

November 4, 1997

MEMORANDUM FOR: LYNN CUTLER  
MARIA ECHAVESTE  
MICKEY IBARRA  
ELENA KAGAN  
ANN LEWIS  
DORIS MATSUI  
CRAIG SMITH  
TODD STERN

FROM: Beverly Barnes

RE: Dialogue on Race within the White House

At Erskine Bowles' request, a small group prepared the attached memo to recommend a process for constructing an honest and productive internal discussion about increasing inclusion within the White House. Upon review, Erskine asked that the memo be shared with several other senior staff members so that their insights might inform a final proposal on how to conduct this process.

Thank you for taking time to review this memo on short notice. The group assigned to develop this proposal would like to get your verbal feedback in a meeting planned for tomorrow, November 5, at 4:30 p.m. in Room 180, OEOB. The final proposal is due to Erskine on Friday.

In addition to your thoughts on the memo, hearing your answers to the questions posed below is critical. Thank you in advance for your attention to this effort. If you have any concerns or questions, please do not hesitate to call me at 67451.

#### Questions

*Staff from different racial groups have disparate assessments about the degree to which they feel included in decision-making and other processes at the White House. Disparities in perception can undermine staff cohesion and the effectiveness of the staff. It therefore is appropriate to set aside time to focus direct attention on perceptions of racial inclusion.*

- To what extent do you agree or disagree with this statement?
- To what extent do you think other senior level staff agree or disagree with this statement?

Which do you think is the most effective strategy for getting senior staff involved in an effort to make White House processes more inclusive?

- Circulating the attached memo and asking for comments.
- Conducting the survey described in the memo, and circulating the results.
- Engaging in more time-intensive activities (such as those described in the memo).
- Other.

Bruce -  
FYI. Do you have  
views that I should  
keep in mind when  
I go to this  
meeting tomorrow?  
Elena  
File:  
RACE INITIATIVE

October 30, 1997

MEMORANDUM FOR      ERSKINE BOWLES

FROM                    JUDITH WINSTON, VIRGINIA APUZZO, CHARLES  
                             DUNCAN, JANIE JEFFERS, JANICE KEARNEY, SHAROLYN  
                             ROSIER, DAVID CAMPT

RE                        Racial Diversity Training Series

This memo is intended to propose a process for constructing an honest and productive internal discussion about increasing inclusion within the White House senior staff.

**Purpose**

Staff from different racial groups have disparate assessments about the degree to which they feel included in decision-making at the White House (WH). Disparities in perception can undermine staff cohesion and the effectiveness of the staff. This memo proposes ways to design personal and organizational strategies for increasing feelings of racial inclusion in the White House.

**Goals**

To construct a series of interactions and dialogues that:

- clarifies the facts about racially-related *disparities in opportunities* for inclusion
- examines the causes of racially-related *disparities in perceptions* of inclusion
- produces a series of action steps for both individuals and offices to rectify racially related disparities in perceptions and opportunities among the WH staff
- engages WH staff in efforts related to the President's Initiative on Race and thus increases WH staff awareness about the challenges facing it.

**Proposals**

To achieve the goals mentioned above, the subcommittee proposes a four-part process involving: 1) an anonymous survey, 2) a series of dialogs, 3) a day-long retreat, and 4) a continuing series of seminars. The survey is designed to provide a mechanism for the expression of concerns about racial diversity issues that people may be unwilling to articulate in a public forum. The series of dialogs is designed to create an environment for the discussion of issues of racial diversity and their effect on the White House. The day-long retreat is designed to allow participants to construct strategies for personal and organizational change to improve White House inclusion. The seminar series is designed to institutionalize a process for WH staff to remain aware of important issues with regard to racial diversity.

**Anonymous Attitude Survey**

This survey would explore people's thoughts about various racial diversity issues, such as: