorary chairman of the board of United Brands Company, was special consultant to President Nixon on voluntary action and former chairman of the National Center for Voluntary Action. He is the founder and chairman of the executive committee of the Detroit Renaissance and is active in fund-raising for a variety of charitable causes. Mr. Fisher holds a bachelor of science degree from Ohio State University.

JOHN W. GARDNER, of Washington, D.C., is chairman of Independent Sector, a national forum for organizations in the voluntary sector. He was founder and chairman of Common Cause. Mr. Gardner is past chairman of the National Urban Coalition and served as Secretary of Health, Education and Welfare during the Johnson Administration. Prior to his Cabinet appointment, he was President of the Carnegie Foundation for the Advancement of Teaching. He holds a masters degree in psychology from Stanford University and a Ph.D. from the University of California.

DANIEL D. GILBERT, of Eureka, Illinois, is president of Eureka College, President Reagan's alma mater. Dr. Gilbert has served as Director of Development at Wofford College in Spartanburg, S. C. and was responsible for institutional advancement activities at Lynchburg College, Lynchburg, Virginia. Ordained in the Christian ministry, he has served in churches in Williamsburg, Roanoke, and Orange, Virginia. He is a graduate of the Christian Theological Seminary and holds a Doctor of Humane Letters from Lynchburg College.

JEAN L. HARRIS, of Richmond, Virginia, is Secretary of Human Resources for the State of Virginia. She is a medical doctor and has held numerous health care positions in Virginia and the District of Columbia, including private practice. A former executive director of the National Medical Association Foundation, Dr. Harris has held many academic appointments at universities and hospitals throughout the country. Dr. Harris received her undergraduate degree from Virginia Union University and her medical training from the Medical College of Virginia.

JAMES F. HENRY, of Waccabuc, New York, is president of the Center for Public Resources, established in 1977 to mobilize business resources in the solution of major public problems. Mr. Henry is the past president and director of the Edna McConnell Clark Foundation with programs concentrating on the rural poor, institutionalized children, tropical disease research, and volunteer opportunities for the elderly. His legal career has been concentrated in corporate and tax law. Mr. Henry attended Williams College and received his J.D. degree from Georgetown University.

EDWARD V. HILL, of Los Angeles, is pastor of Mt. Zion Missionary Baptist Church, one of the oldest churches in California. He is a past member of the executive committee of the Baptist World Youth Conference of the World Baptist Alliance. Rev. Hill previously served as pastor of the Mount Corinth Missionary Baptist Church of Houston and has served on the boards of numerous religious and civil rights organizations. He is the current president of the United Benevolent Society, an economic development corporation composed of 72 churches in California. He is a graduate of Prairie View College and was awarded an honorary doctorate of laws degree from the Union Baptist Theological Seminary of Houston.

DEE JEPSEN, of Davenport, Iowa, is a member of the advisory council of the STEP Foundation and its national task force on poverty. Mrs. Jepsen is an unsalaried Capitol Hill assistant to her husband, Senator Roger Jepsen (R.-Iowa). Active in religious work, Mrs. Jepsen was a founder of CREED, a non-profit organization aiding Soviet Christians. Mrs. Jepsen previously served as co-chairman of the Scott County (Iowa) Republican Party.

MICHAEL S. JOYCE, of New York, New York, is executive director of the John M. Olin Foundation, specializing in public policy research. Prior to his association with the Foundation, he was executive director of the Institute for Educational Affairs in New York. Mr. Joyce has served as executive director of the Goldseker Foundation, a Baltimore-based foundation concerned with education, housing, medicine, and social welfare. He is the former assistant director of the Educational Research Council of America and a member of the Corporate Philanthropy Advisory Committee of the Council on Foundations. He was also chairman of the task force on the National Endowment for the Arts and National Endowment for the Humanities for the Heritage Foundation's "Mandate for Leadership."

EDWARD J. KIERNAN, of Conyers, New York, is president of the International Union of Police Associations, AFL-CIO. As a career union leader, Mr. Kiernan has been active in New York State legislative efforts for the benefit of policemen and their families. Mr. Kiernan was appointed by President Nixon to the United Nation's Committee on Crime and Its Causes. A former president of the International Conference of Police Associations, Mr. Kiernan began his law enforcement career as a patrolman with the New York City Police Department in 1945.

ARTHUR LEVITT, JR., of New York, New York, is chairman and chief executive officer of the American Stock Exchange. Mr. Levitt previously served as president and director of Shearson Hayden Stone, Inc. He administers the American Stock Exchange giving program and participates in the Private Industry Council which helps employers develop and fund training programs for the unemployed. Active in numerous business, civic, and cultural associations, Mr. Levitt has served for 14 years as a member of the New York State Council on the Arts. He holds a B.A. degree from Williams College and several honorary law degrees.

ROBERT D. LILLEY, of Short Hills, New Jersey, is the chairman of the Local Initiatives Support Corporation. Until his retirement in 1976, Mr. Lilley was President of the American Telephone and Telegraph Company, with which he was associated since 1937. His early career included work in the coal industry in West Virginia and Pennsylvania. He holds a masters in engineering from the Columbia School of Mines and several honorary doctor of law and engineering degrees.

HENRY LUCAS, JR., of San Francisco, California, is chairman of the New Coalition for Economic and Social Change. He was recently appointed chairman of the Minority Business Resource Center Advisory Committee to the Department of Transportation's Office of Small and Disadvantaged Business Utilization. A practicing dentist, Dr. Lucas is president of the Foundation for the Advancement of Minority Enterprise and a member of the board of directors of the Institute for Contemporary Studies. He is a graduate of Howard University and received his Doctor of Dental Surgery degree from Meharry Medical College.

LESLIE LUTTGENS, of San Francisco, California, is chairman of the board of directors of the Council on Foundations. Her volunteer experience spans 30 years with nonprofit agencies in the fields of health, welfare, education, social planning, foundations and local government advisory committees. She is the former president of the Rosenberg Foundation and chairman of the San Francisco Education Fund. She holds a degree in political science from Stanford University.

RICHARD W. LYMAN, of New York, N. Y., is president of the Rockefeller Foundation. Dr. Lyman is president emeritus of Stanford University. He is also a member of the National Council for the Humanities and a trustee of the Carnegie Foundation for the Advancement of Teaching. He is a graduate of Swarthmore College and holds a Ph.D. in history from Harvard University.

CORNELL C. MAIER, of Oakland, California, is chairman of the board of Kaiser Aluminum & Chemical Corporation. Mr. Maier is chairman of the board of the Federal Reserve Bank of San Francisco, a member of the Business Roundtable, a director of the California Chamber of Commerce, and a member of the board of trustees of the National Urban League. He holds a degree in electrical engineering from the University of California.

THOMAS S. MONSON, of Salt Lake City, Utah, was named to the Council of Twelve Apostles of The Church of Jesus Christ of Latter-day Saints in 1963. He also serves as first vice chairman of the General Church Welfare Committee, which directs all welfare activities of the Mormon Church worldwide. Elder Monson previously served as president of the Mormon Church's Canadian Mission. He has had a professional career in publishing and printing, serving as general manager of the Deseret Press and is the chairman of the Deseret News Publishing Company. He is a graduate of the University of Utah and holds a masters degree in business administration from Brigham Young University.

ROBERT MOSBACHER, JR., of Houston, Texas, is vice president of Mosbacher Production Company, an oil and gas business. Mr. Mosbacher was formerly administrative assistant to Senator Howard H. Baker, Jr. (R-Tenn.), an early proponent of greater partnership between the public and private sector. Mr. Mosbacher, who helped organize the task force, is a member of the board of trustees of the Ford's Theatre and is a graduate of Georgetown University and the Southern Methodist University School of Law.

FRANKLIN D. MURPHY, of Beverly Hills, California, is chairman of the executive committee of Times-Mirror, Inc. Prior to joining Times-Mirror in 1968, he was chancellor of the University of California at Los Angeles and chancellor of the University of Kansas. Dr. Murphy is former Dean of the School of Medicine at the University of Kansas. A trustee for several foundations and art museums, Dr. Murphy is President of the Samuel H. Kress Foundation. He holds a M.D. degree from the University of Pennsylvania.

WILLIAM C. NORRIS, of Rosemont, Minnesota, is chairman and chief executive officer of Control Data Corporation, which he founded in 1957. A pioneer in the development of computer technology, his primary interest lies in the application of computers to help meet world education, health care, agriculture, and technology needs. Active in small business development, Mr. Norris holds a degree in electrical engineering from the University of Nebraska.

FRANK PACE, JR., of Greenwich, Connecticut, is chairman and chief executive officer of the National Executive Service Corps which provides U.S. nonprofit organizations with volunteer services of senior corporate executives. He is also president and chief executive officer of the International Executive Service Corps which serves developing countries. Mr. Pace is former chairman of the Corporation for Public Broadcasting and General Dynamics Corporation. He served as Secretary of the Army under President Truman and is a former director of the Bureau of the Budget. He is a graduate of Princeton University and Harvard University Law School.

TOM PAUKEN, of Washington, D.C., is director of ACTION, the federal agency which directs the volunteer activities of 300,000 Americans serving in the Peace Corps, Vista, Foster Grandparent Program, Senior Companion Program, RSVP, and the National Center for Service Learning. Mr. Pauken served as a White House assistant and associate director of the White House Fellowship Program from 1970-1971. A practicing attorney in Dallas until nomination to head ACTION, Mr. Pauken holds a political science degree from Georgetown University and a law degree from Southern Methodist University.



GEORGE W. ROMNEY, of Bloomfield Hills, Michigan, is chairman of VOLUNTEER: the National Center for Citizen Involvement. He served as Governor of Michigan from 1961 to 1966 and as Secretary of Housing and Urban Development during the Nixon Administration. The former chairman of American Motors, Governor Romney spearheaded the Detroit Victory Council to desegregate defense housing and the Citizens Housing Planning Council of Detroit. Active in numerous voluntary organizations, Governor Romney attended Latter-Day Saints Junior College and the University of Utah.

JAMES W. ROUSE, of Columbia, Maryland, is chairman of the board of The Rouse Company, a real estate development firm. The Rouse Company's recent center city revitalization projects include Baltimore's Harborplace. Mr. Rouse was a member of President Eisenhower's Advisory Committee on Housing, a founder of ACTION (American Council To Improve Our Neighborhoods) and the National Urban Coalition, and a member of the board of directors of Jubilee Housing, Inc. Mr. Rouse holds a law degree from the University of Maryland.

ANDREW C. SIGLER, of New Canaan, Connecticut, is chairman and chief executive officer of Champion International Corporation, a major forest products enterprise. Mr. Sigler has spent his entire career with Champion, serving in several sales, planning, and administrative positions. He is active in the Business Roundtable, the Stamford Economic Assistance Corporation, the United Way, and the National Committee for Citizens in Education. Mr. Sigler received his A.B. degree from Dartmouth College and his M.B.A. from Dartmouth's Amos Tuck School of Business.

ELLEN SULZBERGER STRAUS, of Washington, D.C., is president and general manager of WMCA Radio in New York City. She is a former editor and columnist with McCall's Magazine and a foreign correspondent with Northern New York Newspapers. Mrs. Straus also served as assistant director of public information for the U.S. Atomic Energy Commission. Active in voluntary organizations, Mrs. Straus founded Volunteer Professional, Inc. and WMCA Call for Action and is on the board of New York City Partnership. She is a graduate of Smith College.

LEON H. SULLIVAN, of Philadelphia, Pennsylvania, is the founder of the Opportunities Industrialization Center, a job training and retraining program operating in more than 140 cities in the U.S. and eight foreign countries. He is also Pastor of the 6,000-member Zion Baptist Church which sponsors a day-care center, federal credit union, community center program, employment agency, adult education classes and family counseling services. Founder of numerous black-owned, downtown redevelopment projects, Reverend Sullivan is a graduate of West Virginia State College and received a master's degree from Columbia University.

ALEXANDER B. TROWBRIDGE, of Washington, D.C., is president of the National Association of Manufacturers. He was Secretary of Commerce during the Johnson Administration and has also served as vice chairman of Allied Chemical Corporation, president of the Conference Board, and president of the American Management Association. Mr. Trowbridge is a director of Junior Achievement, Outward Bound, the National Alliance of Business, and the World Wildlife Fund. He is a member of the Board of Visitors of the Harvard Graduate School of Business Administration.

WILLIAM S. WHITE, of Flint, Michigan, is president and chief executive officer of the Charles Stewart Mott Foundation. He is active in a variety of philanthropic organizations at both the local and national levels, and is a member of the board of the Urban Coalition in Flint. Mr. White is a graduate of Dartmouth College and its School of Business Administration.

JERI J. WINGER, of Springville, Utah, is the first vice president of the General Federation of Women's Clubs. She is also the past president of the Utah Federation of Women's Clubs. Active in volunteer and community development organizations, she is a community development specialist on the staff of Utah State University. Mrs. Winger is a member of the Governor's steering committee for Utah Community Progress and on the board of directors of the Sears, Roebuck Foundation.

THOMAS H. WYMAN, of New York, New York, is president and chief executive officer of CBS Inc. He is the former vice chairman of Pillsbury Company, president of Green Giant Company, and chairman of the management executive committee for Polaroid Corporation. Mr. Wyman is a director of the National Executive Service Corps and the United Negro College Fund and is a founder of the Minnesota Project on Corporate Responsibility. A trustee of the Economic Club of New York, he holds a degree in English from Amherst College.

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

December 2, 1981

REMARKS OF THE PRESIDENT  
AT THE PRIVATE SECTOR  
INITIATIVE TASK FORCE MEETING

The State Dining Room

1:02 P.M. EST

THE PRESIDENT: I think I got up here too soon. I think I'm supposed to wait until they're all ready. You said two minutes? I don't know whether I've got enough ad lib material to go for two minutes -- (laughter) -- until we get down to the important message.

I can say that I can spend some time thanking all of you for being here and for doing what you're doing. I think it's of great importance and I have been telling some audiences here and there around the country of the response that we're getting and the mail that we're getting and the spirit of the people out there and their desire to participate in something of the kind that you are bringing together here. And I see that one camera's on. (Laughter.) We shall proceed.

So, again, good afternoon to all of you and welcome to the White House. I think most of you know the story about President Kennedy who was welcoming a delegation of Nobel Prize winners to the White House in this very room. And he called it the most impressive collection of talents assembled here since Thomas Jefferson dined alone. (Laughter.)

Looking over this distinguished group today, I'm not sure Thomas Jefferson could match this team. I know I can't. We're glad that you're here and thankful that leaders of your caliber strongly support our administration's commitment to strengthen private sector initiatives.

What we're asking you to do is to help rediscover America -- not the America bound by the Potomac River but the America beyond the Potomac River. The America whose initiative, ingenuity, and industry made our country the envy of the world. The America whose rich tradition of generosity began with simple acts of neighbor caring for neighbor.

We're asking you to build on this heritage to encourage greater contributions of voluntary effort and personal involvement, to form a partnership between the private and public sector for the good of America. We want you to seek out models for private sector initiatives, schools, churches, civic groups, businesses, unions, the foundations, and give them the recognition that they deserve. Help us identify the obstacles government has placed in the way of private initiative and make recommendations to me for the removal of those obstacles and the introduction of needed incentives.

Finally, we think a wonderful legacy of this task force

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Finally, we think a wonderful legacy of this task force could be the creation of thousands of local task forces just like yours, one for every town in America to carry on the work that you will begin today. And I've learned enough just sitting here at lunch to know that some of you on your own have already been doing just exactly that same thing, even with regard to the Federated Women, internationally.

You can help revive the sense of community which has been the hallmark of America but which recently has been weakened by the growth of big government.

Americans should never have to consider themselves wards of the state. They are members of their communities, and the answers to their problems can be found on the streets where they live.

Your job, as I see it, is not to try to solve these problems or to spend a lot of time writing one of those thick reports although I know that there is going to be a report so I won't say that I don't want any report at all. No, I'm very curious. I'd like to know. But also, I'm going to be settling for results and that's why each one of you was enlisted -- leaders from every walk of life who have to solve these problems every day.

Government can provide opportunity. It can pave the way but ultimately it is individuals like yourselves who brave new horizons, expand freedom, and create better lives for us all.

Your success will be measured by how much and how well you marshal the private resources of America in the service of community development. I'm told that Americans perform some \$100 billion worth of labor every year for volunteer organizations across the country. And that's in addition to the \$47 billion they contribute in cash to charitable and religious organizations.

The country is bursting with ideas and creativity. But a government run by central decree has no way to respond. People want to play a part in building a better America. And you can show the way. You are their colleagues, their friends, and you can talk with them, and work with them just as I want to talk and work with you.

I will also be speaking out on this subject, working with the Cabinet to refocus the resources of government so they encourage private initiatives instead of discouraging them.

When I spoke to the National Alliance of Businessmen, I mentioned several outstanding models of corporate responsibility and community spirit. But for every one I mentioned I know

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there are a hundred more, just as good. Find them. Spread the word. Help 230 million Americans get organized. Help us create new leadership at the state and local level, a new Alliance for Progress here at home. Help us put America's future back in the people's hands.

I know your Chairman, Bill Verity, has excellent ideas on how these things can be done and each of you brings expertise and experience to our enterprise as well. We look to you, we appreciate you and most of all, we are counting on you. We are confident that this task can be done and that your Task Force is the group to do it.

So, again, my heartfelt thanks and maybe you can cure the misconception that has existed since a few years ago, when an immigrant to this country who had become a very successful farmer, died and left his estate -- it was not in seven figures at all -- but left his estate to the government, the United States government, for what this country had done for him.

When the state took its share of the estate in state taxes, the federal government sued that it was tax-free and that this shouldn't be allowed. And what you can cure is the fact that the federal government won that case on the basis that is was a charitable organization. (Laughter and applause.)

END

1:10 P.M. EST

EXECUTIVE ORDER

NO. 12329

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PRESIDENT'S TASK FORCE ON PRIVATE SECTOR INITIATIVES

By the authority vested in me as President by the Constitution of the United States of America, and in order to establish, in accordance with the provisions of the Federal Advisory Committee Act, as amended (5 U.S.C. App. I), a task force on private sector initiatives policy of the United States, it is hereby ordered as follows:

Section 1. Establishment. (a) There is established the President's Task Force on Private Sector Initiatives. The Task Force shall be composed of members who shall be appointed by the President from among private citizens of the United States, public officials from State and local governments, and members of the Legislative and Executive Branches of the Federal government. No more than one member shall be a full time officer or employee of the Executive Branch. The members shall serve at the pleasure of the President.

(b) The President shall designate a Chairman from among the members of the Task Force.

Sec. 2. Functions. (a) The Task Force shall advise the President, the Secretary of Commerce, and other Executive agency heads with respect to:

(1) Methods of developing, supporting and promoting private sector leadership and responsibility for meeting public needs.

(2) Recommendations for appropriate action by the President to foster greater public-private partnerships and to decrease dependence on government.

(b) The Task Force shall serve as a focal point for private sector action addressing public problems.

Sec. 3. Administration. (a) The heads of Executive agencies shall, to the extent permitted by law, provide the Task Force with such information with respect to private sector initiatives issues as may be necessary for the effective performance of its functions.



(b) Members of the Task Force shall serve without any compensation for their work on the Task Force. However, they may be allowed travel expenses, as authorized by law for persons serving intermittently in the government service (5 U.S.C. 5701-5707), to the extent funds are available therefor.

(c) The Department of Commerce shall, to the extent permitted by law and subject to the availability of funds, provide the Task Force with such administrative services, funds, facilities, staff and other support services as may be necessary for the effective performance of its functions.

Sec. 4. General Provisions. (a) Notwithstanding the provisions of any other Executive order, the responsibilities of the President under the Federal Advisory Committee Act, as amended, except that of reporting annually to the Congress, which are applicable to the Task Force established by this Order, shall be performed by the Secretary of Commerce in accordance with the guidelines and procedures established by the Administrator of General Services.

(b) The Task Force shall terminate on December 31, 1982, unless sooner extended.

THE WHITE HOUSE,

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

October 5, 1981

REMARKS OF THE PRESIDENT  
TO THE  
NATIONAL ALLIANCE OF BUSINESS

The Sheraton Washington Hotel

October 5, 1981

10:35 A.M. EDT

THE PRESIDENT: Thank you very much for a very warm welcome. Your organization is concerned with jobs. I heard of a fellow who had been unemployed for a long time and a few days ago he found a job at a china warehouse. He had only worked there a couple of days when he smashed a large oriental vase. The boss told him in no uncertain terms that the money would be deducted from his wages every week until the vase was paid for. And the fellow asked, "How much did it cost?" He told him \$300. And the fellow cheered and said, "At last, I've found steady work." (Laughter.)

Seriously, I'm aware that the National Alliance of Business was formed to reduce the despair of unemployment -- to provide opportunities where they would otherwise not exist. You've set for yourselves a noble and necessary goal. You know that a job at four dollars an hour is priceless in terms of the self-respect it can buy.

Many people today are economically trapped in Welfare. They'd like nothing better than to be out in the work-a-day world with the rest of us. Independence and self-sufficiency is what they want. They aren't lazy or unwilling to work. They just don't know how to free themselves from that Welfare security blanket.

After we undertook our Welfare reforms in California, I received a letter from a woman with several children who had been on Aid to Dependent Children. She wrote that she had become so dependent on the Welfare check that she even turned down offers of marriage. She just could not give up that security blanket that it represented. But she said that she'd always known that it couldn't go on -- couldn't last forever. So when our reforms began, she just assumed that the time had come and that somehow she would be off Welfare. So she took her children and the \$600 she had saved from here, as she put it, so-called "poverty" and went to Alaska where she had relatives and she was writing the letter now not to complain about our reforms but to tell me that she had a good job and that working now had given her a great deal of self-respect, for which she thanked me, and then one line that I'll never forget -- she said, "It sure beats daytime television." (Laughter.) Our economic program is designed for the very purpose of creating jobs. As I said on Labor Day, let us make our goal in this program very clear -- jobs, jobs, jobs, and more jobs. And what is more, our program will reduce inflation so the wages from these jobs will not decrease in earning power.

Part of that economic package also includes budget cuts. Now, some of these cuts will pinch which upsets those who believe the less fortunate deserve more than the basic subsistence which the governmental safety net programs provide. The fact is, I agree. More can be done. More should be done. But doing more doesn't mean to simply spend more. The size of the federal budget is not an appropriate barometer of social conscience or charitable concern.

Economic problems or not, isn't it time to take a fresh look at the way we provide social services? Not just because they cost so much and waste so much, but because too many of them just don't work.

Even if the federal government had all the money it wished to spend on social programs, would we still want to spend it the way we have in the past? In all my years as governor, and now as President, I have never found an agency, a program, a piece of legislation or a budget that was adequate to meet the total needs of human beings. Something is missing from such an equation. I believe that something is private initiative and community involvement -- the kind the NAB

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exemplifies.

There is a legitimate role for government, but we musn't forget before the idea got around that government was the principal vehicle of social change. It was understood that the real source of our progress as a people was the private sector. The private sector still offers creative, less expensive, and more efficient alternatives to solving our social problems. Now, we're not advocating private initiatives and voluntary activities as a half-hearted replacement for budget cuts. We advocate them because they're right in their own regard. They're a part of what we can proudly call "the American personality."

The role of voluntarism and individual initiative has been misunderstood. Federal loan guarantees will not be restored by charity alone nor will we replace the Department of Health and Human Services. Voluntarism is a means of delivering social services more effectively and of preserving our individual freedoms. John F. Kennedy knew this when he said: "Only by doing the work ourselves, by giving generously out of our own pockets, can we hope in the long run to maintain the authority of the people over the state, to insure that the people remain the master, the state, the servant. Every time that we try to lift a problem from our own shoulders and shift that problem to the hands of the government, to the same extent we are sacrificing the liberties of the people."

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There are hard-headed, no-nonsense measures by which the private sector can meet those needs of society that the government has not, cannot or will never be able to fill. Volunteer activities and philanthropy play a role as well as economic incentives and investment opportunities. To be certain we're talking about America's deep spirit of generosity, but we're also talking about a buck for business if it helps to solve our social ills.

With the same energy that Franklin Roosevelt sought government solutions to problems, we will seek private solutions. The challenge before us to find ways once again to unleash the independent spirit of the people and their communities. That energy will accomplish far, far more than government programs ever could. What federalism is to the public sector, voluntarism and private initiative are to the private sector. This country is bursting with ideas and creativity, but a government run by central decree has no way to respond.

Having been a governor, Franklin Roosevelt knew something of the dangers of over-centralization. In a message to the Congress, he wrote, "Continued dependence upon relief (it hadn't yet been given the name welfare) induces a spiritual and moral disintegration fundamentally destructive to the national fibre. To dole out relief in this way is to administer a narcotic, a subtle destroyer of the human spirit ... The federal government must and shall quit this business of relief."

What exactly is voluntarism? I guess Gary Cooper did about the best job describing it in the movie "Mr. Deeds Goes to Town."

"From what I can see," he said, "no matter what system of government we have, there will always be leaders and always be followers. It's like the road out in front of my house. It's on a steep hill. And every day I watch the cars climbing up. Some go lickety-split up that hill on high -- some have to shift into second -- and some sputter and shake and slip back to the bottom again. Same cars -- same gasoline -- yet some make it and some don't. And I say the fellow who can make the hill on high should stop once in a while and help those who can't."

Over our history, Americans have always extended their hands in gestures of assistance. They helped build a neighbor's barn when it burned down, and then formed a volunteer fire department so it wouldn't burn down again. They harvested the next fellow's crop when he was injured or ill and they raised school funds at quilting bees and church socials. They took for granted that neighbor would care for neighbor.

When the City of Chicago was leveled by fire, urban renewal programs didn't exist; the people simply got together and rebuilt Chicago. The great French observer of America, de Tocqueville, wrote, "Whenever at the head of some new undertaking you see the government in France, or a man of rank in England, in the United States you will be sure to find an association (of individuals)."

The association of Americans has done so much and is so rich in variety. Churches once looked after their own members and during the Depression the Mormon Church undertook its own welfare plan based on the work ethic -- a plan that is still successful today. With no disrespect intended one can't help but wonder if government welfare would exist at all, if our churches had at that same time -- all of them, picked up that task. Before World War I, the Rockefeller and Carnegie foundations together spent twice as much as the government for education and social services -- simply because there was a need. The National Foundation for Infantile Paralysis set out to conquer polio with dimes ... and did it. In a fitting symbol of America, our own Statue of Liberty was built with the nickels and dimes of French schoolchildren and the contributions of their parents.

We all know countless stories of individual and personal generosity. There was an incident in Los Angeles a couple of years ago involving a man named Jose Salcido whose wife had died of cancer, leaving him both father and mother of 13 children. In an accident only

the Lord can explain, one day the brakes on his truck did not hold and he was crushed against a brick wall as he walked in front of the vehicle. The children who had lost their mother now had lost their father. But they were not orphaned by their neighbors or even complete strangers who immediately began collecting contributions. The parish church started a drive. Finally a fund was set up at the bank and a committee was formed of citizens to take care of it. They also discovered how kind the people of this land can be.

One letter accompanying a check said it all. "This is for the children of Jose Salcido. It is for them to know there are always others who care; that despite personal tragedy, the world is not always the dark place it seems to be; that their father would have wanted for them to go on with courage and strength, and still open hearts."

I know there are cynics who dismiss the notion of Americans helping other Americans. They say that I speak of an America that never was and never can be. They believe voluntarism is a mushy idea and the product of mushy thinking. They say that our society today is too complex or that we're trying to repeal the 20th century.

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Well, the cynics who say these things have been so busy increasing Washington's power that they've lost sight of America. Have they forgotten the great national efforts before there ever was a thing called "foreign aid"? The American people organized to help Japan in the great earthquake, famine in India, bundles for Britain. The spirit is not dead.

I wish the cynics would visit David and Falaka Fattah in Philadelphia. I don't know whether I pronounced their name right, but the Fattahs decided to put their hearts and minds into reducing the gang violence in West Philadelphia, which killed up to 40 persons a year in the early 1970s. They were instrumental in negotiating a city-wide peace treaty among gangs that reduced the number of deaths from 40 to about 1 a year.

This one couple did something that all the social welfare and law enforcement agencies together had been unable to accomplish. They replaced the gang structure with a family structure. They actually took a gang of 16 into their home. Their House of Umoja has helped more than 500 boys now develop into self-sufficient and productive young men. And today they are establishing what might be called an urban Boys Town.

I wish the doubters would visit Detroit where a few years ago hundreds of children awaiting adoption were in the foster care system. Potential black parents were judged by arbitrary income standards and not whether they could offer a warm, loving, secure family to a homeless child.

But a community group called Homes for Black Children challenged the adoption practices of the local agencies with astounding results. In its first year, Homes for Black Children placed more kids in permanent homes than all 13 of the traditional placement agencies combined. There is the DeBolt family in California that began adopting only children who were previously handicapped, at one time, 19 in their home.

I wish the cynics would call on New York City, the New York City Partnership, an association of 100 business and civic leaders, which this past summer found jobs for about 14,000 disadvantaged youths, the majority of whom would not have otherwise found jobs.

Talk to the Honeywell people who are training prison inmates in computer programming. Those inmates who reach an employable skill level before leaving prison have a recidivism rate of less than 3 percent, compared to a national rate estimated at 70 percent.

Or look at the marvelous work McDonald's is doing with its Ronald McDonald Houses. These are places, homes really, usually near children's hospitals where families can stay while their children are treated for serious diseases. Currently 28 homes are opened and another 32 are in some stage of development. Since the homes are funded mainly by the local McDonald operators and the staff is all volunteer, no tax money is spent.

The cynics should ask the Fattahs if the spirit is dead. They should ask the families who have been helped by the McDonald Houses and the Homes for Black Children if the spirit is dead. They should ask the disadvantaged New York youths who have summer jobs or the prison inmates who are developing skills for the outside world. Why can't the skeptics see the spirit is there where it has always been, inside individual Americans?

Individual Americans like Father Bruce Ritter. Father Ritter's Covenant House in the heart of Times Square offers youths

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who are runaway or exploited a sanctuary from the pressures of modern life and an escape from those who would prey on them. With the help of 200 part-time and 65 full-time volunteers, Father Ritter last year aided nearly 12,000 youths.

Perhaps the doubters should consider how empty and gray our society would be right now if there were no such thing as volunteer activity. Erma Bombeck, that witty woman who appears in our newspapers, once wrote a more sober article on what it would be like if the volunteers all set sail for another country. And if you don't mind, let me read a part of what she said:

"The hospital was quiet as I passed it. Rooms were void of books, flowers and voices. The children's wing held no clowns ... no laughter. The reception desk was vacant.

"The Home for the Aged was like a tomb. The blind listened for a voice that never came. The infirm were imprisoned by wheels on a chair that never moved. Food grew cold on trays that would never reach the mouths of the hungry.

"All the social agencies had closed their doors, unable to implement their programs of scouting, recreation, drug control, Big Sisters, Big Brothers, YW, YM, the retarded, the crippled, the lonely, and the abandoned.

"The health agencies had a sign in the window, 'Cures for cancer, muscular dystrophy, birth defects, multiple sclerosis, emphysema, sickle cell anemia, kidney disorders, heart diseases, have been cancelled due to lack of interest.'

"The schools were strangely quiet with no field trips, no volunteer aids on the playground or in the classroom ... as were the colleges where scholarships and financial support were no more.

"The flowers on church alters withered and died. Children in day nurseries lifted their arms but there was no one to hold them in love."

Her article told a very much unrecognized truth -- volunteer cuts would be much more disruptive to the nation than federal budget cuts. Because they are so important, this administration seeks to elevate voluntary action and private initiative to the recognition they deserve. We seek to increase their influence on our daily lives and their roles in meeting our social needs. For too long the American people have been told they are relieved of responsibility for helping their fellow man because government has taken over the job.

We seek to provide as much support for voluntarism without federalizing as possible. Today, I am announcing the creation of a Presidential Task Force on Private Sector Initiatives, comprised of 35 leaders from corporations, foundations, and voluntary and religious organizations. Its purpose will be to promote private sector leadership and responsibility for solving public needs and to recommend ways of fostering greater public/private partnerships.

I have asked Bill Verity, the Chairman of Armco Steel, to chair the task force and act as my personal representative in expanding private sector initiatives and in recognizing outstanding examples of corporate and community efforts.

I'm instructing the Cabinet to review agency procedures and regulations and identify barriers to private sector involvement. We want to deregulate community service. For example, mothers and grandmothers have been taking care of children for thousands of years without special college training. Why is it that certain states prohibit anyone without a college degree in early childhood education from operating a day-care facility?

I'm also asking the Cabinet to develop pump priming and seed money programs that offer incentives for private sector investment. In addition, the Cabinet will provide technical knowledge to develop private incentives. Furthermore, existing programs will be examined to determine those which could be more productively carried out in the private sector.

Voluntarism is an essential part of our plan to give the government back to the people. I believe the people are anxious for this responsibility. I believe they want to be enlisted in this cause. We have an unprecedented opportunity in America in the days ahead to build on our past traditions and the raw resources within our people. We can show the world how to construct a social system more humane, more compassionate, and more effective in meeting its members needs than any ever known.

After I spoke of volunteerism several days ago, I received this mailgram. "At a breakfast this morning, 35 chief executive officers of the largest employers and financial institutions of San Antonio met and committed to: 1) support of you and your commitment of returning the responsibility of support of many worthy, previously federally funded programs to the local level; 2) committing themselves individually and corporately to do more in being a part of continuing or establishing that safety net of services each community needs; 3) as a first step, committing to achieving a minimum 20 percent increase in our local United Way campaign which represents 60 agencies included within that safety net. And finally, committing themselves that the programs supported are needed and efficiently and effectively administered. You have our support." And it was signed by Harold E. O'Kelley, Chairman of the Board and President of Datapoint Corporation, Tom Turner, Sr., Chairman of the Board and President of Sigmor Corporation, Dr. Robert V. West, Jr. Chairman of the Board of Tesoro Petroleum Corporation and H.B. Zachry, Sr., Chairman of the Board of the H.B. Zachry Company.

And just this weekend, I received a letter from the insurance industry promising to undertake new budget initiatives to reduce unemployment, especially among minority youths. The insurance companies plan to direct their financial resources which are in the hundreds of billions of dollars as we know to further this goal. They also plan to increase their dollar contributions to these programs affecting basic human needs.

The private sector can address the tough social problems of special concern to minority Americans and I believe that we will



soon see a torrent of private initiatives that will astound the advocates of big government. The efforts of you at this conference also show what can be done when concerned people in businesses join in partnership with government. You are a model of future action and I'm calling upon you today to help in the cause to enlarge the social responsibility of our citizens. The spirit that built this country still dwells in our people. They want to help. We only need to ask them. All of us, and particularly we who are parents have worried about whether the youth of today have absorbed some of the traditions with which we are so indoctrinated. A few years ago in Newport Beach, California, there were some lovely beachfront homes that were threatened by an abnormally high tide and storm generated heavy surf -- in danger of being totally undermined and destroyed. And all through the day in the cold winter night, and it does get cold in California at night, sometimes in the daytime, the volunteers worked filling and piling sandbags in an effort to save these homes. Local TV stations, aware of the drama of the situation covered the struggle and went down there in the night to see what was happening and catch the damage being done and so forth.

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And it was about 2:00 a.m. when one newscaster grabbed a young fellow in his teens, attired only in wet trunks, even at that hour. He'd been working all day and all that night -- one of several hundred of his age group. And in answer to the questions -- no, he didn't live in one of those homes they were trying to save. Yes, he was cold and tired. And the newscaster finally wanted to know, well, why was he and his friends doing this. And he stopped for a minute and then he answered and the answer was no poignant and tells us something so true about ourselves that it should be printed on a billboard. He said, "Well, I guess it's the first time we ever felt like we were needed."

Americans are needed. They're needed to keep this country true to tradition of voluntarism that has served us so well. And they're needed to keep America true to her values. In the days following World War II when a war ravaged world could have slipped back into the Dark Ages, Pope Pius XII said the American people have a genius for great and unselfish deeds. Into the hands of America God has placed an afflicted mankind. Let those words be true of us today. Let us go forth from this conference and say to the people: Join us in helping Americans help each other.

And I assure you, I'm not standing here passing this off to you as solely your task and the government will wash its hands of it. We intend a partnership in which we'll be working as hard as we can with you to bring this about. Thank you and God bless you. (Applause.)

END

11:00 A.M. EDT

~~CONFIDENTIAL~~

file PSI

THE WHITE HOUSE  
WASHINGTON

PRIVATE SECTOR INITIATIVES

An Assessment of the First Twelve Weeks

It is appropriate to review the Presidents Private Sector Initiatives strategy now, roughly three months after launching. The strategy has been defined, the program has received widespread attention by the media and national business, philanthropic and voluntary organizations have either adopted it's theme or are debating various aspects of the program.

Now that the program is operational and has progressed beyond the conceptual stage what we have is largely a framework or a foundation for a program with much greater promise and a substantial agenda. The major accomplishment of the past two months has been the designing and building of a foundation or launching pad for an effort that will span Ronald Reagan's entire first Administration. After a flurry of anxiety and interest from the public we are now ready to delve more deeply into the issues that can help positively shape the Administration's domestic (and even to a certain extent foreign aid) policy.

The demands on Private Sector Initiatives run deeper than just encouraging more volunteerism. PSI is at the heart of a domestic policy debate that is surely going to become more intense. The division of public and private responsibilities in communities, the retreat of the government from an obvious presence in local communities will be difficult. The second phase of this program should focus on using limited government resources and talent to leverage private control of and responsibility for local problems and making every attempt to show the American people precisely why they cannot afford the big government approach, why it didn't work and how important it is to the protection of individual rights. The President must continue to underscore the latter as only he can. It is important that the Administration remain on the offensive in this effort.

What is important is that the White House continue to provide stimulus and prod leadership at the local level without dictating precisely what organizations should do. Though there will be pressure to provide more direction this should be resisted. The whole point of the program is to encourage the private sector to come up with it's own solutions.

Let's look then at major accomplishments and the work ahead.

1. The President has emerged as a symbolic leader of the voluntary sector.

Following his September 24th and October 5, 1981 speeches the President has included statements about individual initiative in many, many public appearances. He has emerged as a man clearly committed to helping restore individual responsibility for community and family well-being. This has blunted somewhat the negative reaction to budget cuts for social programs. Voluntary associations and individuals have sent thousands of letters and messages endorsing the President's efforts to encourage more voluntary action, they seem to be saying "thank you for asking us to do more."

2. Liaison with National Organizations on PSI Issues has been forged.

Over one hundred national organizations have come to the White House to discuss PSI. None have been negative or opposed. Many have adopted the Administration's theme as their own. Their responses have been catalogued in weekly PSI Highlights. At first business organizations were highly skeptical and apprehensive about what they considered would be an effort by the Administration to "jawbone" business into filling the "gap" created by cuts. After it became clear that the Administration was, indeed not resurrecting the ill-fated "social performance index" concept (Juanita Kreps) the business groups became less cautious and began to consider ways they could boost corporate community involvement. The relationship between the PSI effort and organized business lobbies may still however be considered a fair weather relationship and must be monitored carefully. Individual corporate leaders have been much more enthusiastic in their support and follow-up. The business associations are playing a very precautionary role. The highlights have chronicled the record of new corporate commitments, including higher contribution levels and greater involvement in community programs. Individual voluntary organizations have been quick to endorse. The major voluntary association have been less than enthusiastic because of what it considers to be too great a demand on the voluntary sector for services in the face of cuts.

The philanthropies, still caught in a liberal quagmire show some signs of positive response. While there has been no open opposition, there is deep concern because of the finiteness of foundation resources. New leadership is needed with this group.

The organized religions are still by and large caught up in a liberal socio-political dialogue and these resources have not been tapped; however, the President has made frequent reference to the outstanding welfare system of the Mormon Church.

### 3. National Media Attention has been Focused on PSI.

Hundreds of articles have appeared about PSI representing an objective view of the program. Very few have been sarcastic or questionable in tone. One MacNeil-Lehrer session and one NBC News "Special Segment" were featured nationally. The New York Times has been consistently interested in printing stories on PSI developments. This had led to what appears to be a general recognition across the country that the President is calling for greater individual initiative in local communities. A number of speaking engagements and informal remarks with special interest groups have enhanced this level of recognition. A national advertising campaign (Community Hero's) to boost individual initiatives is being negotiated and will be launched in the next few months by corporate or other private sector groups. We have moved away from an articulation of PSI as the "Presidents Voluntarism Program". It would only doom the program to posture it exclusively as a boost for voluntarism. PSI has emerged as an effort focusing on philanthropy, voluntarism, markets and incentives as a mechanisms for stimulating more private sector leadership.

### 4. Conceiving and Establishing a Private Sector Task Force.

The most time consuming aspect of the project to date has been the creation of a private sector task force, forging it's mission, budgeting and financing, housing it, staffing, appointing and commissioning members and identifying a chairman. There is a high level of enthusiasm and energy represented on the task force. The principal challenge has been to limit the scope of the task force so that it would be able to accomplish something meaningful in it's short one-year span and also not over promise and become a target politically. The task force has emerged organizationally (inaugural meeting Dec 2, 1981) at more of an arms length with the White House and while it is critical for the Administration to be active in a day-to-day sense and with oversight responsibility, it is important that the task force is perceived publicly as a private sector group looking for effective private sector models and not another government program. While the group will have the enthusiastic endorsement of the President this degree of independence will protect his role in the PSI strategy. The task force will be staffed by loaned executives from corporations and foundations.

### 5. ACTION/White House Conferences to boost Volunteerism.

A series of four one-day meetings planned and organized by ACTION will begin in San Francisco on December 8, 1981. The agenda has been planned in coordination with the White House and every indication is that attendance will be high. Three other meetings will be held during early 1982 in Chicago, Boston, and Atlanta.

#### 6. Volunteer of the Year Awards.

With help from the White House, ACTION and The Center for Citizen Involvement (George Romney) have negotiated a plan whereby they will cooperate in selecting several national award winners for voluntary action. The awards will be presented by the President or First Lady in April, 1982.

#### 7. PSI Management.

During the past three months a number of management tasks have been accomplished in addition to the foregoing. A correspondence system has been designed for both Presidential and other responses and inquiries regarding PSI. Mail and telephone calls have been very heavy and we now have a system for timely and appropriate responses. Volunteers from the private sector have devoted a great deal of time to designing a cataloguing system for the hundreds of examples of effective programs we have received. This cataloguing will lead to a computer program for cross-referencing successful programs by geographic areas. Many requests for assistance and speeches have been referred to private sector organizations.

#### 8. Networking and Clearinghouse Functions.

Although much of this may shift to the task force once operational, this office has provided a stimulus to private sector action by encouraging organizations and individuals to take leadership roles in addressing community problems. We have had many inquiries from both outstanding programs and from corporations and organizations seeking examples of what they could do. This may have been the most valuable function of the office to date, to communicate, to act as a catalyst and stimulate leadership.

#### 9. Results.

Probably the most important thing to record is the positive response of businesses and voluntary organizations to the President's call. Although a number of public policy groups - including AEI, CED, SRI, Heritage and others have had PSI research underway for sometime, the added focus from the White House has produced results. Individual and corporate giving is up. Voluntary organizations are aggressively looking for new ways to recruit and employ volunteers and the organized philanthropies are contributing their talents to local ad-hoc planning committees to establish priorities for funding. The specific results have been reported in the Highlights.

*Now -- The Task at Hand.*

#### 1. Cabinet Agencies must become Involved.

Cabinet and other agencies must be enlisted in this effort. They must receive a directive from the President that is convincing and logical and outlines suggested steps to be taken to remove impediments for private sector involvement and to boost incentives for action. HUD, Commerce, Labor, already have some efforts underway, though loosely defined and coordinated. Before the Cabinet Program can be presented the following action must take place: consult with key players in two key agencies to test programs; develop communication package; develop techniques to assess action taken through Cabinet Council structure.

2. Internal Communication needs Strengthening.

To date there has been precious little time for consultation with White House Staff on PSI strategy and employment of PSI objectives in key operations. As a result we have suffered from a general lack of understanding about the program internally and existing resources have not been fully utilized. To correct this an informal ad-hoc advisory group will be established to meet twice monthly to assess PSI, strengthen communication and more effectively utilize resources. Members of the group will represent: Office of Public Liaison; Office of Policy Development; In-governmental Affairs; Legislative Affairs; First Lady's Staff; Vice Presidents Staff; Office of Public Affairs; Office of Political Affairs; and others as requested. It might also be useful to have regular reports at Senior Staff meetings.

3. Intergration of PSI with Domestic Policy Deliberations.

To make substantive headway in shifting to more private sector control of domestic program options discovered by the task force and other groups would be considered in the development of domestic policy. PSI can also be helpful in commenting on vehicles for use in successful policy development. To act on this will require discussions with Marty Anderson's staff.

4. Strategic Involvement of President, First Lady, Vice President and Mrs. Bush.

All four individuals can be strong, effective advocates of PSI. To do this, however will require planning and foresight. Consistent mention of PSI with examples that work, cite visits and showcasing exemplary programs here in the White House should all be included in their schedules. Mrs. Bush will be briefed on Dec 3, and the Vice President shortly thereafter. Mrs. Reagan's strategy is discussed in a separate memo. Anytime a trip is planned for the President a cite visit or some accent on PSI will be proposed.

5. Communication strategy for the Next Four Months.

The focus will be on Cabinet programs and what the private sector is actually doing, using the task force as a vehicle. Mrs. Reagan, Vice President, Mrs. Bush will begin to speak out more and the media attention on the staff will be shifted to these other aspects and individual leaders.

6. Tie-In between Federalism and PSI.

If in fact federalism will be the Administrations theme for the second year, there will be many opportunities, working with IGA to assist in promoting an easier transition in communities through private sector action. There is potential here for a successful cooperative effort. Meetings between public officials and private community leaders are on the drawing board.

7. White House Showcasing. As private sector and public/private partnerships come to light they should be considered for some level of recognition by the White House. While much of this is being done now a more deliberate effort should be planned and executed with the Office of Public Liaison.

8. International Private Sector Initiatives. There is tremendous potential for exporting one of America's greatest assets. Exporting the skills and incentives for voluntarism and individual initiatives to the developed and developing countries may assist in the creation of a more effective foreign assistance program. A group of fifteen international voluntary organizations has met here and is discussing various options with me which I will present to appropriate officials for consideration.

9. Liaison with Task Force. The major share of the task force work will be done by sub-committees and loaned executives. It is important that there be consistent involvement from the White House and that appropriate channels be created and opened to most successfully utilize recommendations germinating from the task force.

10. Monitoring reaction in communities to budget cuts. Reaction to cuts in social programs may become severe causing political liability. It is critical that these trends be identified and reversed if possible. This office will monitor and assess any negative reaction, report it to senior staff and incorporate these findings in PSI strategy.





In addition, her involvement in PSI will be further strengthened by the fact that it is an Administration, not a First Lady's or east wing program. PSI has already established itself, she will be working hard in her own way to help make a critical program successful.

How we do it

- 1) The shift should be announced slowly by obvious activities. She could attend, for example, the luncheon for the PSI task force on Wednesday, December 2 and we could include in the President's remarks a statement about Mrs. Reagan's deep interest in this subject.
- 2) Cite visits. Twice a month she visits examples of successful privately supported community programs or public/private partnerships. The subject is well-established: How the private sector did it; why it works better than the government approach and how more action of this type can be encouraged. The discussion is meaningful and directs itself. She is accompanied by the President's PSI staff, not what is perceived as the "social staff." The cite visits take up less than an entire day and begin on the East coast: Washington, Baltimore, Philadelphia, New York, Boston.

We could begin, for example in Washington by visiting Jubilee Housing, a church and business sponsored housing renovation project for low income families. Jubilee owns five apartment buildings, runs a day care center and finds permanent jobs for welfare recipients.

Secondly, we could visit a school volunteer program in process. School volunteers in Washington cut the failure rate for high school seniors in half and are recognized nationally.

These visits don't have to be made with much fanfare or hordes of press. If done consistently, the point of her involvement will be made.

- 3) The monthly meetings with private sector leaders in specific issue areas originally planned for senior staff could be shifted to small lunches with Mrs. Reagan. Now these could include volunteer efforts devoted to various problems including education, health, the elderly, etc. The emphasis is on why voluntary efforts to solve problems have been successful and what more could be done. Again, the President's representative is present to help make this more than a social occasion, these are "working lunches."

These could be started immediately.

In order to accomplish the foregoing, I would need two things:

- 1) Mrs. Reagan's interest and commitment in this approach and
- 2) a commitment of time from her staff to do the actual legwork.

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

file  
PSI

November 24, 1981

TO: MICHAEL K. DEEVER

FROM: JAMES S. ROSEBUSH *J. Rosebush*

SUBJECT: PSI HIGHLIGHTS  
For November 14 through November 24, 1981

1. Clearinghouse on Corporate Social Responsibility - The insurance industry group changes it's name to the Center for Corporate Public Involvement and adopts a task force of its own to start a special effort to assist the "hard to employ". The program will include a focus on training, education, alcohol and drug abuse as well as job placement.
2. Dow Chemical - Doubling its aid to education to total over \$4 million (see attached).
3. Time Inc. - Increasing its contributions from 2% of pre-tax earnings to 5%.
4. National Association of Manufacturers - Plans a January 26th meeting on PSI with all association management with an underlying membership of 200,000 companies.
5. American Chamber of Commerce Executives - Devoted entire agenda of recent management conference to PSI and is now willing to assist in anyway.
6. Fluor Corporation - In conjunction with other firms in Orange County has started a placement program for refugees.
7. City of Bridgeport - Creating its own program to boost voluntarism among local citizens. Effort led by the President, University of Bridgeport.
8. Consortium of International Voluntary Service Groups - Met to explain their interest in exporting this American asset of voluntary action. They will develop options.
9. Business Council of New York State Inc. - A vote of confidence for PSI.

10. American Enterprise Institute - Planning a one day conference for December 9, 1981 on PSI options and programs.
11. Ohio Foundations and Corporate Contributions Offices - Rosebush gave keynote on PSI.
12. Foundation Communicators Network - Rosebush gave speech.
13. Agency Consumer Affairs Executives - Rosebush met with them.
14. Young Presidents Organization - Will conduct a survey of their members to determine how much they and their companies are doing in communities and how many feel they could do more.
15. The Seroka Group - From the people that created the "SOAR" campaign for the Boy Scouts. They are creating a national public service print ad campaign for individual initiatives.

cc: Baker  
Baroody  
Darman  
Dole  
Fuller  
Gergen  
Meese  
Pauken  
Speakes  
Verity  
Williamson