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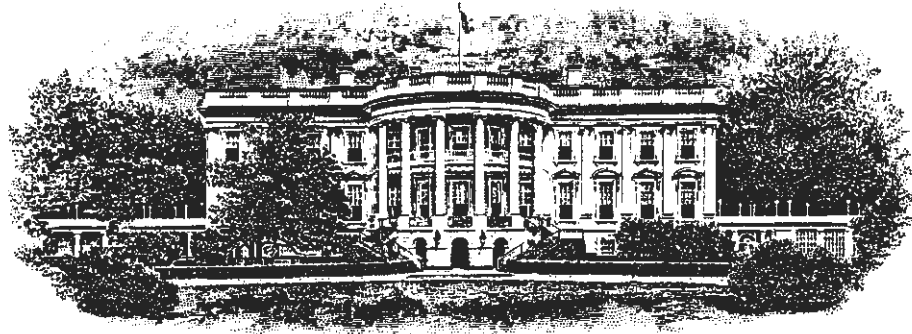
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# **The White House**



## **Private Sector Initiatives**

# Private Sector Initiatives

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THE PRESIDENT'S TASK FORCE  
ON PRIVATE SECTOR INITIATIVES  
734 Jackson Place, N.W.  
Washington, D.C. 20500  
(202) 395-7362

THE WHITE HOUSE  
Office of Private Sector Initiatives  
Room 134  
Washington, D.C. 20500  
(202) 456-6676



# 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.

## 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.

Section 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.

Section 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 initiative 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 therefore.

(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.

Section 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.

# President's Task Force on Private Sector Initiatives

## MEMBERS

**WILLIAM ARAMONY**  
President  
United Way of America  
801 North Fairfax Street  
Alexandria, Virginia 22314  
(202) 836-7100

**WILLIAM J. BAROODY, JR.,**  
President  
American Enterprise Institute  
1150 17th Street, N.W.  
Washington, D.C. 20036  
(202) 862-5800

**HELEN G. BOOSALIS**  
Mayor  
City of Lincoln  
555 South 10  
Lincoln, NE 68508  
(402) 471-6511

**WILLIAM R. BRICKER**  
National Director  
Boys' Clubs of America  
771 First Avenue  
New York, New York 10007  
(212) 557-7755

**BARBER B. CONABLE, JR.**  
Member, U.S. House of Representatives  
237 Cannon H.O.B.  
Washington, D.C. 20515  
(202) 225-3615

**J. RICHARD CONDER**  
President  
National Association of Counties  
Richmond County Court House  
Rockingham, N.C. 28379  
(919) 997-5551

**TERENCE CARDINAL COOKE**  
His Eminence  
1101 First Avenue  
New York, New York 10022  
(212) 371-1000

**WALTER G. DAVIS**  
Director  
Department of Community Services  
AFL-CIO  
815 16th Street, N.W.  
Washington, D.C. 20006  
(202) 637-5189

**KENNETH N. DAYTON**  
Chairman of Executive Committee  
Dayton-Hudson Corporation  
7777 Nicollet Mall  
Minneapolis, Minnesota 55402  
(612) 370-6563

**PIERRE S. du PONT**  
Governor  
State of Delaware  
Legislative Hall  
Dover, Delaware 19101  
(302) 736-4101 (Dover)  
(302) 571-3210 (Wilmington)

**DAVID DURENBERGER**  
Member, U.S. Senate  
353 Russell S.O.B.  
Washington, D.C. 20510  
(202) 224-3244

**LUIS A. FERRE**  
Former Governor of Puerto Rico  
GPO Box 6108  
San Juan, Puerto Rico 00936  
(809) 722-4111

**JOHN H. FILER**  
Chairman  
Aetna Life & Casualty Company  
151 Farmington Avenue  
Hartford, Connecticut 06156  
(203) 273-0123

**MAX M. FISHER**  
Founding Chairman  
Detroit Renaissance  
2210 Fisher Building  
Detroit, Michigan 48202  
(313) 871-8000

**JOHN GARDNER**  
Chairman  
Independent Sector  
1828 L Street, N.W.  
Washington, D.C. 20037  
(202) 659-4007  
(202) 833-1200

**DR. DANIEL GILBERT**  
President  
Eureka College  
Eureka, Illinois 61530  
(309) 467-3721

**DR. JEAN L. HARRIS**  
Former Secretary of Human Resources  
Commonwealth of Virginia  
P.O. Box 1475  
Richmond, Virginia 23122  
(804) 786-7765

**JAMES S. HENRY**  
President  
Center for Public Resources  
680 5th Avenue  
New York, New York 10019  
(212) 541-9830

**EDWARD V. HILL**  
Pastor  
Mt. Zion Baptist Church  
P.O. Box 11219  
Los Angeles, California 90011  
(213) 235-2103

**DEE JEPSEN**  
Advisory Board Member  
STEP Foundation  
219A E Street, N.E.  
Washington, D.C. 20003  
(202) 224-3254

**MICHAEL S. JOYCE**  
Executive Director  
John M. Olin Foundation  
460 Park Avenue  
New York, New York 10022  
(212) 486-7220

**EDWARD J. KIERNAN**  
President  
International Union of Police  
422 First Street, S.E.  
Washington, D.C. 20003  
(202) 546-0010

**ARTHUR LEVITT, JR.**  
Chairman  
American Stock Exchange  
86 Trinity Place  
New York, New York 10006  
(212) 938-6000

**ROBERT D. LILLEY**  
Chairman  
Local Initiatives Support Corporation  
666 Third Avenue  
New York, New York 10017  
(212) 393-5475

**DR. HENRY LUCAS, JR.**  
Chairman  
New Coalition for Economic  
and Social Change  
1375 Sutter Street  
San Francisco, California 94119  
(415) 775-8718

**LESLIE L. LUTTGENS**  
Chairman  
Council on Foundations  
c/o The Rosenberg Foundation  
2505 Green Street  
San Francisco, California 94123  
(415) 421-6105

**RICHARD W. LYMAN**  
President  
Rockefeller Foundation  
1133 Avenue of the Americas  
New York, New York 10036  
(212) 869-8500

**CORNELL C. MAIER**  
Chairman  
Kaiser Aluminum & Chemical Corporation  
300 Lakeside Drive  
Oakland, California 94643  
(415) 271-3300

**THOMAS S. MONSON**  
Elder  
Church of Jesus Christ of Latter-day Saints  
Salt Lake City, Utah 84150  
(801) 531-2531

**ROBERT MOSBACHER, JR.**  
Vice President  
Mosbacher Production Company  
1300 Main Street, Suite 2100  
Houston, Texas 77002  
(713) 651-0100



**DR. FRANKLIN D. MURPHY**  
Chairman of Executive Committee  
Times-Mirror, Inc.  
Times-Mirror Square  
Los Angeles, California 90053  
(213) 972-3838

**WILLIAM C. NORRIS**  
Chairman and Chief Executive Officer  
Control Data Corporation  
8100 34th Avenue, South  
P.O. Box 0  
Bloomington, Minnesota 55440  
(612) 853-8100

**FRANK PACE, JR.**  
Chairman and Chief Executive Officer  
National Executive Service Corporation  
622 3rd Avenue  
New York, New York 10017  
(212) 867-5010

**THOMAS W. PAUKEN**  
Director  
ACTION  
Room M 500  
806 Connecticut Avenue, N.W.  
Washington, D.C. 20525  
(202) 254-3120

**GEORGE W. ROMNEY**  
Chairman  
National Center for Citizen Involvement  
1111 North 19th Street  
Suite 500  
Arlington, Virginia 22209  
(703) 276-0542

**JAMES W. ROUSE**  
Chairman  
The Rouse Company  
Columbia, Maryland 21044  
(301) 992-6100

**ANDREW C. SIGLER**  
Chairman and Chief Executive Officer  
Champion International  
One Champion Plaza  
Stamford, Ct. 06921  
(203) 358-7325

**ELLEN SULZBERGER STRAUS**  
President  
WMCA Radio  
888 7th Avenue  
New York, New York 10019  
(212) 586-5700

**REVEREND LEON SULLIVAN**  
Founder  
Opportunities Industrialization Center  
Zion Baptist Church  
N.W. Corner Broad & Venngo  
Philadelphia, Pennsylvania 19140  
(215) 223-5460

**ALEXANDER B. TROWBRIDGE**  
President  
National Association of Manufacturers  
1776 F Street, N.W.  
Washington, D.C. 20006  
(202) 626-3700

**C. WILLIAM VERITY, JR.**  
Chairman  
Armco Steel, Inc.  
703 Curtis Street  
Middletown, Ohio 45042  
(513) 425-5666

**WILLIAM S. WHITE**  
President  
C.S. Mott Foundation  
National Foundation Building  
Flint, Michigan 48503  
(313) 238-5651

**JERI J. WINGER**  
First Vice President  
General Federation of Womens Clubs  
1734 M Street, N.W.  
Washington, D.C. 20036  
(202) 347-3168

**THOMAS H. WYMAN**  
President  
CBS, Inc.  
51 West 52nd Street  
New York, New York 10019  
(212) 975-4321

# 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. 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 fundraising 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 for Public Liaison during the Ford Administration with responsibility for 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 a 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 the 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.

**DAVID 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. Governor 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 the 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 to the board of United Brands Company, was a 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. Previously, 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 master's degree in psychology from Stanford University and a Ph.D. from the University of California.

**DR. 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, South Carolina, 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.

**DR. JEAN L. HARRIS**, of Richmond, Virginia, is former 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 on 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 law 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 publication "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 New York City 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, which he had been associated with since 1937. His early career included work in the coal industry in West Virginia and Pennsylvania. He holds a master's degree in engineering from the Columbia School of Mines and several honorary doctor of law and engineering degrees.

**DR. 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 Resources 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 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 L. 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, New York, 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 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 Ford's Theatre and is a graduate of Georgetown University and the Southern Methodist University School of Law.

**DR. 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 services 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.

**THOMAS W. PAUKEN**, of Washington, D.C., is director of ACTION, the federal agency directing 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 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., WMCA Call for Action and is on the board of the 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 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 is 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.

# President's Task Force on Private Sector Initiatives

C. William Verity, Chairman

## COMMITTEE CHAIRS

- I. *Liaison — National Organizations* — John H. Filer, Chair  
Aetna Life & Casualty Co.
- II. *Models* — William J. Baroody, Jr., Chair  
President, American Enterprise Institute
- III. *Community Partnerships* — Jeri J. Winger, Chair  
First Vice President, General Federation of Women's Clubs
- IV. *Recognition and Awards* — Thomas H. Wyman, Chair  
President, CBS, Inc.
- V. *Impediments* — Honorable Barber B. Conable, Chair  
Congressman, U.S. House of Representatives
- VI. *Contribution Strategy* — Arthur Levitt, Jr., Chair  
Chairman, American Stock Exchange
- VII. *Incentives* — William C. Norris, Chair  
Chairman and CEO, Control Data Corporation
- VIII. *Governor's Committee* — Honorable Pierre S. du Pont, Chair  
Governor, State of Delaware
- IX. *Marshalling Human Resources* — Frank Pace, Chair  
Chairman and CEO, National Executive Service Corporation
- X. *Liaison — Government Offices* — Dr. Jean L. Harris, Chair  
Former Secretary of Human Resources, Commonwealth of Virginia
- XI. *Communications* — Ellen Sulzberger Straus, Chair  
President, WMCA Radio



# President's Task Force on Private Sector Initiatives

## *LIAISON — NATIONAL ORGANIZATIONS*

John H. Filer, Chairman

Andrew C. Sigler  
Walter G. Davis  
Alexander B. Trowbridge

William R. Bricker  
John W. Gardner

### **Mission Statement**

To encourage a broad range of national organizations to support private sector initiatives and public/private cooperative efforts in their national policy agenda through the activities of their local affiliates.

### **Action Plan**

1. Identify national organizations which can play an active role in the work of the Task Force.
2. Secure from as many as possible a commitment to:
  - participate in the formation of community partnerships and in the promotion of private sector involvement in general.
  - include the work of the Task Force as a primary item on their 1982 agendas, and
  - strengthen their capacity to work toward these objectives on a long-term basis.
3. Organize a meeting at the White House at which these organizations will be asked by the President to become active partners of the Task Force in working toward these objectives.
4. Solicit from these organizations creative and resourceful examples of these activities already underway.

# President's Task Force on Private Sector Initiatives

## *MODELS*

William J. Baroody, Chairman

John W. Gardner  
Senator David Durenberger  
James W. Rouse

Dr. Henry Lucas, Jr.  
Edward V. Hill  
Max M. Fisher

### **Mission Statement**

The responsibility of the Models Committee is to identify, describe and analyze selected exemplary models of private sector initiatives in the country, to determine their distinctive characteristics, and to develop case studies for utilization by the other Task Force Committees, as well as other governmental and private institutions.

### **Action Plan**

1. The Committee will establish exemplary models in specified systems and categories.
2. To the maximum extent possible the Committee will utilize the resources of existing institutions and structures rather than establishing parallel or redundant systems.
3. The Committee generally will rely on existing institutions to authenticate the models.
4. The Committee will encourage existing institutions to develop their own internal system of identifying and disseminating examples of exemplary models in their own sectors.
5. The Committee will cooperate with government agencies, departments and institutions in establishing a system of model identification.

# **President's Task Force on Private Sector Initiatives**

## ***COMMUNITY PARTNERSHIPS***

Jeri J. Winger, Chairman

Edward J. Kiernan  
J. Richard Conder  
Helen G. Boosalis

Robert D. Lilley  
William Aramony  
Robert Mosbacher, Jr.

### **Mission Statement**

The Community Partnerships Committee will identify existing community partnerships at the local level and promote the establishment of similar partnerships throughout the nation.

The Committee will work with groups and organizations to facilitate the development of private sector leadership networks at the community level so that communities, large and small, may become better organized to meet local needs with local and private resources.

### **Action Plan**

1. Compile an inventory of existing community partnerships, in cooperation with the Governor's Committee, and recommend to the Task Force Chairman key cities which should be targeted for the development of partnerships.
2. Promote the establishment of community partnerships by identifying the kinds of processes and organizational structures which are to be recommended for adaptation by local community partnerships

# **President's Task Force on Private Sector Initiatives**

## ***RECOGNITION AND AWARDS***

Thomas H. Wyman, Chairman

Thomas W. Pauken  
George W. Romney  
Reverend Leon Sullivan

Max M. Fisher  
Dr. Daniel Gilbert

### **Mission Statement**

To help gain local, state and national recognition of outstanding examples of private initiative and public/private partnership, and to serve as Task Force coordinator in proposing Presidential involvement in the granting of awards for such outstanding achievement.

### **Action Plan**

1. Assemble a "tool kit" to help Governors, Mayors and other sponsoring organizations institute successful recognition programs.
2. Arrange for appropriate Presidential participation in awards events honoring volunteers, community partnerships and special achievements by private organizations. This participation may include White House ceremonies in coordination with April volunteer awards presented by ACTION and October awards for groups and partnerships, sponsored by the National Municipal League or other such organizations.
3. Devise some form of recognition — appreciation letter, certificate, flag, etc. — which will signify Presidential appreciation of private effort on a broad scale.

# **President's Task Force on Private Sector Initiatives**

## ***IMPEDIMENTS***

Honorable Barber B. Conable, Jr.

Kenneth N. Dayton  
Edward V. Hill

Michael S. Joyce

### **Mission Statement**

Identify existing policies and practices which inhibit private sector initiatives, and develop recommendations to remove these impediments.

### **Action Plan**

1. Solicit from appropriate private sector organizations and government agencies examples of legislative or administrative impediments which limit their efforts to solve community problems.
2. From an inventory of such examples, determine the most prevalent and chronic impediments to private initiative.
3. Recommend appropriate legislative and administrative means of eliminating these impediments.

# **President's Task Force on Private Sector Initiatives**

## ***CONTRIBUTIONS STRATEGY***

Arthur Levitt, Jr., Chairman

Cornell C. Maier  
Richard W. Lyman  
Terence Cardinal Cooke  
John W. Gardner

Elder Thomas S. Monson  
Dee Jepsen  
Kenneth N. Dayton

### **Mission Statement**

Identify and encourage programs that offer the potential for stimulating improvements in the amount and patterns of giving by individuals, corporations and foundations.

### **Action Plan**

1. Identify and encourage corporate public involvement programs which are responsive to current problems. These might include the loan of employees to non-profit organizations as well as efforts to stimulate corporate and employee contributions of time, talent and money.
2. The Committee will aggressively disseminate information regarding these efforts to organizations that solicit funds from individuals and to the country's corporate and foundation communities. The Committee will assist and encourage all such organizations in improved patterns of giving.
3. Devise ways, in conjunction with the Communications Committee, of promoting the role of private involvement in community service as a unique patriotic contribution to the social and economic development of America.

# **President's Task Force on Private Sector Initiatives**

## *INCENTIVES*

William C. Norris, Chairman

William S. White  
Leslie L. Luttgens

James S. Henry

### **Mission Statement**

To identify incentives for increased initiatives by private sector organizations, from the largest corporations to the smallest businesses, foundations and non-profit agencies. In addition, identify incentives for individuals, as employees, as shareholders, or as private citizens that will increase personal participation in voluntarism, and provide examples of such activities to the Models Committee and the Staff.

### **Action Plan**

1. Develop priorities and identify examples.
2. Select examples for replication potential.
3. Develop implementation strategies.

# **President's Task Force on Private Sector Initiatives**

## ***GOVERNORS***

Honorable Pierre S. du Pont, Chairman

Luis A. Ferre  
George W. Romney  
Robert D. Lilley

Robert Mosbacher, Jr.  
Alexander B. Trowbridge  
Thomas H. Wyman

### **Mission Statement**

To enlist the Governors of each state and American territory to play an important leadership role in encouraging greater involvement by private citizens and institutions in the solution of public problems.

### **Action Plan**

1. Encourage and assist all U.S. state and territorial governors in establishing private sector initiative task forces at the state or territorial level. These task forces would promote the formation of community partnerships, eliminate impediments and create incentives, and create an awards program in their respective states or territories.
2. Recommend to all Governors methods of recognition of private sector initiatives, community partnerships, or individual efforts within their states or territories, such as Governor's certificates, dinners, publicity for creative private sector initiatives, corporate conferences hosted by the Governor, etc.



# **President's Task Force on Private Sector Initiatives**

## ***MARSHALLING HUMAN RESOURCES***

Frank Pace, Jr. Chairman

William Aramony  
Dr. Daniel Gilbert

Leon Sullivan  
Alexander B. Trowbridge

### **Mission Statement**

To encourage increased recruitment, placement, commitment and management of volunteers in community service.

### **Action Plan**

1. Identify and promote programs and their key components which provide management and technical assistance to voluntary organizations.
2. Identify and promote community efforts to match volunteers with volunteer opportunities.
3. Encourage greater participation by and use of volunteers through existing volunteer organizations, religious institutions, and other identifiable resources.

# **President's Task Force on Private Sector Initiatives**

## ***LIAISON WITH GOVERNMENT OFFICES***

Dr. Jean L. Harris, Chairman

Dee Jepsen  
Honorable David Durenberger  
Thomas W. Pauken

William R. Bricker  
Robert Mosbacher, Jr.

### **Mission Statement**

To coordinate the work of the Task Force with private initiative programs conducted by Federal departments and agencies, and to serve as liaison in presenting Task Force recommendations on incentives, impediments and other policy proposals to appropriate government officials.

### **Action Plan**

1. Ensure that Cabinet departments and other relevant federal agencies establish a senior level point of contact for private initiatives activities.
2. Establish and maintain a working relationship with those offices to ensure appropriate coordination between the Task Force and departments.
3. Survey current government programs involving private sector initiatives and partnerships.
4. Solicit recommendations from government officials on further means of improving and expanding public/private partnerships.
5. Recommend administrative or legislative initiatives to appropriate departments and agencies that would further the mission of the Task Force.

# **President's Task Force on Private Sector Initiatives**

## *COMMUNICATIONS*

Ellen Sulzberger Straus, Chairman

John W. Gardner  
Dr. Franklin D. Murphy

C. William Verity, Jr.  
Thomas H. Wyman

### **Mission Statement**

To serve as communications advisors to the Task Force, with responsibility for formulating the most effective means of communicating the work of the Task Force to the press and public, and to implement Task Force communications strategy.

### **Action Plan**

1. Determine the basic message that the Task Force should communicate, concentrating on worthy projects and partnerships which illustrate the mission of the Task Force and create a positive atmosphere for more locally-based collaborative efforts.
2. Lay the foundation for news coverage and editorial commentary on the mission of the Task Force by arranging appropriate briefings for editors, publishers, broadcast executives, major columnists and other opinion leaders.
3. Serve as Task Force representative to the Advertising Council and other such organizations which may help advance the Task Force missions through public communications.

# President's Task Force on Private Sector Initiatives

## *RECENT TASK FORCE ACTIVITIES*

The Task Force has been very active since the inaugural session in December. The following are only highlights of its accomplishments to date.

### **Committee Activities**

All committees have met at least once since December 2 and several are scheduled to meet on February 24, prior to the full Task Force meeting. Mission statements and plans of action have been through several drafts and final recommendations will be presented to the full Task Force on February 25.

A new committee — Communications — has been formed and will be chaired by Ellen Sulzberger Straus.

The following are examples of activities that are already underway by committees in implementing their plans of action.

- Community partnerships are organizing across the country and assistance is being provided to local leaders by Task Force members and staff. As a result of a southwest speaking tour by Bill Verity, community partnerships are being put together in Houston, Phoenix, Dallas, San Antonio, and Sante Fe. New ones are also forming in Dayton and Toledo, Ohio, and Florence, South Carolina. We are interested in learning about existing partnerships as well as newly-organized efforts, so please let us know about others.
- All relevant federal departments and agencies have designated a liaison with the Task Force and are currently surveying programs to determine private sector involvement by their organizations. Individual meetings with the agency liaisons have begun.
- The finished survey forms for data collection to establish a computerized data base of existing models are currently being printed by United Way.
- Background papers on corporate public involvement and private foundation philanthropy have been prepared.
- Several committees have begun to collect examples of private sector initiatives and community partnerships, for inclusion in the data base.
- Strong support of the Task Force's mission was voiced at the winter meeting of the U.S. Conference of Mayors. Public/private partnerships will be a major topic of seminars and exhibits on the USCM 1982 agenda.
- A meeting between the President and governors during the upcoming National Governors Association Conference, February 21-23, will encourage establishment of private initiative task forces in all 50 states and territories. Efforts to form state PSI's are already underway in Georgia, Missouri, Delaware, South Carolina, Illinois, and Texas.
- A survey of foundations and non-profit organizations requesting examples of impediments has drawn numerous responses.

- A meeting has been held with representatives of the Advertising Council to discuss a national advertising campaign.
- Some twenty private sector projects are being analyzed to determine the role of incentives in their establishment and continuation.
- A kit is being developed for governors and mayors to assist them in developing local programs to recognize outstanding private sector and volunteer efforts. The kit will be previewed for the governors at the upcoming meeting of the National Governors' Conference.

## White House

The President mentioned the Task Force in his State of the Union Address, and his remarks praising the work of the New York City Partnership received considerable media coverage (see attached clips). The President also met with the Mayor of Baltimore, and other city leaders, Mr. Verity, and White House staff to discuss enterprise zones. It appears that private sector initiatives will be an important part of the Administration's proposal for this program. The President also highlighted the Task Force program in his February 9 speech to the National Religious Broadcasters annual convention.

## Congress

The response from Congress to a Task Force letter asking for their support and submission of private sector initiatives in their States or districts has been outstanding. More than 100 inquiries have already been received. The interest is bi-partisan and strong in both the House and Senate. Several have expressed a strong desire to work with the Task Force in establishing community partnerships in their districts.

## Communications

A communications plan has been prepared, covering Task Force information policy and operations for 1982.

News coverage of the Task Force and its mission has included stories, editorial commentary and the reference in such major news media as CBS News, NBC News, ABC News, the *New York Times*, *Washington Post*, *Wall Street Journal*, *Congressional Quarterly*, *National Journal*, *Newsweek*, *Saturday Evening Post*, National Public Radio, *Newsday*, *Boston Globe*, *Los Angeles Herald-Examiner*, Associated Press and United Press International.

Stories have also appeared or will shortly appear in major business publications, *Foundation News*, many speciality magazines and newsletters, and in numerous city newspapers and radio and television broadcasts.

A Task Force brochure highlighting its mission, some models, and the community partnership theme has been written and is in production. A 100,000 copy first run is scheduled for the end of February.

The entire May-June edition of the *Journal of Community Action* will be devoted to the Task Force and will show how various constituencies in the private sector can work effectively in community service.

The Task Force staff has filled more than 1,300 requests for press kits thus far.

## **Speakers' Bureau**

The Task Force Speakers' Bureau has received nearly 60 requests for speakers to date. Twenty of these have already been filled, using Task Force members and staff. Task Force members, cabinet officers, and Administration spokesmen are urged to participate in this program to the greatest extent possible. A speaker's kit is being developed, to contain a basic speech on the Task Force and its missions, potential questions and suggested answers, and examples of private sector initiatives.



# **Strategy for Private Sector Initiatives Program**

## *GOALS*

- Encourage the private sector to take a more active role in solving community problems.
- Establish community partnerships between the private sector and local government to meet community needs.
- Give national and official recognition to models of successful private initiative and community partnership, and promote their adoption in other communities facing similar challenges.
- Identify and eliminate impediments to private sector initiative.
- Improve incentives used to encourage private sector initiative.
- Recommend strategies for more effective contributions of time, talent and money for community enterprise by private sector groups and individuals.
- Create a computerized project bank to collect and share information on private initiatives, partnerships, and creative solutions devised by private sector groups.



# Strategy for Private Sector Initiatives Program

## *OBJECTIVES*

- To extend the reach of both private and public resources in meeting the needs of the American people by pooling those resources in voluntary partnerships.
- To restore a proper balance between private and public responsibility in community service by encouraging greater private involvement in meeting public needs and by decreasing the dependence on government — particularly the federal government — to remedy the Nation's problems.
- To explore more creative and innovative ways in which community needs can be met, as successors to traditional and often ineffective programs of restrictive government grants.
- To revive the sense of community among the American people, and to restore a sense of personal responsibility in achieving social and economic progress in America.
- To shift the focus of problem solving from Washington to the local community, while continuing to provide *necessary* federal resources.

# **Strategy for Private Sector Initiatives Program**

## *RECENT PRESIDENTIAL AND CABINET ACTION*

- The President commissioned, on December 2, 1981, a 44-member Task Force on Private Sector Initiatives. The Task Force, chaired by C. William Verity, Jr., Chairman of Armco, Inc., includes representatives of major private sector constituencies — business, labor, volunteer groups, religious institutions, civic associations — and local, state and federal government officials.
- The President has directed that a private sector initiative contact be designated in the immediate office of each Cabinet Secretary or Agency.
- The President has encouraged the private sector initiative program in major speeches, including the State of the Union Address.
- A Presidential volunteer of the year award has been created to be coordinated with ACTION, the National Volunteer Agency and VOLUNTEER, National Center for Citizen Involvement.
- Cabinet officers and agency directors have been requested to take an active, personal interest in the private sector initiative program by promoting it in public appearances, removing bureaucratic barriers to private initiative as they are identified, and considering "seed money" or "pump-priming" programs to encourage greater private initiative.
- A report to the President on these activities is requested of each Cabinet officer and Agency director by June 1, 1982.

# **Strategy for Private Sector Initiatives Program**

## *SUMMARY*

The President believes government and the private sector working together can accomplish far more than either working alone.

This partnership of private and public effort is best organized at the community level, where needs can be most specifically defined, where they are most manageable, and where human and financial resources to meet these needs can be accurately and effectively targeted.

The Private Sector Initiatives program over the next ten months will require the active personal and public support of the President, his Cabinet officers, and all Administration spokesmen to encourage the formation of such partnerships. The President looks forward to your help.

C

# **Private Sector Initiatives**

## ***CABINET PROGRAM ACTION PLAN***

The President is calling upon the Cabinet and Independent Agency Directors to take the following actions:

- Establish a senior level point of contact for private sector initiative activities.
- Maintain a working relationship with the Office of Private Sector Initiatives in the White House and the President's Task Force on Private Sector Initiatives. The White House liaison is Jay Moorhead, and the Task Force Subcommittee liaison is Wendel Butler.
- Survey current government programs involving private sector initiatives and partnerships and report to the Task Force.
- Recommend further means of improving and expanding public/private partnerships within departments or agencies.
- Where possible, remove bureaucratic barriers and regulations which hinder private sector initiatives.
- Propose incentive programs for greater private sector involvement in the planning and delivery of programs previously handled by each department.
- Include private sector initiative strategies and Presidential statements on Private Sector Initiatives in your speeches. Encourage other department heads to speak out on this subject.
- Submit a report by June 1, 1982 detailing agency actions to the White House Office of Private Sector Initiatives.

D

# Sampling of Recent Private Sector Response

**AETNA LIFE AND CASUALTY** — Provides grant money to the National Training and Information Center to line experts in neighborhood planning.

**AMERICAN ADVERTISING FEDERATION** — Has adopted voluntarism as its theme with 209 clubs and 25,000 members supporting this effort.

**AMERICAN EXPRESS** — Contributing 10 cents for every credit card charge and \$2.00 for every credit card application to the arts in selected areas of the country.

**BLUE CHIP-IN** — In Baltimore, six business leaders are working with the mayor to encourage a higher level of giving to offset budget cuts and lost CETA jobs. The State of Tennessee and six other metropolitan areas are also starting a blue chip-in.

**BUFFALO, NEW YORK** — Established an "Incubator Industry Building" and high technology center, offering low rent and basic support facilities to help new firms get started.

**COLORADO ALLIANCE OF BUSINESS** — Placed 11,534 young people in un-subsidized jobs last summer and is now coordinating a youth employment program aimed at reducing the 15% youth unemployment rate there.

**CONTROL DATA CORPORATION** — Established City Venture Corporation, a consortium of 14 business and religious organizations developing profit-making enterprises in depressed urban communities.

**DAYTON-HUDSON CORPORATION** — This Minneapolis leader is increasing its contributions level from 5% to 10%.

**DELAWARE** — Governor DuPont initiated a program with the corporate community called *Jobs for America's Graduates*.

**DOW CHEMICAL** — Recently doubled its corporate contributions budget.

**FLUOR CORPORATION** — Committed \$300,000 to establish a refugee assistance (job training) program in Orange County, California for Indo-Chinese and Hispanic refugees.

**INSURANCE INDUSTRY** — 100 CEO's met to launch new community initiatives of several billion dollars.

**MOTT FOUNDATION** — Organizing Michigan Equity Investment Fund to aid small businesses suffering from Michigan's economic woes.

**NATIONAL ASSOCIATION OF COUNTIES** — Adopted a "partnership with business" theme.

**NATIONAL NEIGHBORHOOD WATCH** — An energetic grass roots campaign against community crime.

**NATIONAL SCHOOL VOLUNTEERS PROGRAM** — Adopted Private Sector Initiatives as its national theme; launching campaign to double the number of volunteers.

**NATIONAL SOCIETY OF PROFESSIONAL ENGINEERS** — Revising a program whereby professional members donate services to communities.

**NEW YORK PARTNERSHIP** — 1800 companies found 14,000 summer jobs for youth last summer. Committed to 15,000 this year. They also contribute management expertise to the Transit Authority, Police Department and Housing Commission.

**PEPSICO** — One million dollar contribution to United Negro College Fund.

**R.J. REYNOLDS INDUSTRIES** — Recently announced a \$1 million grant to a historically Black college.

**THE ROUSE COMPANY** — Rouse has been the most successful developer of blighted urban core areas. Rouse established a \$15 million fund to finance housing for low income people.

**RURAL VENTURE, INC.** — Primary aim to increase Agricultural productivity and foster job creation through the start up and profitable operation of small family farms and small food processing businesses. This Minnesota-based operation also established an agricultural service center with a computer data base for addressing problems of business planning etc.

**STANDARD OIL OF OHIO** — Increasing contributions budget 50% from \$10 million to \$15 million.

**TIME INCORPORATED** — Increasing its contributions from 2% to 5% of domestic pre-tax earnings.

**U.S. CHAMBER OF COMMERCE** — Providing technical assistance to 2300 communities for priority setting.

**U.S. CONFERENCE OF MAYORS** — Sponsoring a Major National Conference on Private Sector Initiatives with ARCO.

**UNITED WAY** — Many local campaigns continue to report 10-24% increases despite criticism that the Administration's tax plan would dampen contributions.

**WASHINGTON, D.C. PUBLIC SCHOOLS** — Forming a partnership between business and the schools and planning several career training high schools. A local ad agency Goldberg/Marcheseno donated the \$20,000 it typically spends on a lavish Christmas party to a new communication program in the D.C. public schools.

*For additional examples of private sector initiative models or copies of selected newspaper and periodical articles please contact the President's Task Force on Private Sector Initiatives at (202) 395-7362*



E

# Remarks of the President to the National Alliance of Business

*THE SHERATON WASHINGTON HOTEL  
OCTOBER 5, 1981*

THE PRESIDENT: Thank your 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."

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." 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 of 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 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 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."

These 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 is 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 the 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 couldn'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 school children 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. 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 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 44 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, Inc., 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 voluntarism 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 governments. 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. 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 so 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.



# Remarks of the President at the Private Sector Initiatives Task Force Meeting

*DECEMBER 2, 1981*

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 — 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. 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.

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 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 had 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 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 it was a charitable organization.

# Remarks of the President to the New York Partnership Luncheon

*JANUARY 14, 1982*

THE PRESIDENT: Thank you for that wonderful introduction — I couldn't have written it better myself. I'm delighted to be back in New York and to have this chance to meet with your distinguished group.

I must confess I have another motive for coming today. My advisers recently presented me three choices for a New Year's Resolution on the budget.

First, cut spending so deeply we would shred the safety net. Second, raise the people's taxes. The third option was — have lunch with David Rockefeller ... Here I am David.

But don't worry. I came to praise you, not to bankrupt you. And there's a lot of praise to give. There is a new spirit of individual initiative rising in our land, and that's welcome news for the success of our economic program. A good deal of the credit belongs to you and your colleagues.

We know the severe problems your City has battled. With construction falling, profits falling, firms fleeing, jobs disappearing and essential services jeopardized, New York was pronounced dead more than once.

The reports were exaggerated. It didn't happen because you wouldn't let it happen, and you won't let it happen. Good cities don't die when they have leaders of courage and vision — not when they have the kind of leaders sitting at this head table ... and at every other table in this room.

You remind us the most powerful force in the world comes not from balance sheets or weapons arsenals, but from the heart, from the human spirit. It flows like a mighty river in the faith, love, and determination we share in our common ideals and aspirations.

When New York was in trouble, groups which had quarreled for years joined together to fight for the greater good of saving the City. Labor, business, government, voluntary associations all pitched in. Out of that spirit of shared sacrifice was born this unique group — your New York City Partnership. With a membership and mission touching every corner of the City, you reflect the rich diversity that makes New York such a special place.

You also reflect the mission of my Administration. In your beliefs, your efforts and your accomplishments, you are setting the course to progress and freedom the Nation will follow. You are that tough, little tug that can pull our ship of state off the shoals and out into open water. You believe private sector initiatives are essential to economic and social progress. So do we. Together, we urge others to take part because we believe in ourselves, in those we help, and in our ability to produce positive change.

I am told your Partnership launched the biggest project ever attempted in an American city to strengthen mass transportation by lending executive assistance. You also created nearly 14,000 jobs for economically disadvantaged youngsters in 1,800 private businesses. Nothing that large or successful has ever been achieved anywhere else. And today I learned that your goal for this summer is even higher.

I had the opportunity to meet some of the young people this morning you have already helped. They said the jobs you provided gave them much more than income. They also received the confidence they need to seek and find jobs next summer, and in the years ahead.

We want your New York Partnership to succeed and grow. But truthfully, we want much more. We want an American Partnership that includes every community of our Nation — one that will build on what you and others have now begun. A renaissance of the American community, a rebirth of neighborhood — this is the heart and soul of rebuilding America.

When our Administration talks about a New Beginning, we're talking about much more than budget cuts and incentives for savings and investment. We're talking about a fundamental change in the relationship between citizen and Government — a change that honors the legacy of the Founding Fathers and draws upon all our strengths as leader of the free world approaching the 21st century.

We're talking, first, about the preservation of freedom — the gift of our Revolution and the hope of the world. The brutal, Soviet-sponsored repression in Poland reminds us how precious our blessings are. Ironically, the Soviets understand and agree. They believe freedom is precious, too — "so precious that it must be rationed."

There is nothing artificial about freedom, nor any guarantee it will endure. Dwight Eisenhower warned, "Freedom has its life in the hearts, the actions, the spirit of men; it must be daily earned and refreshed — else like a flower cut from its life-giving roots, it will wither and die."

The key to rebuilding communities is individual initiative, drive, leadership, personal responsibility. If we encourage these qualities in our people — and especially in our young people — then our freedoms will not wither and die; they will blossom and permit us to reach for our dreams, to go as far as our God-given talents will take us.

This will not be an era of losing freedom, but one of reclaiming it. We've turned an historic corner. We're not going back to the glory days of Big Government. Some in Washington still pine for the politics of the past. But I have a message for them: *Forget it.* We're living with the misery of their mistakes, because their policies didn't work and never will. The best view of Big Government is from a rear-view mirror.

If it's commerce, they regulate it.

If it's income, they tax it.

If it's a budget, they bust it.

Any other problem, they legislate, legislate and legislate.

And then, when everything falls apart, it's because *you* let *them* down.

Well, Americans never let their Government down — our Government broke faith with us. We weren't put on this Earth just to make Government bigger.

It is tragic that those meant to benefit most from Government-imposed solutions paid the highest price and bore the deepest scars when they failed. In 20 years, the Federal budget increased 5-fold and the cost of welfare grew 10-fold. But that didn't help many local governments, which lost effective control of their communities ... It didn't help small businesses hit by the highest interest rates in 100 years

... It didn't help the working poor and pensioners flattened by double-digit inflation and taxation ... Our entire economy witnesses the era of rising savings, investment, productivity, growth and technological supremacy fading from our grasp.

We forgot that Government is the people's business and every man, woman and child becomes a shareholder with the first penny of tax paid. We forgot that Government must not supersede the will of the people or the responsibilities of the people in their communities. Because when it does, it destroys the human capital, ingenuity, drive and imagination so crucial to problem-solving. The function of Government is not to confer happiness on us, but to give us the opportunity to work out happiness for ourselves.

It's not a question of turning back the clock, of a long retreat into the past. No one denies Government has an essential role to protect those in need, to provide opportunity, to pay the way. But ultimately it is individuals — millions of everyday citizens — who brave new horizons, expand freedom and create better lives for us all. Only when the human spirit is allowed to invent and create, only when individuals are given a personal stake in deciding their destiny, in benefitting from their own risks — only then can societies remain alive, prosperous, progressive and free.

You in the private sector — corporations, firms, merchants, family farmers, Mom and Pop stores all over the country — you hold the key. I believe this with every ounce of my being. That's why I am confident about our economy recovery program which places a premium on individual initiative — on "We the People."

Yes, we are in a recession. Our Administration was clean-up crew for a group that went on a nonstop binge and then staggered out without paying. The recession hurts, it causes pain. But we'll work our way out of it, and faster than expected. Our economic program will work because Americans *want* it to work and they are going to *make* it work.

I receive thousands of letters in this job, as you might imagine. But do you know the one letter I still have not received? It's the one that says, "Dear Mr. President, will you please rescind my tax cut? Will you please raise my taxes so we can get our economy moving again?" The people aren't fooled. They know what's best for them, and who's fighting for them.

We believe, as did Thomas Jefferson, that what people earn belongs to them, not to Government. And we have kept our word. Despite massive resistance from taxpayers, we put together the greatest collection of incentives in 50 years to help working Americans rebuild their financial security. In the months ahead, if they work or save more than they did before, their reward will be greater than it was.

These incentives are just beginning. More will follow, and people *will* take advantage of them. Dollar by dollar, one day at a time, they will start saving for their future again. As they do, they are going to save America's future.

Aren't you getting tired of whining voices telling us we *can't* do this and we *can't* do that? Don't tell Americans what they can't do. Tell them what they must do and watch them surprise you with their ingenuity.

Surprisingly, it won't take that much. If America can increase its savings rate by just 2 percentage points, we can add nearly \$60 billion a year to our capital pool to fight high interest rates, and finance new investments, new mortgages and new jobs. I believe the country that licked the Great Depression, the country that turned the tide in World War II, *can* and *will* increase its savings rate by 2 percentage points.

If our incentives motivate people to work just 30 minutes more a week, the GNP will grow by \$25 billion, bringing hundreds of thousands of new jobs and a lower deficit. If we could send astronauts to the Moon and bring them safely home in 1969, then I say we can add half an hour to the average work week and get Americans back to work who want jobs, need jobs and deserve jobs — and don't tell us we can't.

This Nation has no mission of mediocrity. We were never meant to be second-best. The spirit that built our country was a bold spirit, not a timid one. It was a spirit of pride, confidence and courage that we could do anything. Well, we still can, and we will, if we begin now and go forward in 1982 with faith and determination. Today, I'm appealing to the American people: Ignore the prophets of failure so paralyzed with fear. Set your goals high, set your sights on number one, and together — let's go for it.

Our challenge is to rediscover America. Not the America bound by the Potomac River, but the one beyond it: the America whose initiative, ingenuity, and audacity made us the envy of the world; the America whose rich tradition of generosity began with simple acts of neighbor caring for neighbor.

We passed our reforms in Washington, but change must begin at the grassroots, on the streets where you live. That's why on September 24, I announced we were launching a nationwide effort to encourage citizens to join with us in finding where need exists, and then to organize volunteer programs to meet those needs.

Six weeks ago, I had the honor of appointing a Private Sector Initiatives Task Force whose distinguished Chairman, Bill Verity, is with me today. The word "partnership" will be key to the Task Force's success, just as it has already been to your own. We want to see community partnerships between the private and public sector in every community in America.

I've asked the Task Force to seek out successful community models of private sector initiatives — schools, churches, businesses, unions, the foundations and civic groups — and give them the recognition they deserve. I wonder if I might make this same request to the members of the media. When you see meaningful examples of personal leadership, would you let the public know about them? Would you make sure our young people know that honor, integrity, kindness, and courage do exist — and they are important to live up to?

Community groups are part and parcel of our national heritage. They respond to our desire for cooperation, sympathy, teamwork and brotherhood. They help to shape our lives, they are close to the problems we face, and they can best find the solutions we seek.

The American spirit of neighborhood is like a communion of hearts that rings the country. It offers a wealth of concern, talent and energy ready to be tapped. The Reverend Billy Graham estimates that if every church and synagogue in the United States would adopt 10 poor families beneath the poverty level — obviously some would adopt fewer, while others could adopt more — but if the average adopted was 10, we could eliminate all welfare in this country, Federal, State and local.

We'll never reach perfection, at least not in this life. But isn't it about time we all agree that we should be providing incentives to help people get *off* welfare — so we can stop demoralizing human beings and start saving them?

Now we realize, especially in the case of business donors and foundations, that Government has placed obstacles in the way of private initiative. So I've also asked the Task Force to help identify these and make recommendations to me for their removal. We'll be looking for ways to ease Government regulations to encourage initiatives.

I told Bill Verity 6 weeks ago — don't give me just a committee report. Give me action and results. Get the private sector in the driver's seat so we can start using markets, incentives, and philanthropy to find lasting solutions to our community problems.

I was thrilled when he told me coming up today that his Task Force committees have already developed an action plan and all systems are go.

The American people understand the logic of our approach. A recent Roper poll found a large majority believing Government does not spend tax money for human services as effectively as a leading private organization like the United Way.

I don't want to leave the impression that our Administration is asking the private sector to fill the gap — dollar for dollar — for every reduction in the Federal budget. No one wants you to duplicate wasteful or unnecessary programs. What we do want is community models that have worked — models we can emulate and build on. Private human capital is far more valuable and effective than Federal money.

Once we do get the private sector in the driver's seat, how far can we go? We can go just as far as your imagination and inspiration take us. For example: Pima County, Arizona, concerned about the impact of budget cuts, looked into their hot meals program for the elderly. They discovered that out of their \$53,000 budget, \$50,000 went for administrative overhead. So they eliminated the overhead, ran the program with volunteers, doubled the food budget to \$6,000, and ended up feeding twice as many at a fraction of the original cost.

The people who manage Jubilee Housing, a privately funded housing development in Washington, D.C., told us they can renovate housing units for the poor for much less than Federally financed programs. The tenants then share responsibility for building maintenance in return for reduced rents. Jubilee also operates a job placement service and has placed 55 welfare recipients in full-time jobs since it began last May. But the real beauty is what happens to the people and families who participate. We asked the fellow who runs this church- and company-supported operation to compare Jubilee to public housing. He said there *is* one difference — Jubilee changes lives.

Last summer, the city of Boston was faced with a loss of revenues and decided it could no longer afford to operate its pools or run its summer programs. That meant closing down 18 area pools and terminating 400 neighborhood basketball teams for thousands of children.

But a group called the Boston Committee, which had dealt earlier with the city's racial tensions, made an appeal to business and foundation groups: donate \$400,000, and help us operate the pools and run the sports clinics. The private sector came through and the United Way chipped in \$10,000 to cover administrative expenses. All told, the funds contributed amounted to much less than the cost of the cancelled programs.

But it didn't matter because neighborhood volunteers cleaned and supervised the pools and provided their own lifeguards. One other thing — participants noticed there was remarkably less vandalism or destructive behavior at the Boston pools last summer. Parents *themselves* were taking greater responsibility for their children's conduct.

The U.S. Comptroller General's office reported in 1977 that we wasted \$31 billion worth of food that year. That's 137 million tons, or 20 percent of our entire annual production. Now there are volunteer groups called Gleaners trying to remedy that. One of them, a local charity group called Food Share, salvages food in California and distributes it to the elderly and needy. Its members work docks and canneries, picking up unused but edible vegetables and fruits. On a good day they pack over 1,000 boxes.

Another group called Gleaners Statewide, works in fields and orchards salvaging acres of produce that would be left unpicked or lying on the ground to rot. This group's efforts have already been cited by the State Farm Bureau. Their leader, Homer Fahrner, told the *Christian Science Monitor* that with a little support from business, a day's work from those on welfare and the unemployed, we could lick the hunger problem in this country ... and maybe the world.

Don't tell us we can't cope with our problems.

Don't tell us America's best days are behind her.

The world's hope is America's future. America's future is in your dreams. Make them come true. Believe in yourselves and in the God who loves and protects us, and together we can build a society more humane, more compassionate, more rewarding than any every known.

Not too long ago, I received a letter from a 94-year old woman in Odessa, Florida. She is blind and had to have her daughter type it. She said she had never written a President before, but had to write me to say how thrilled she was at what we are trying to do: To become again a Nation of neighbors who care about each other; families who take care of their own.

That was the strength of America, she said. It was what made us great. And she closed with this: "I just want to say God bless you and your efforts, and may He move us all to do our part."

May He move us all to do our part. Isn't that what it's all about? That each of us *does* have an obligation, a personal responsibility to give something back to a country that has given us so much? We can't all be the best, but we can each give our best, and America deserves no less.

The question I'd like us to start asking ourselves in 1982 is this: What did I do today that will help a fellow American in need? If the answer is, nothing, the next question is — what am I going to do about that tomorrow?

The Bible talks of faith, hope and charity and the greatest of these is charity. You remember the parable of the good Samaritan. He was walking down the other side of the road from the beaten pilgrim. He didn't look, then hurry on to the nearest town to find an official to help. He crossed the road and went to the aid of the fallen traveler. He got personally involved. The real meaning of that parable has always been not so much the benefit that was done to the beaten man, but the good that accrued to the Samaritan.

Henry David Thoreau once asked: "If a man constantly aspires, is he not elevated? Did ever a man try heroism, magnanimity, truth, sincerity, and find that there was not advantage in them — that it was a vain endeavor?"

Of course not. Not then. Not now. Not ever. What we give will be given back many times over. It is we who will be richer, stronger, better. And as we change, so will America.

Let me leave you with the words of Herb Brooks, coach of the New York Rangers and formerly of our Gold Medal Olympic hockey team.

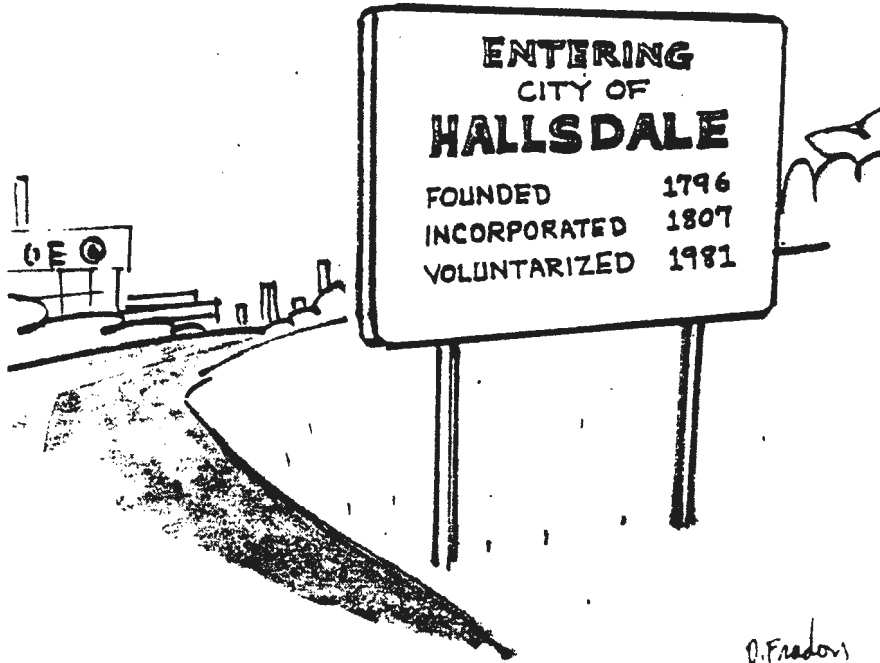
It was at those Olympics in Lake Placid, and he was in the locker room with his team, before they took the ice against the Russians. He wanted to fill his players with confidence to play the game of their lives. He told them: "You are born to be a player. You are meant to be here at this time. This is your moment."

Well this is *our* moment — yours and mine. Our chance to justify the brief time we spend here; to be able to look our children in the eye and tell them, "We did all that could be done. Now we pass the torch to you."

Thank you for being here today — for the cause that unites us, and God bless you because we're on our way.



F



D. Fredors

# THE CHRISTIAN SCIENCE MONITOR

"First the blade, then the ear, ~~then~~ then the full grain in the ear."

The Monitor's view

Wednesday, October 7, 1981

## Americans can help themselves — and each other

Out in the middle of the ocean on the Queen Elizabeth II the problems of needy Americans must have seemed remote. But when passenger Bill Verity got a Sunday phone call to help solve them from the President of the United States, he did what any good American would do — he volunteered. So on Monday the President could announce Mr. Verity, chairman of the board of Armco Inc., as head of a new task force encouraging private voluntary efforts to make up for government cutbacks in meeting public needs.

Not another task force, some may say. For years individuals and institutions, including Mr. Verity and his company, have been demonstrating ways that voluntarism can work. Isn't it time for more action rather than more study? Yes, but the new vacuum in government support warrants the "fresh look at the way we provide social services" called for by Mr. Reagan. And the task force could go beyond providing a symbolic spur to those potential volunteers still lagging in the private sector; it could find means to identify needs and innovative combinations of public and private efforts to meet them.

There is much to build on. Some estimates: 37 million American volunteers whose salary, if they were paid, would be \$34 billion; at least a million volunteer organizations, some 350 major corporations and 175 labor groups with programs to stimulate employee participation in volunteer work. At the same time, another form of "volunteerism" is on the rise: people volunteering to help themselves — raising food, repairing houses, con-

serving energy — to the tune of \$60 billion in 1980. Taken together with traditional voluntary services, this adds up to \$120 billion to \$160 billion, or 4 to 6 percent of the gross national product.

This may be much less than the cost of government services — and Mr. Reagan lightly noted that he did not intend for the Junior League to replace the Department of Health and Human Services. But the point is not only the monetary value but the quality and efficiency of services.

Here Mr. Verity was already quick off the mark with a Chamber of Commerce study he helped to initiate in Armco's headquarters town, Middletown, Ohio. It looked at what services government was funding and whether they could be handled as well or better by other means. It came up with the ideas not only for job training and education, for example, but for making airport improvements

with local rather than federal funds — thus anticipating the kind of user fees now being considered by the Reagan administration.

Many companies could be mentioned, with their programs for giving released time to employees who volunteer, lending executives to volunteer groups, preparing employees for volunteer participation in retirement. But to take only the firm of the President's new man:

Armco has been supporting the national Hispanic Chamber of Commerce to get more Hispanics into the mainstream; a program to identify and assist minority students, beginning in elementary school; toward careers in business and engineering; a factory where the handicapped make devices to be used by other handicapped persons. The company's "Time and Talent Tithing" program provides contributions to volunteer organizations to which employees lend their time. It even sup-

ported an employee's Democratic political career, though the boss is a Republican.

All this echoes Mr. Verity's campaign, as chairman of the national Chamber of Commerce last year, to move the private sector toward more responsibility in meeting the needs of society. The response of this sector now can help to prove what Mr. Reagan said in announcing his task force: that the size of the federal budget "is not an appropriate barometer of social conscience or charitable concern."

Mr. Reagan's personal budget was criticized when tax returns on six-figure incomes showed less than 1 percent for charity in 1979 and little more in 1980. But this is evidently not an appropriate barometer of his social conscience or charitable concern — and will not be, assuming he pushes forward on voluntarism with the dedication and effectiveness he has bestowed on other programs.

*William Raspberry*

## In the Spirit of Barn-Raising

In a largely unremarked speech before the National Alliance of Business, President Reagan recently laid out his view that government is not only a poor substitute for private charity, but often gets in the way of the ability of people to help themselves and each other.

It was not a budget speech, calculated to justify the administration's slashing of social programs. It was a philosophical statement, designed to restore charity's good name.

The president's immediate concern was to support the efforts of private businesses in several U.S. cities in increasing job and job-training opportunities for idle youths. But his remarks covered the gamut of social-service programs: from day-care and adoption services to crime prevention.

"In all my years as governor, and now as president," he said Oct. 5, "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.

"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 wanted to spend on social programs, would we still want to spend it the way we have in the past?"

As examples of the old, ineffectual ways of delivering services, he mentioned welfare that so often traps its recipients in their dependency, tax-supported relief efforts that, through their impersonality, manage to offend both donor and recipient, and government regulations that, in the name of protecting against abuse, make it impossible for local citizens to furnish the help they are both willing and able to provide.

He made clear his belief that government must continue to play a role in helping the helpless. "Federal tax guarantees will not be reduced by wealthy

people dancing till dawn at charity balls," he said. "Nor will we replace the Department of Health and Human Services with the Junior League."

But he believes we have lost an essential element of the American spirit—the spirit epitomized by the community barn-raising efforts of earlier times—through our near-total reliance on government-sponsored aid.

"There is a legitimate role for government," he said, "but we must not forget that 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 for solving our social problems."

He ticked off a number of private programs that have outperformed their government-sponsored rivals: the House of Umoja in Philadelphia, which has managed to reduce teen-gang killings from 40 a year in the 1970s to only one a year; the Detroit effort, known as

Homes for Black Children, that in its first year placed more children in permanent homes than all 13 of the city's traditional placement agencies combined; the Ronald McDonald Houses that provide quarters so parents can be near their hospitalized children; the New York City Partnership, an association of 100 business and civic leaders that has found jobs for some 14,000 disadvantaged youths; the Honeywell project that, by providing job-training for inmates, has reduced their recidivism rate from an estimated 70 percent to less than 3 percent.

"Voluntarism," Reagan said, "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."

Any reporter who has ever written of a destitute family, or a shoeless child, or a lonely, malnourished old woman, can verify that the urge to be helpful is there. But, particularly in the cities, people find it more and more difficult to be

helpful in ways that are personally satisfying. If a neighbor's house burns down, their response is immediate and generous. But if the jobless teen-ager or the lonely woman or the student in need of tutorial help lives across town, they may never hear of the need. Even indirect involvement—giving money to community groups that are close to the problems—is far more satisfying than assistance paid for through taxes.

The problem is to provide a connection between those in need and those prepared to help. Reagan proposes to do it by developing "pump-priming and seed-money programs" and by offering technical assistance where needed.

"And by getting government out of the way—the 'deregulation' of community service, he calls it.

"Mothers and grandmothers have been taking care of children for thousands of years without special college training," he said. "Why is it certain states prohibit anyone without a college degree in early childhood education from operating a day-care facility?"

## Good News for a Change

By Marvin Stone



Any number of readers ask why we don't print more good news. We reply that we welcome the opportunity when it arises. Now comes a letter from Charlotte Bosserman of Seattle, who makes a similar inquiry. She believes that the volunteer and self-help activities of her city, in the climate of a drought of federal money, make good news. We agree.

Although she recognizes that many other communities, too, are trying hard, Bosserman suggests that Seattle's efforts set a good example. She reports that churches and farmers donate to free-food banks for hungry families and that volunteers transport handicapped persons, distribute plants and seeds, create parks on unused city lands, run day-care services, serve as teachers' aides and operate an interracial scholarship fund that helped 98 students last year. The Council of Churches is enhancing its aid to the unemployed and elderly. Seattle's mayor has formed volunteer committees to help with the problem of reduced finances—especially in finding housing for the needy.

To these efforts we can add volunteer work all over the U.S. to aid law enforcement. Many are in regular unpaid service in police departments. Thousands take part in unarmed neighborhood patrols that cooperate with police.

"As I study history," writes Bosserman, "it seems to me this country was developed by cooperative effort. . . . Never was there more need for us to share our talents, skills and compassion for people."

That is exactly the idea behind President Reagan's call to businesses, private organizations and individuals to pitch in. "I have a distinct feeling," he said, "and have for a long time, that we have drifted, as a people, too far away from the voluntarism that so characterized our country for so many years. And we have, in a sense, abdicated and turned over to government things that used to be functions of the community and the neighborhood."

It would be hard to say with certainty whether or not the old barn-raising spirit of early

America has declined. There remains ample evidence that it is still alive, at least to some extent. According to a new survey by the Gallup organization, 31 percent of adult Americans volunteer for 2 hours a week or more in some kind of public service, 10 percent for 7 hours or more.

A Roper poll puts the percentage of volunteers at 25 percent, but finds 85 percent of adults agreeing that it is "important for the community life that a lot of useful work be done by volunteers." As the need for such help grows urgently evident in months ahead, this odd gap between conscience and performance will offer room for expansion of effort.

A lot of thought is being given to the roles of businesses, unions and foundations. This is one facet of the wide-ranging examination of volunteering that has been kicked off by the American Enterprise Institute through its Center for the Study of Private Initiative. A conference in Washington last week heard a few examples of what is being done, particularly in providing jobs and job training, and in making it possible for retired people to use their know-how in community work.

Independently of the AEI undertaking, Willard C. Butcher, chairman of the Chase Manhattan Bank, has told his ideas of what a corporation can do. His company gives nearly 7 million dollars a year for public aid, but, as he says, the pocketbook is not enough; people are needed. He observes that one proper field for corporations is providing "trained personnel, financial guidance and management expertise . . . in a programmatic way to areas like municipal financing, school boards, pollution control, public recreation and the like."

Nobody is pretending that private efforts, at best, can quickly fill the holes left by withdrawal of public funds. The suffering that may lie ahead for some is bad news. But the people, by working in concert, can accomplish much. And there is good news in the power of this effort to bring Americans together.



# Giving, the Reagan Way

When President Reagan, newly inaugurated, singled out for special praise those "whose voluntary gifts support church, charity, culture, art and education," his meaning was clear: private donors would have to make up for cuts in Federal aid to nonprofit organizations. To encourage voluntary giving, Congress enacted new tax incentives for individuals and corporations. With the first Reagan tax year nearly at an end, there are increasing signs that America's volunteers will respond in force.

Just how much increased giving individuals and corporations are undertaking will not be known for months. Both corporate and personal balance sheets are battered by the spreading recession, and even the full effect of the tax bill itself is unclear. On one hand, it doubled the proportion of tax-free gifts businesses could make, from 5 percent to 10 percent of pre-tax profits; it also provided new gift-giving incentives for millions of individual taxpayers by allowing those who file the short tax form to deduct charitable contributions for the first time. Yet other provisions of the bill—particularly accelerated-depreciation allowances—effectively wiped out income taxes for many companies and dramatically lowered tax rates for individuals, who provide 90 percent of all donations. While those changes will increase firms' and taxpayers' wealth, they may also remove incentives to shelter income by making tax-free gifts.

Dollar for dollar, the lost Federal funding

will not be recouped—at least in the short run. Reagan's cuts removed as much as \$25 billion from the philanthropic pipeline; business gifts to education, charities, the arts and other nonprofit organizations came to just \$2.7 billion in 1980. "Even if you could snap your fingers and double corporate giving, it wouldn't begin to fill the gap," says Herbert West, vice president of the New York Community Trust.

**Visibility:** Still, many charitable organizations are optimistic that private donors will come through. United Way, for example, is projecting a 10 percent rise in donations in 1981—its first double-digit increase in fifteen years. And a survey by the Conference Board of 400 large corporations showed that many had drawn up plans to increase their philanthropic activities long before the special tax breaks were passed. Experts attribute the growth to increasing awareness that stimulating a healthy society—and being seen doing it—is in corporations' own self-interest. "From the outside it looks like philanthropy, but from the inside, it's good business," says William Shaffer, a spokesman for Control Data Corp.

President Reagan recently appointed the standard blue-ribbon commission to explore new ways to stimulate philanthropy, but a number of firms have long since taken matters into their own hands. For five years a consortium based in Minneapolis and St. Paul has earmarked 5 percent of its earnings as gifts to charities and

the arts. The group has won praise for helping sustain a vibrant cultural life in the Twin Cities—and similar corporate clubs have now been formed in Louisville, Baltimore, Kansas City and Seattle. When Champion International Corp. opened its new headquarters in Stamford, Conn., it donated space for a branch of the Whitney Museum and agreed to underwrite all of its operating costs. Control Data decided in the 1960s to place some computer-systems plants in depressed inner-city areas and rural outbacks; the four such plants now in operation provide jobs for 2,000 local workers. Using Control Data's plants as a model, a dozen major corporations hope to undertake similar programs.

Other proposals abound. Educational institutions are backing a bill to allow companies to donate dividends to nonprofit organizations if shareholders request it. Some are hoping to tap other provisions of the tax cut by selling and leasing equipment back from companies shopping for investment tax credits. The new schemes aren't being hatched without fears. Many fund raisers worry that only the most visible organizations—public television, for example—will gain assistance. Yet even without the Reagan incentives, U.S. business had been increasing philanthropic donations by 10 percent a year. The hope is that the new realities will accelerate that trend.

SUSAN DENTZER with HOPE LAMPERT in New York and SYLVESTER MONROE in Chicago

*Sidewalk fund raising in New York: 'From the outside it looks like philanthropy, but from the inside, it's good business'*

J. Pezaris—Gamma-Liaison



# President Hails Private Sector as Key to U.S. Future

By Lew Lintz

Washington Post Staff Writer

NEW YORK, Jan. 14—President Reagan, sounding like a candidate running against big government, said yesterday that the private sector holds the key to the nation's future.

He also predicted that the recession will end "faster than expected" because his economic program "is based on common sense, reducing the percentage of GNP taken by government."

On his way here, Reagan took a short detour to look at the Potomac River near the 14th Street Bridge where an Air Florida jetliner crashed Thursday. The president ordered the Marine Corps helicopter flying him from the White House to Andrews Air Force Base to pass over the crash site.

Reagan was "saddened and concerned" by his glimpse of the disaster scene and of recovery operations, according to assistant White House press secretary Mark Weinberg. The president indicated he may telephone some of the survivors.

Reagan struck a familiar anti-big-government, pro-private-initiative theme and mined in a mine at the Soviet Union in his

speech to a luncheon of New York Partnership, Inc., a group dominated by businessmen and headed by David Rockefeller, the former chairman of Chase Manhattan Bank.

"You in the private sector—corporations, firms, merchants, family farmers, Mom and Pop stores all over the country—you hold the key," Reagan said.

He added that he is confident his economic program will work because "it places a premium on individual initiative."

Reagan lavished praise on New York Partnership as an example of the kind of private initiative that he says is essential to economic and social progress. "You are that tough, little tug that can pull our ship of state off the shoals and out into open water," he said.

New York Partnership, organized in 1979, created more than 13,000 summer jobs in private businesses for disadvantaged youths last year. "Nothing that large or successful has ever been achieved anywhere else," Reagan said.

In contrast, he said that government "social experiments" were well-intentioned, "but too often those meant to benefit most from government-imposed solutions paid the highest price and bore the deepest scars when

they failed." He equated big government with a loss of freedom: "The brutal, Soviet-sponsored repression in Poland reminds us how precious our blessings are. Ironically, the Soviets understand and agree. They believe freedom is precious, too—they ration it like all the other good things their people don't have."

Reagan said, "This can be an era of losing freedom or one of reclaiming it. I think we have made our choice and turned an historic corner. We are not going back to the glory days of big government."

In urging greater private-sector charitable work, Reagan quoted the Rev. Billy Graham as estimating that if the nation's churches and synagogues adopted an average of 10 poor families each "we could eliminate all government welfare in this country."

But Reagan said he is not asking the private sector to replace—dollar for dollar—every cut in the federal budget. The same benefits can be achieved at less cost, he said. "Private human capital is far more valuable and effective than federal money."

The president cited successful substitution of private initiatives for government actions in Arizona, Boston and Washington, D.C.

Jubilee Housing in Washington has found jobs for 55 welfare recipients and claims it can renovate housing far cheaper than federally financed programs do, he said.

Reagan, as he frequently does in speeches, quoted from letters sent to him by Americans who support his economic program.

A blind 94-year-old woman in Odessa, Fla., wrote to say that she was "thrilled" at his efforts to make America "a nation of neighbors who care about each other; families who take care of their own," he said.

A Massachusetts man in his 80s, Reagan said, sent his monthly Social Security check "to be used for reducing the national debt."

Reagan even described a letter he has not received. No one has written him asking "will you please rescind my tax cut? Will you please raise my taxes so we can get our economy moving again?" he said.

After his speech to about 1,600 people in the grand ballroom of the Waldorf Astoria, Reagan met for about 45 minutes with U.N. Secretary General Javier Perez de Cuellar and U.S. Ambassador to the United Nations Jeane J. Kirkpatrick in a hotel suite. It was the president's first meeting with the newly selected secretary general.

# A Panel That Won't Write a Report

By **ROBERT D. HERSHEY Jr.**

Special to The New York Times

WASHINGTON, Jan. 28 — Whenever there's a problem too urgent to ignore but too hard to solve, the Federal Government acts like any other American institution: It appoints a study group.

Presidents have been appointing special commissions and task forces with increasing abandon since the early 1900's, with Richard M. Nixon creating 33 in his first term alone. This was enough to surpass the former champion, Lyndon B. Johnson, who managed to create 28 such groups to study questions ranging from budget concepts and pornography to civil disorders and the assassination of President Kennedy.

Despite his overall efforts to control the size of the Government, President Reagan hasn't done anything to cut down on study panels or even to reduce the rate of growth. He has appointed at least eight so far — the White House doesn't keep count — including the National Commission on Social Security Reform that for reasons of political comity has been told not to say how the problem should be solved until after the November elections.

One of Mr. Reagan's panels, in fact, has been asked to figure out what to do about the gaps created by the cuts he has made.

It is the President's Task Force on Private Sector Initiatives, which in some ways is typical of the task force genre while in other ways, such as actually planning to do something as opposed to writing a report that probably will gather dust, is unusual.

## The End of an Era

The aim is to enlist private bodies, including corporations, religious groups, unions and foundations, as partners with local governments to tackle various social problems as the Administration passes much of the responsibility for them back to the state and community level.

"The era of big government solving problems for people and the country is over," declared the task force chairman, C. William Verity Jr., in an interview. "Therefore we have to find a new way to handle these human needs."

Mr. Verity, who is also chairman of

that the most ambitious part of the effort would be to develop alliances like the New York City Partnership, which President Reagan cited as a model in his State of the Union Message. This partnership, an association of business and civic leaders, found jobs for 14,000 young people last summer.

Once established, the idea is to get the most successful models duplicated in hundreds of other cities and towns. The task force is to act as a clearing



The New York Times/Carl T. Geiselt  
C. William Verity Jr.

**'We're not going to try to reinvent any wheels.'**

house for these programs, abstracts of which are to be fed into a data bank hooked up to the White House computer starting as early as next month.

"We're not going to try to reinvent any wheels," Mr. Verity said at the panel's townhouse headquarters facing Lafayette Park.

The task force, which is a catalyst, doesn't expect to see many problems solved by the time it disbands at the end of the year. Rather, it expects the individual partnerships to take on a life of their own and that the data bank itself will be taken over by the private sector.

No report is to be written. The panel's first several weeks have

parody of bureaucratic tendencies, its original makeup of 35 had ballooned to 44 by the time of the first meeting and the group still lacks any members oriented toward agriculture.

The expansion was in response to complaints that the panel, which was largely recruited by the White House, was not sufficiently bi-partisan, scarcely containing any known Democrats, in fact.

Mr. Verity also observed wryly that some of his charges had already "developed turf," perhaps a result of the fact that he has organized the task force along functional lines (10 committees responsible for such things as contribution strategy and identifying impediments) rather than by such issues as health services or jobs.

## Lunch With the President

Unlike many study groups, appointment to which is regarded as a civic chore, those involved with the private initiatives task force say there was considerable political jockeying by those hoping to be selected. It appears that many people think the panel might accomplish something, although Mr. Verity admits that the attraction of lunching with the President probably accounted for the attendance of all but one member at the first meeting Dec. 2.

One of the certified liberals on the task force is Ellen Sulzberger Straus, who is president of radio station WMCA in New York and has long been active in voluntary organizations.

"Regardless of who's in the White House we've got to take a new look at how some of these programs are going to be funded," she said. "I do not think I have been co-opted."

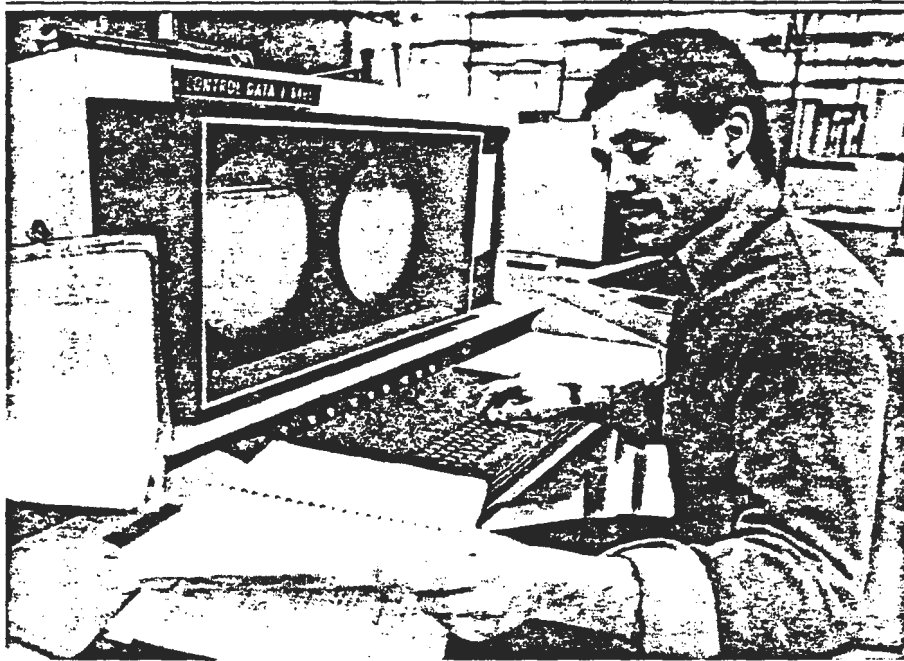
Another member, Alexander B. Trowbridge, Secretary of Commerce during the Johnson Administration and now president of the National Association of Manufacturers, said there was broad agreement within the group that it should not expect to perform miracles.

"We can't fill the gap dollar for dollar and program for program," he said. "The first order of business is to make sure the expectations are realistic."

Mr. Verity added: "It's going to be a tough job. I'd prefer to underpromise



## BUSINESS



Peter Marcus

Control Data's original inner-city facility in Minneapolis: "These are not token plants"

## Doing Good—at a Profit

Last week, in his State of the Union Message, Ronald Reagan called for the creation of "urban enterprise zones" to encourage business to invest and create jobs in the nation's depressed inner cities. At least one U.S. company, Control Data Corp. of Minneapolis, has been building plants and hiring the disadvantaged in urban ghettos for the past fifteen years—even without the package of tax breaks and special incentives the Reagan Administration plans to offer. A look at the company's experience:

Skeptics thought Control Data chairman William C. Norris was letting his conscience cloud his business judgment. It was 1968, the nation's cities were ablaze in riot and Norris was setting up a key plant in a run-down section of Minneapolis. At first, the critics appeared to be right. The plant's production always seemed to fall on Monday—because many of its workers had wound up in jail over the weekend. But Norris insisted that the plant had profit potential, and experience has proved that he was right. The plant now employs 337 workers, each of whom has been on the job for an average of more than six years, and Norris says its profit payoff "has been a handsome one."

Building plants in poor urban areas, in fact, has become a substantial part of the big computer manufacturer's business. CDC now has six other inner-city facilities, three in the Minneapolis-St. Paul area and one each in Washington, D.C., San Antonio and Toledo. In 1978 the company expanded on the idea by joining a consortium of corpora-

tions and church groups that plans major business developments in blighted city areas. City Ventures Corp. hopes, for example, to create 2,500 jobs in Baltimore's Park Heights neighborhood—the home of Maryland's largest concentration of welfare recipients. Control Data has opened a bindery in an old warehouse in the area and it plans to lure other businesses there by offering them managerial and technical help—and even office space—until they can get established.

**'A Young Company':** Control Data officials say that the company's commitment to inner-city investment stems partly from Norris's vision and partly from the nature of their business. "We're a young company," says deputy chairman Norbert R. Berg. "We're also in an industry where change is a way of life." But they also think the Administration's new proposals to spur public-private partnerships are a necessity if other companies are to take on similar risks. None of CDC's own inner-city plants would have been started without government subsidies; now Reagan's budget-cutters are demolishing many of the old subsidy programs—and with them, much of the private business incentive to invest in inner cities. "The magnitude of the job to be done is far beyond any potential for sheer philanthropy to fulfill," says CDC president Robert M. Price.

In any case, the CDC officials say, philanthropy is not the point. As they see it, Control Data's inner-city plants have been successful largely because the company considered them profit centers and widely advertised that fact. "You can't get a good

manager to run something that's not for real," says deputy chairman Berg. "If he's expected to produce, the right things get done. These are not token plants." The first inner-city plant made frames for all of the company's large computers, for example. Managing plants for profit in poverty pockets has been more than enough of a challenge. The company has had to lend money to some workers, set up day-care facilities for the children of others—and in the early days of the first plant's operation, CDC had to send a company lawyer to the city jail on Monday morning equipped with a book of bail bonds.

President Reagan may send his urban-enterprise proposals to Congress as early as this month. He is expected to propose that zones be set up in 75 cities in the first three years of the program, with the Federal government offering special investment tax credits for building plants and other facilities in the zones and other tax credits for hiring people and taking them off the welfare rolls. The government would also agree not to tax any capital gains the companies might make in the zones; it also might waive the minimum wage for teen-agers who work there. Administration officials warn that urban-enterprise zones are not a cure-all for the sweeping problems of blighted cities. But Control Data's efforts show that inner-city investments are anything but hopeless ventures.

DAVID PAULY with SYLVESTER MONROE in Chicago, DIANE CAMPER in Washington and bureau reports

## Private Sector Offsets Handicap Of Cut Budget

While the Reagan administration's budget-cutters are slashing funds to design and install equipment to help the disabled, private industry and the handicapped are making surprisingly impressive progress on their own. And this has little (if anything) to do with 1981's International Year of the Disabled Person, generally dismissed in this country as a dismal failure despite official statements of optimism.

In fact, so far at least, the handicapped seem to be more than holding their positions in the face of the general upsurge in joblessness. Surveys again are underlining that qualified handicapped workers have a lower rate of absenteeism than their physically able counterparts, higher dedication to performance and a higher-quality output.

From the corporate side, there are hundreds of positive examples of what U.S. companies are doing for the qualified handicapped. As a sampling:

- IBM has for many years modified buildings and redesigned equipment to accommodate the handicapped.

- Sears, Roebuck's handicapped

roster includes repair technicians, attorneys and retail managers.

- AT&T has developed a program to train managers of disabled people (which will survive its breakup).

- Xerox is training disabled people in computer-related jobs where there is a shortage of physically able, qualified workers.

- The Travelers Insurance Companies installed a variety of sophisticated equipment, which includes writing machines, to enable a disabled person to write out his or her program in Braille and video screens to advise the hard-of-hearing that the telephone is ringing.

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### SYLVIA PORTER

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### YOUR MONEY'S WORTH

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In the words of Edward H. Budd, president of Travelers, which has some 100 disabled persons on the payroll, "We have to have qualified people to do business, and to overlook qualified people because they are handicapped would not serve any purpose."

From the side of the handicapped, this nation's blind population of around 470,000 offers the most outstanding examples of people working, earning wages based on their productivity, paying taxes—and generally upsetting our stereotyped images of them.

- There are workshops for the blind across the nation, where men

and women operate complex machines, such as drill presses and electronic sealers; run switchboards; assemble writing instruments; make brushes on high-speed equipment; conduct complicated sewing operations and package the widest variety of products.

- Blind people hold executive jobs in corporations, practice law, teach in universities, run non-profit organizations.

- Generally acknowledged as the best-operated shops in the country are the workshops associated with the National Industries for the Blind. They received their biggest push back in 1938, when the Javits-Wagner-O'Day Act told them, in effect, that they could become subcontractors for the federal government if they met stringent requirements for quality, on-time delivery and other specifications.

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# Foundation Provides Twin Cities 400 Jobs

Special to The Washington Post

MINNEAPOLIS—The McKnight Foundation of Minneapolis is giving the cities of Minneapolis and St. Paul each \$1 million to provide jobs for 400 people in "dire need of emergency job assistance and who have no known avenues of assistance open to them."

The Work Opportunity Project, as it is called, will pay \$4.25 an hour for a 40-hour week during the next six months. Those hired will work for the cities—on park department projects, for example—or for non-profit community agencies. Applications for the 400 positions reached 2,000 Friday, the day it was announced.

Although the supervisors will try to find private sector jobs for the 400, city officials regard the

McKnight Project as a temporary quick economic fix.

Mayor George Latimer, a St. Paul Democrat, praised the foundation but said: "Let's not fool ourselves, it's not a long-term program." Likewise, Minneapolis Mayor Don Fraser, also a Democrat, said, "We have a socially-conscious private sector in the Twin Cities but there's no way they can make up the gap of what's been cut."

Reagan administration officials have expressed the hope that the private sector will absorb those left jobless by sharp cutbacks in public jobs programs, such as those administered under the Comprehensive Employment and Training Act (CETA).

The local CETA offices will screen

applicants, and the project will fill—but only in part—the gaps left by budget cuts that reduced the CETA programs by about 50 percent. According to the McKnight Foundation, the area's rising unemployment figures tell only half the story. They don't indicate the stagnation of the work force and the fact that many have exhausted unemployment benefits.

Among the requirements, an applicant must have been unemployed for 30 days and not be in school. One Reagan administration criticism of CETA was that fulltime students were on CETA rolls. But because they were cut off in the Twin Cities last year, the McKnight project rule creates no new hardship for students.

# THE WALL STREET JOURNAL.

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## Limits of Voluntarism

In his State of the Union message, President Reagan paid tribute to "the volunteer spirit" that has long been such a distinctive feature of American culture. At the same time, he was careful not to exaggerate either the capabilities of voluntary organizations or the role of the federal government in stimulating them. And he made a special point of asking business and other private groups not "to replace discarded and often discredited government programs dollar for dollar, service for service." As the administration's Task Force on Private Sector Initiatives gets under way, it would do well to remember each of these themes.

In communities and neighborhoods across the land, Americans get together to solve problems and improve their lives just as much as they did when Tocqueville commented with astonishment on this "nation of associations." Virtually every town has its charity drives and civic boosters, its parents-teachers associations and its voluntary hospitals. Mr. Reagan observed that "385,000 corporations and private organizations are already working on social programs ranging from drug rehabilitation to job training." In many cases, the accomplishments of the voluntary sector have been extraordinary. The economic advance of both Jews and Mormons can be attributed in part to their well-developed policies of helping their own. And the "Green Revolution" research financed in part by the Rockefeller Foundation may have done more to improve the lives of ordinary people in developing countries than all government food giveaways put together.

These efforts are worth encouraging, promoting and inspiring. But at the same time, it's important to remember that many of our most serious social problems — for instance, high unemployment among black teenagers — have so far proved resistant not only to expensive public programs but also to well-meaning and well-financed private initiatives. Groups such as the National Alliance of Business and the Committee for Economic Development have long been involved in publicizing and promoting corporate efforts to address urban problems. Despite all the achievements of, for example, Brooklyn's Bedford-Stuyvesant Restoration Corp., an \$83 million public-private "partnership" dating from 1966, unemployment in Bed-Stuy is still roughly 35%, and crime and infant mortality rates are frighteningly high.

It's important to remember, too, that much of the voluntary sector — particularly the foundation world, but also the professional staffs of many church groups — has been corrupted by the same "community-organizing" ideology that has hampered the effectiveness of government social programs. The focus in many community groups has been to mobilize poor people and minorities to fight for their rights and their share of public funds and services — and in the process provide lucrative government contracts to a budding "poverty industry." There's been much less attention to the ways people can organize to help themselves; indeed much of the voluntary sector has actually been scornful of such old-fashioned notions as the idea that families should stick together or that hard work and study will get you ahead.

Now that the Reagan administration has been cutting back many social programs, there will be increasing calls for the private sector — particularly corporations — to "fill the gap." These calls should be resisted. There is much businesses can do, and have been doing, to help resolve social problems, but little of it involves writing checks, especially to community organizations with ideological baggage.

Where business can contribute most is in thinking about social problems in practical, entrepreneurial, get-the-job-done ways. About how to make money by setting up plants in inner cities. Or how to improve vocational training in local school systems. Or how to lower the cost of transportation and housing and health care. Or how to share financial expertise and knowledge of economic opportunities with local governments, especially now that local politicians, cut off from much of their federal funding, will be more willing to listen to businessmen. Many businessmen already do these things and those that do them well usually find it makes good business sense to do so.

What the federal government can do is more limited. It can publicize successful voluntary efforts and it can provide seed money to organizations that may need help on specific projects, but the impetus for effective self-help groups can come only from individuals and communities themselves. If the last 15 years have taught us anything, it's that the best solutions to our country's problems usually come from the people on the scene, not from distant bureaucrats in Washington.