

NLWJC - Kagan

DPC - Box 040 - Folder 014

**Race-Race Initiative - Advisory
Board Meetings [4]**

Brainstorming Session

One America: The President's Initiative on Race

Bob Thomas

9/8/97

Bruce—
I thought you'd
get a high cut
of this.
Elena

Topics:

- Goal for the Initiative
- Outcome Choices for the Initiative
- Role of the Advisory Board
- Overview
- Subcommittee Subtleties
- "Test" Hypothesis or "Discover" Hypothesis
- 9/30 Meeting with the President
- Issues/Input for President's Final Report

What is the desired goal for the President's Initiative on Race?

The Staff for the Initiative has undertaken a significant task of supporting the President in engaging the country in a national conversation on race. However, what might be the desired outcomes of this conversation? For example, there could be a range of desired outcomes:

- Managing public attitude on race (see Example 1)
- An alignment of existing/planned programs and policies (see Example 2)
- A full transition plan to move the country into the 21st Century all the while overcoming racially charged attitudes (see Example 3)

What is the role of the Advisory Board in the President's plan for the Initiative?

As the Staff for *One America: The President's Initiative on Race* begins its process to create a work plan and developing work processes, a major issue appears to lack certain definition: what is the role of the Advisory Board and what is its relation to the Initiative and the Initiative Staff?

- Example A: Is the Initiative Staff progress to be guided by the direction of the Advisory Board or is the Initiative Staff a function of the White House staff and therefore directed by the President?
- Example B: Is the Advisory Board to review Initiative Staff progress and assessments and report to the President or is the Initiative Staff to present progress to the President and the Advisory Board so the Board may advise the President?
- Example C: Is the Board's role to lead the Initiative Staff in the broader focus of the President's theme of a "just, unified America" which involves many issues which are beyond race?

Memo:

The following points have already been provided to the Advisory Board and are listed here only for review purposes and reference.

Five Major Goals are stated for One America, for each of which the President will seek the advice of the Advisory Board regarding how to achieve them:

- To articulate the President's vision of a just, unified America
- To help educate all Americans about the facts of race in this country
- To promote a constructive dialogue in which we confront the difficult issues of race
- To encourage leadership at the federal, state, local, community and individual levels to help bridge racial divides; and
- To identify and develop solutions in critical areas such as education, economic opportunity, the administration of justice, housing, crime and health care.

Activity Themes for process:

Study

Dialogue

Action

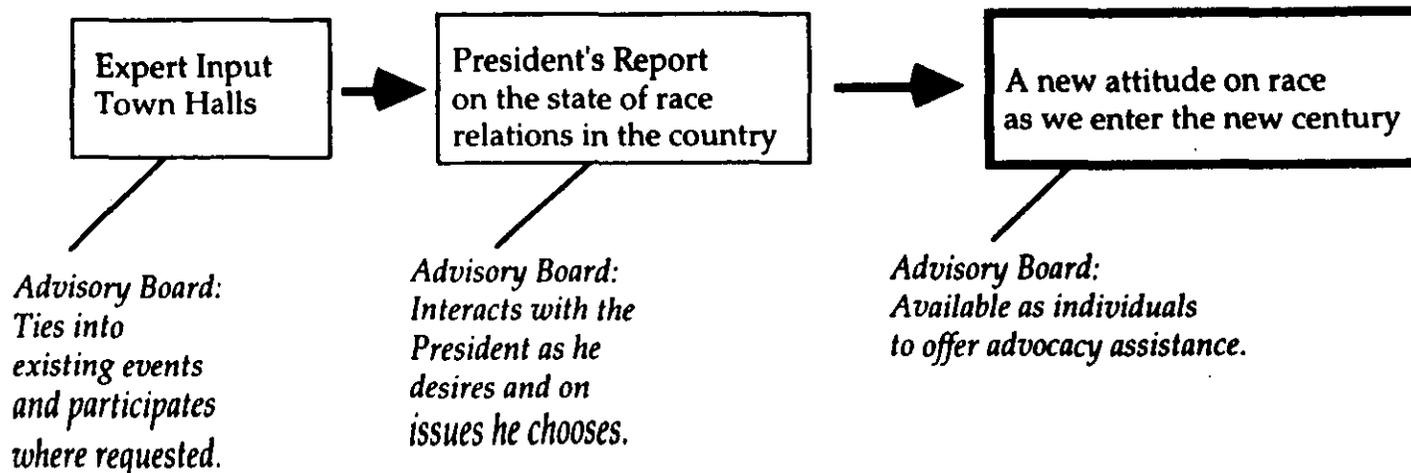
Refined Goals:

1. Public Outreach and Communication
2. Engage Leadership and Sustained Change
3. Identify Policy Recommendation, Disseminate Best Practices and Develop On-going Action Agenda

Outcome Choices for the Initiative

Managing public attitude toward race (Example 1)

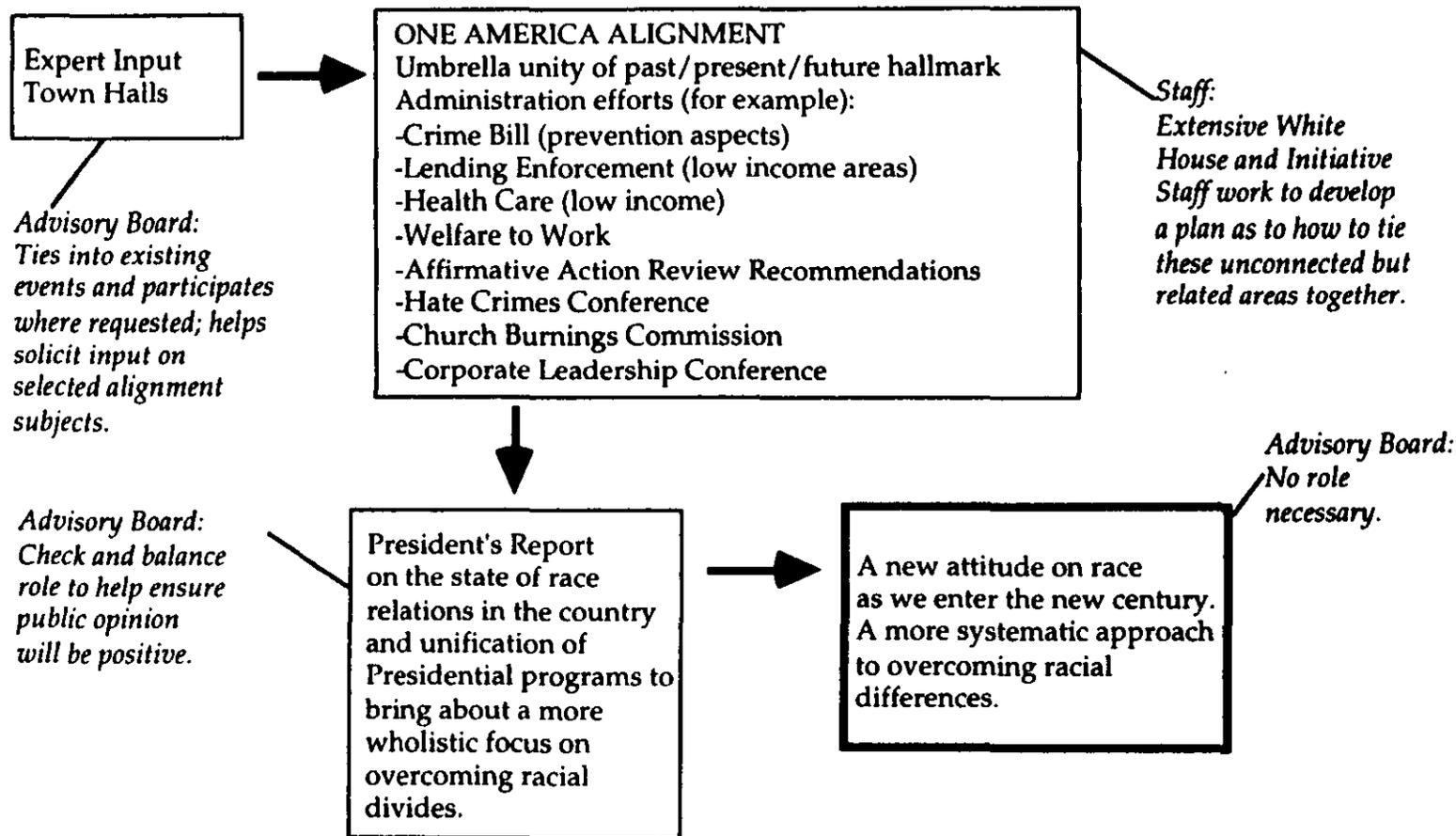
Is the desired outcome of the Initiative to move public perception and public attitude to become more aware and open to racial differences? Assumes the Advisory Board is but one of many valued Presidential opinion/advisory sources, and that heightened awareness and dialogue is the main desired outcome.



Note: Examples A or B (pages 10 or 11) of the Advisory Board's role would seem to fit best with this desired outcome.

Alignment of administration efforts to foster racial reconciliation (Example 2)

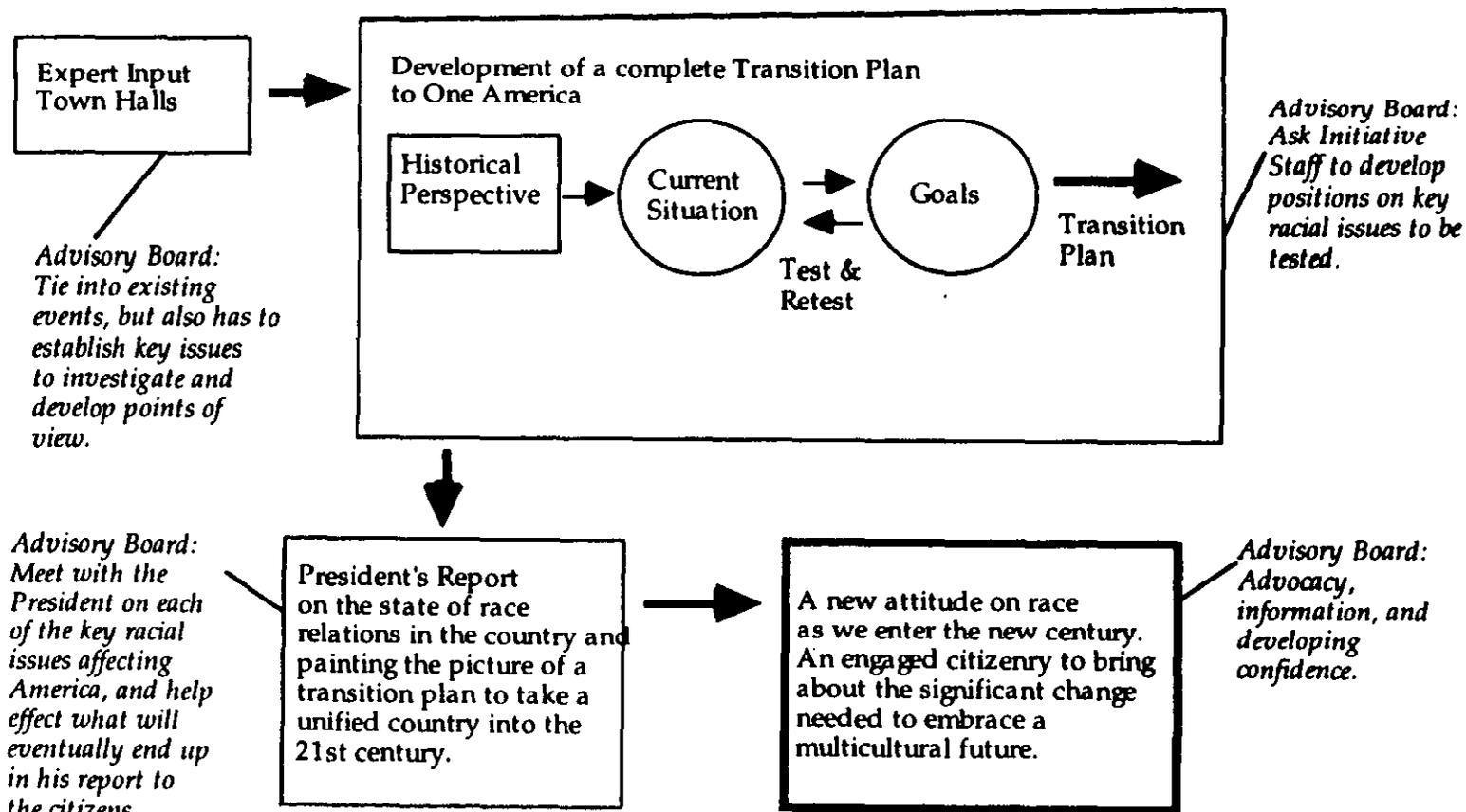
Is the desired outcome of the Initiative to create a deeper understanding of racial divisions so there can be a greater synchronicity of Administration efforts developing momentum to overcome those racial differences? Assumes that the President/White House staff believe the ingredients for racial harmony already exist, and that the main desired outcome is to perceptually "connect the dots" so that their synergies can be optimized.



Note: Examples A or B (pages 10 or 11) of the Advisory Board's role would seem to fit best with this desired outcome.

Full transition plan for a unified America (Example 3)

Is the desired outcome of the Initiative to create the blueprint for a transition plan to move the country into a multicultural future that will displace racial differences in its wake? Assumes the President's main desired outcome is to leave a landmark legacy of racial relations that will need nurturing well into the 21st Century.



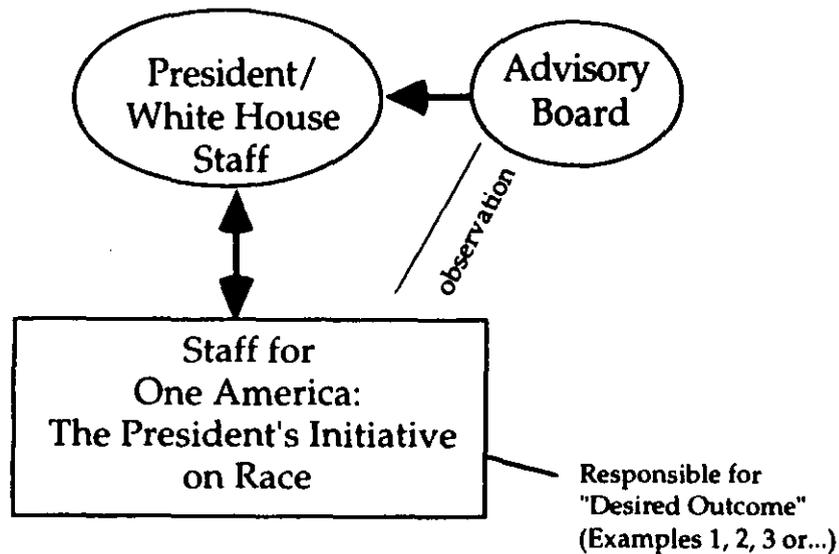
Note: Example C (page 12) of the Advisory Board's role would seem to fit best with this desired outcome.

Role of the Advisory Board

Role of the Initiative Staff

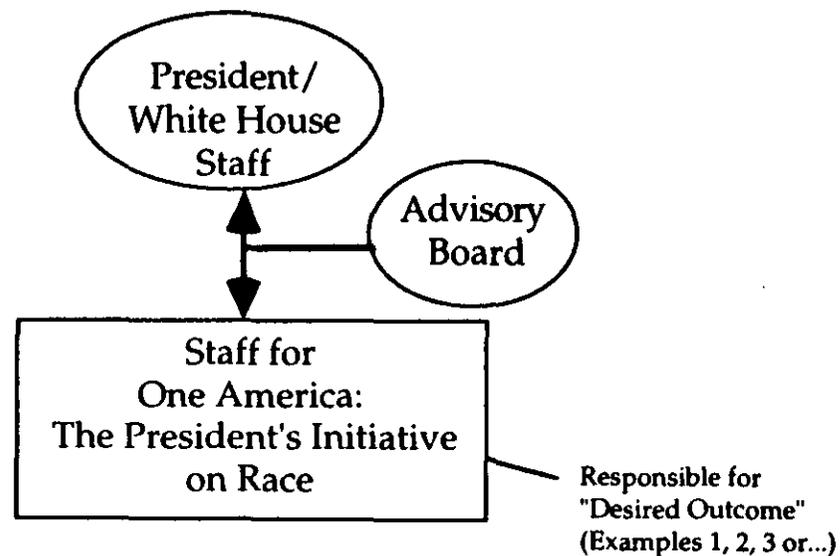
Role as Advisor to the President? (Example A)

Is the Advisory Board's primary function to observe the progress of the Initiative Staff and report its observations to the President? Assumes Initiative Staff gets its vision and work plan direction either internally or from the President/White House staff.



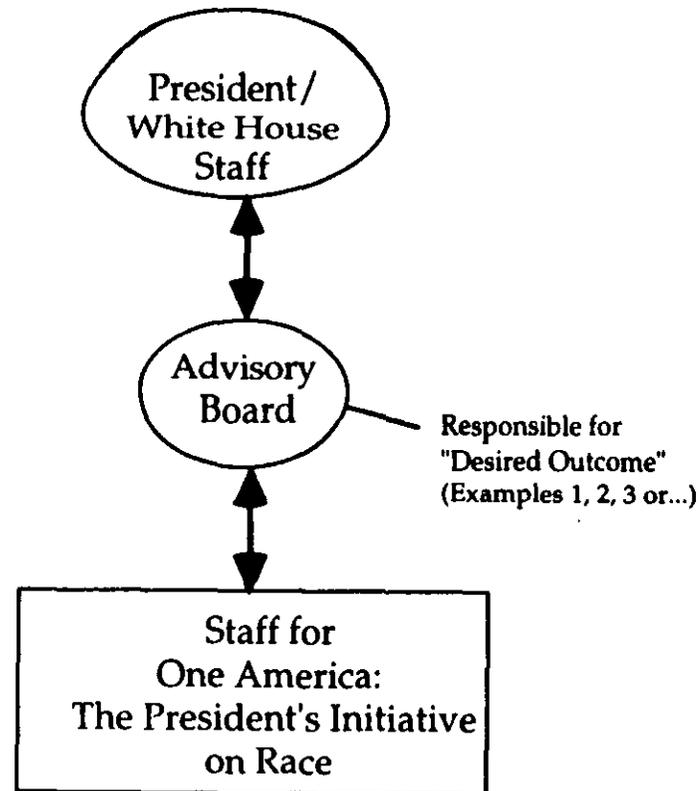
Role as Listener/Communicator/Advocate/Advisor to the President and Initiative Staff? (Example B)

Is the Advisory Board's primary function to be the highly visible, symbolic eyes/ears/voices/arms/legs for both the President and the Initiative Staff? Assume the Initiative Staff gets its vision and work plan direction either internally or from the President/White House staff.



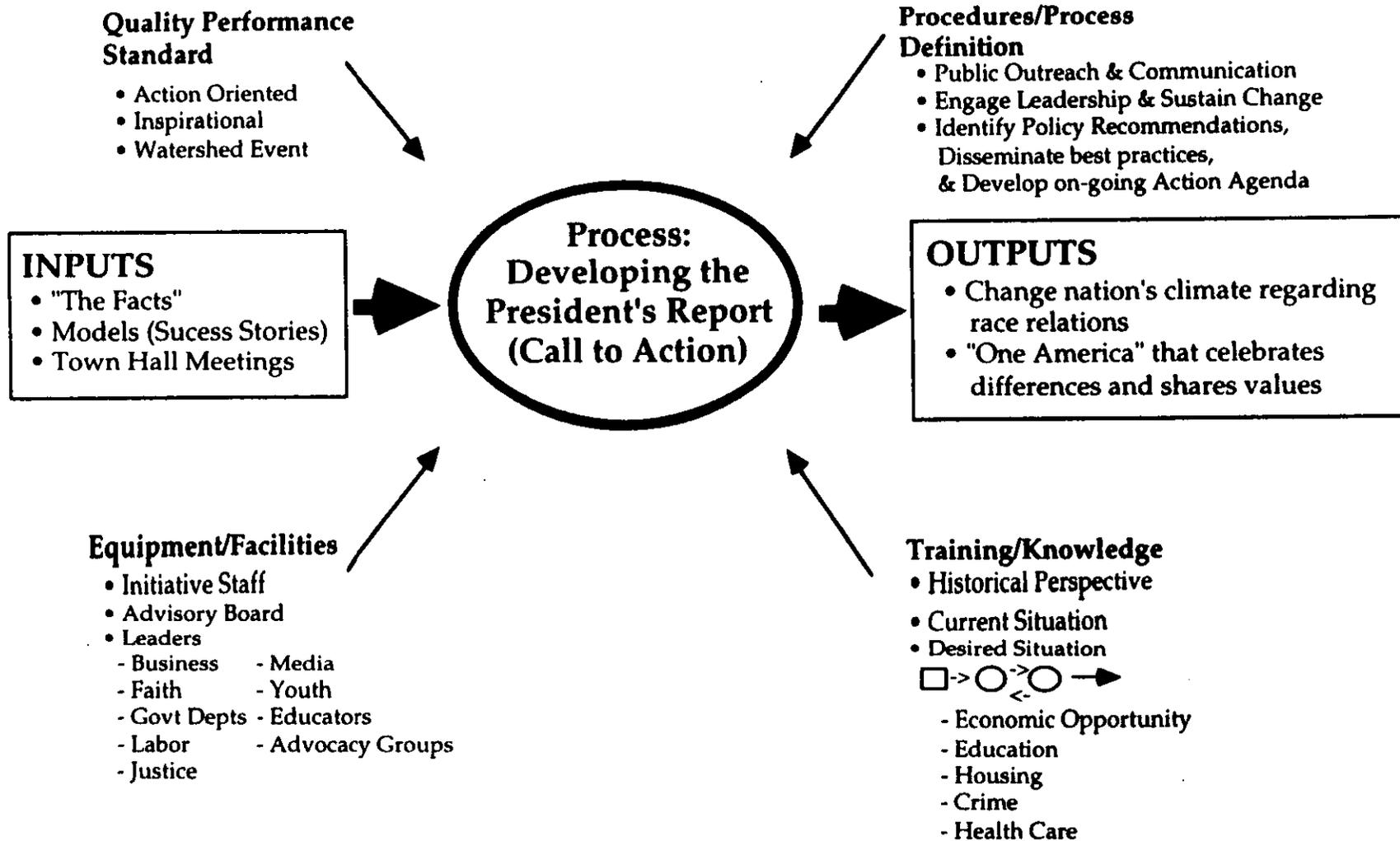
Role as Leadership of the "One America Initiative"? (Example C)

Is the Advisory Board expected to lead the Initiative Staff and direct the work plan process to accomplish the desired outcomes? Assumes the Advisory Board can take the responsibility for achieving the selected "desired outcome".



Overview

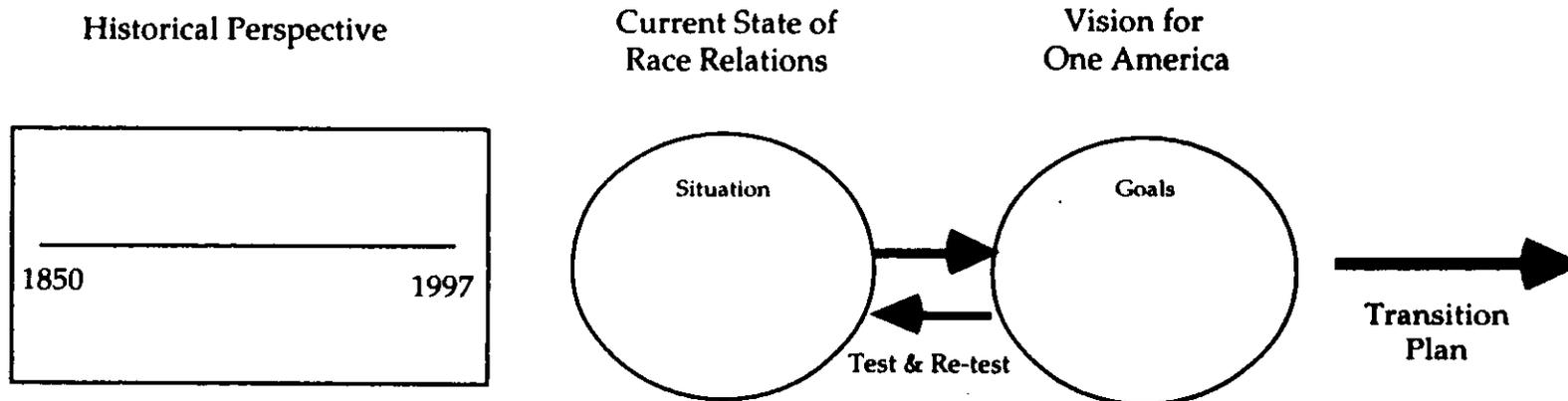
Process Overview



This chart depicts a potential process of development of the President's Report to the Nation on Race Relations using a standard Total Quality Management tool.

Model for Understanding Major Issues

Issues that emerge from the staff data collection will combine to create an Historical Perspective and will largely define the Current State of race relations. Town halls meetings and narrative evidence will further define the Current State and the Advisory Board's perspective. Town hall meetings and narrative evidence will also provide modeling and success stories which lead to the start of defining Goals for a Transition Plan leading to a new and better era of race relations.

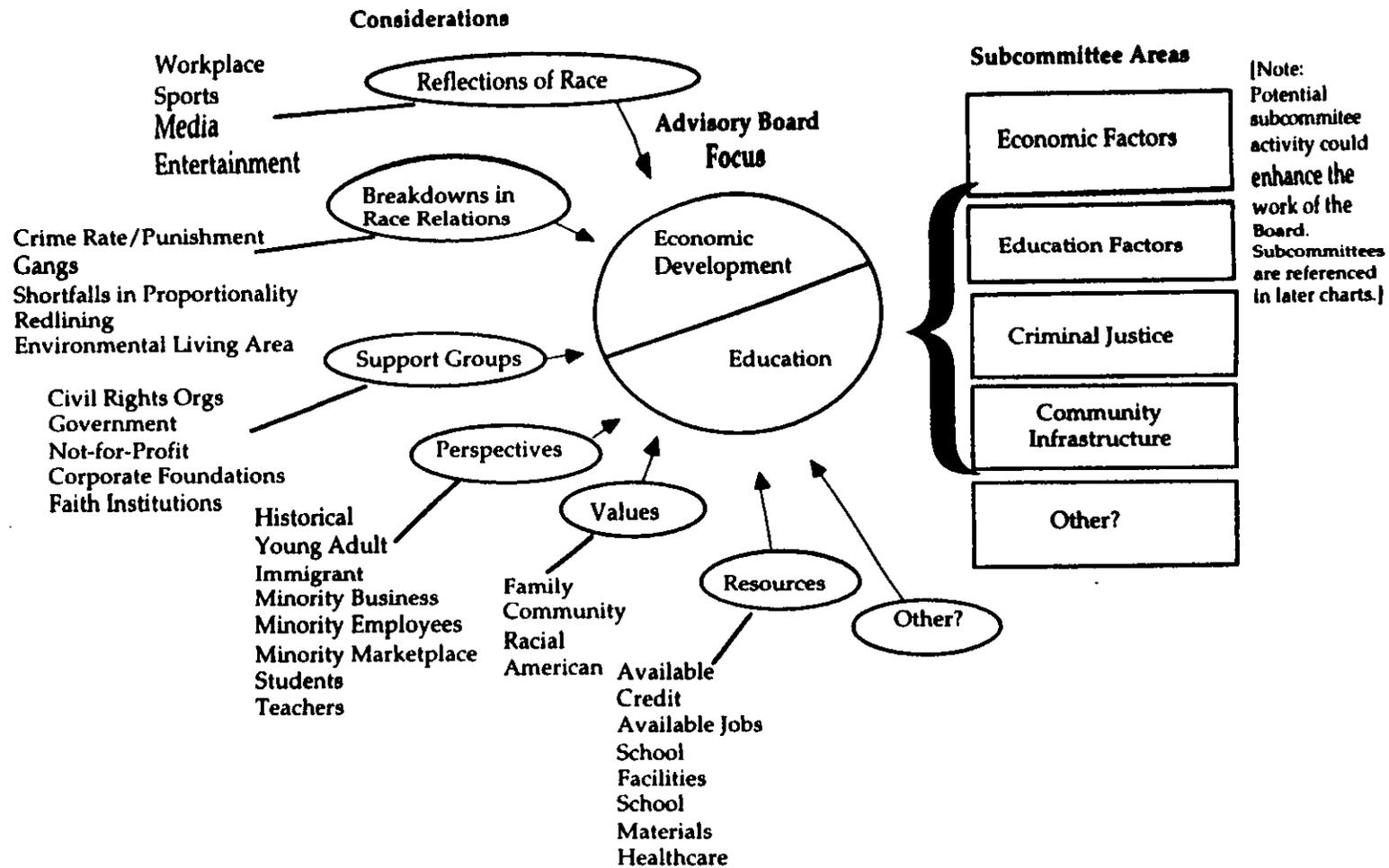


Subcommittees

Formal Subcommittees Established 8/12/97

- Public Education, Communication and National Conversations
- Leadership and Sustained Change
- Policy Recommendations and Dissemination of Best Practices

Early Subcommittee Rationale/Recommendation



“Subcommittee” Differences/Discussion

- **Formal, established structure is process-oriented, and will deal with “factors” as they are required**
- **Early recommended structure was “factor” oriented, and would have dealt with process sequentially**

Note: No attempt here to change the decision - just to understand the implications

“Test” Hypothesis

- or -

“Discover” Hypothesis

Now What?

- Study historical perspectives, study current facts and perceptions, engage in dialogue, and conduct Town Hall meetings to eventually **develop points of view** on the issues

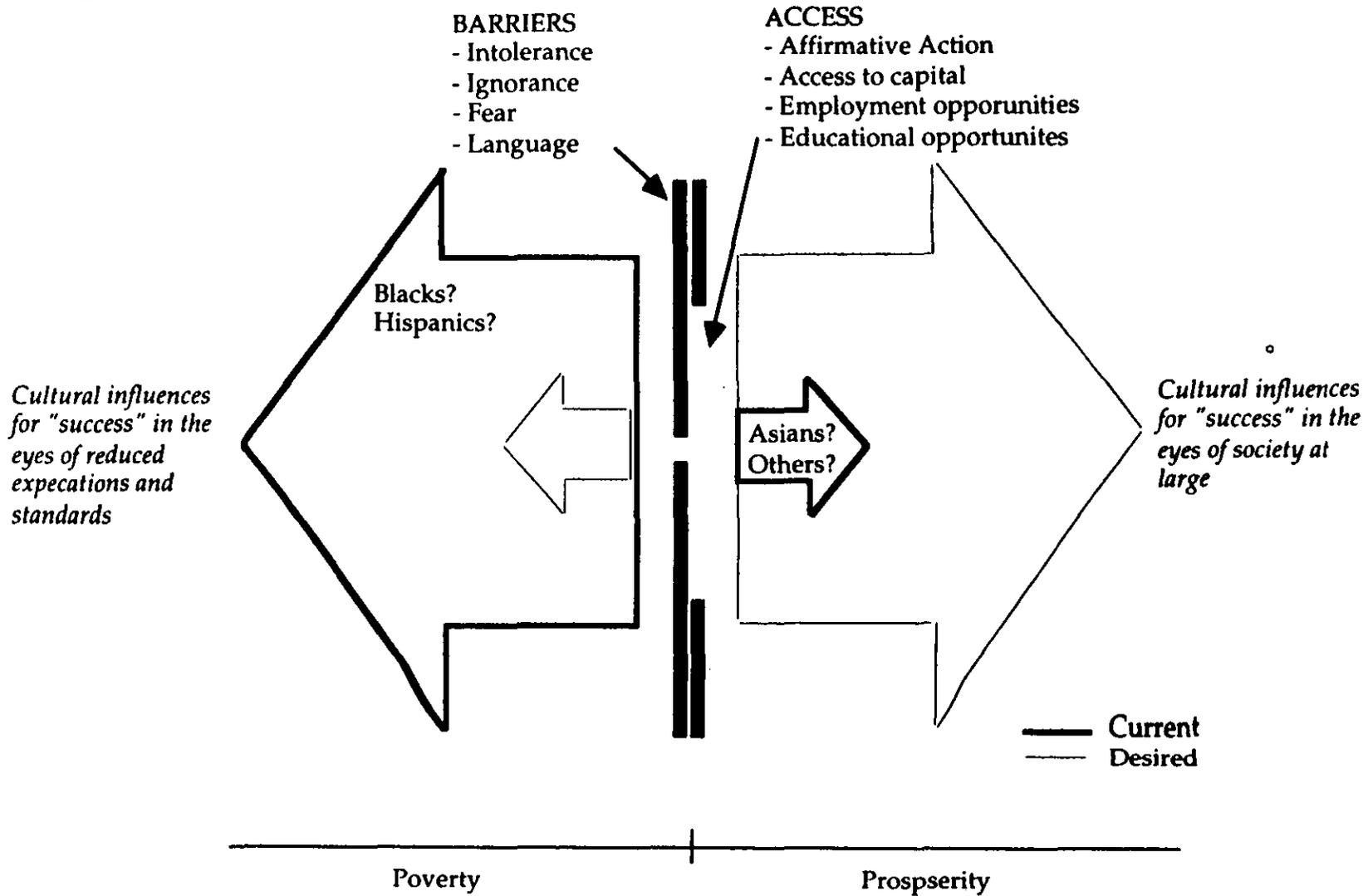
- or -

- Based on “ideal” principles, **develop points of view** on the issues to be tested against the historical perspective, current facts and perceptions, dialogue with key leaders and general public input to refine points of view

Differences

- The way public perception and informed awareness is managed
- The use of “trial balloons”
- The use of the Advisory Board and individual members
- Whether the “vision” directs the “process”, or the “process” determines the “vision”

Example of Test Hypothesis: Linkage of Poverty to Racial Inequality



Memo:

Subissues -

- Working Poor
- Criminal Records
- Cultural Influences
- Models
- Etc.

Memo:

Need -

- Facts
- Projections
- Assessments
- Sequential Trial Balloons

Memo:

Outcome Possibilities -

- Traditional Methods
- New Methods

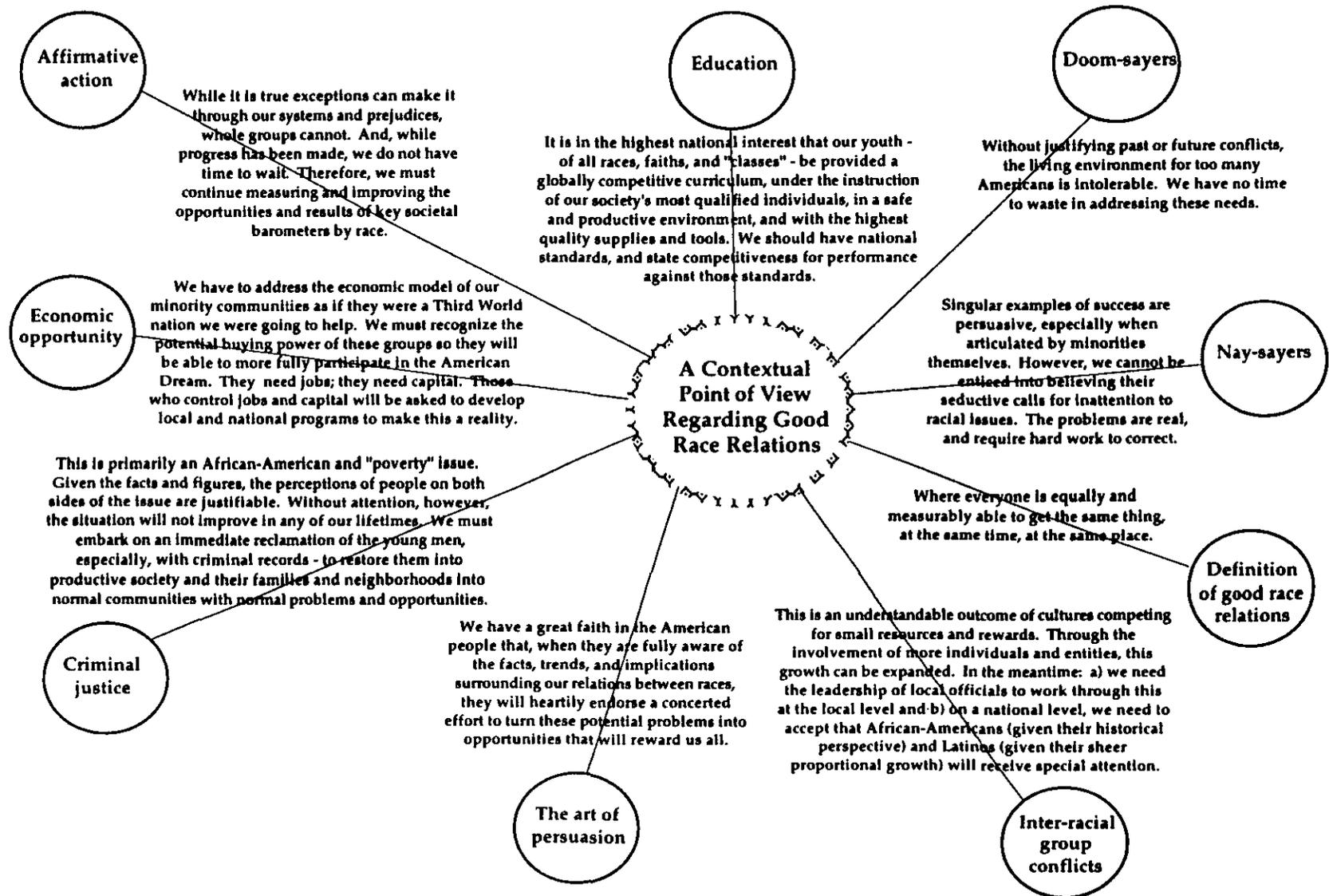
9/30
Meeting with the President

9/30/97 Meeting with the President

- Review outcome/conclusions from this meeting
- Review work to date
- Recommend next steps
- Review possible focus areas/requirements of “final” report for concurrence/and direction

Focus Areas
and
Test Hypothesis for the
President's Report
to the American People
on Race Relations

Focus Areas/Test Hypothesis



Backup: Focus Areas Thoughts

Focus Area: Education Thoughts

- U.S. standard vs. states' standards?
- Students vs. teachers?
- Minimum support/materials?
- Integration/segregation (separate but equal)
- Safety (inside/outside)
- Drug influence
- Health, nutrition influence
- Bilingual education
- Ebonics
- Access to higher/specialized education

Focus Area: Doom-sayers Thoughts

- "The inner cities are ready to explode again."
- "There is a retreat against minority - favorable laws/policies which will backfire into violence."
- "There is such a prejudice against the poor in America that it will destroy our economic strength from within."

Focus Area: Nay-sayers Thoughts

- "There's been a lot of improvement."
- "If protection is needed, it should be based on class, not race."
- "The youth would say the groups we are involved with are well adjusted and racially mixed."
- "I made it - so can you."
- "The minority groups in some areas need good doctors, teachers and such - not necessarily minority doctors, etc."
- "All this talk will just stir things up."

Focus Area: Definition of "Good" Racial Relations Thoughts

- Measurements of:
 - Perceptions
 - Results
 - Opportunities available
 - Success
 - Behavior
 - Differences

- Absence of:
 - Hate crimes
 - Violence
 -
 -

- Presence of:
 -
 -
 -
 -

Focus Area: Inter-racial Group Conflicts Thoughts

- African-American there first with longer history of suffering, injustice
- Latinos joined by language; huge growth projection
 - Color less contrasting
 - Can be target marketed easily
- Asians have culture of success therefore we have haves/have nots in minority groups, therefore a fight for scarce resources, empathy and support

Focus Area: The Art of Persuasion Thoughts

- Facts vs. perceptions
- Facts vs. fears
- Facts vs. ignorance/unawareness
- Modeling: draw mental/physical picture - examples, analogies, diagrams, etc.
- Vision for the future
- Leadership: choices, tradeoffs, direction
- Put the historical events into perspective
- State the benefits of good race relations. For example: buying power up, cost of safety down

Focus Area: Criminal Justice Thoughts

- Fairness of perceptions
- Factual percentages of those with criminal records
 - Where centered? By gender, race, geography, etc.
 - Linkage with poverty or culture of poverty
 - Impact on eligibility for economic opportunity
- Impact of gangs/role of gangs
- Impact of organized crime
- Drug related crime perception/effect
- "Environmental" rights for safety suspended?

Focus Area: Economic Opportunity

Thoughts

- Access to capital for entrepreneurs
- Access to jobs for workers
- Access to promotions
- Access to positions of responsibility including Profit & Loss
- Exceptions to the rule vs. "any one person can make it"
- The working poor
- Effect of poverty on internal minority group culture and external perception
- Forecast of job growth, etc. with "as is" conditions vs. population/age growth trends of minority groups
- Environmental neglect of minority communities

Focus Area: Affirmative Action Thoughts

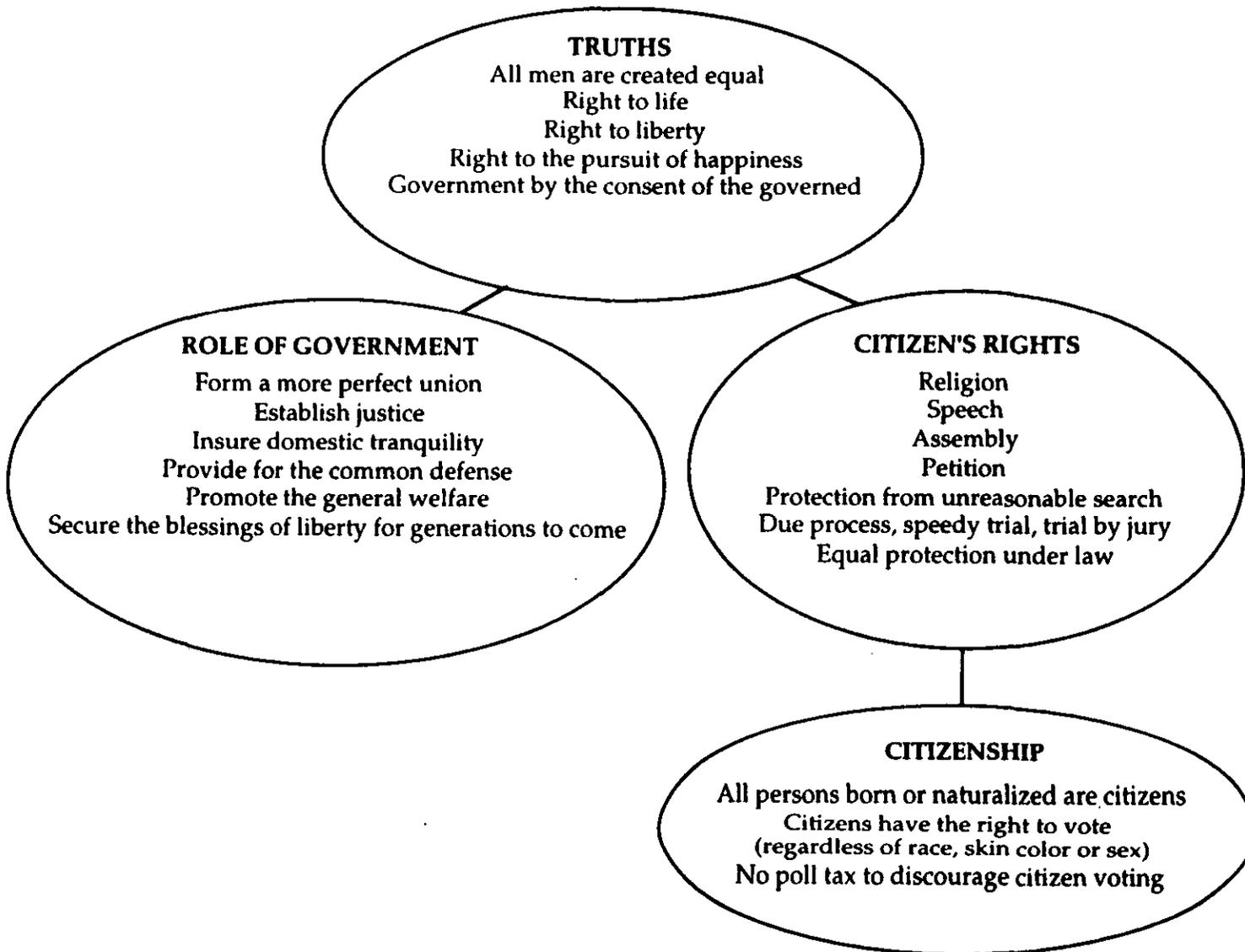
- Prop 209
- Prop 187
- Ward Connerly/Pete Wilson
- Protected classes vs. protected races
- What is equal opportunity?
- When does fairness come into conflict with natural
- What is the objective/and when?

Backup: Ideals

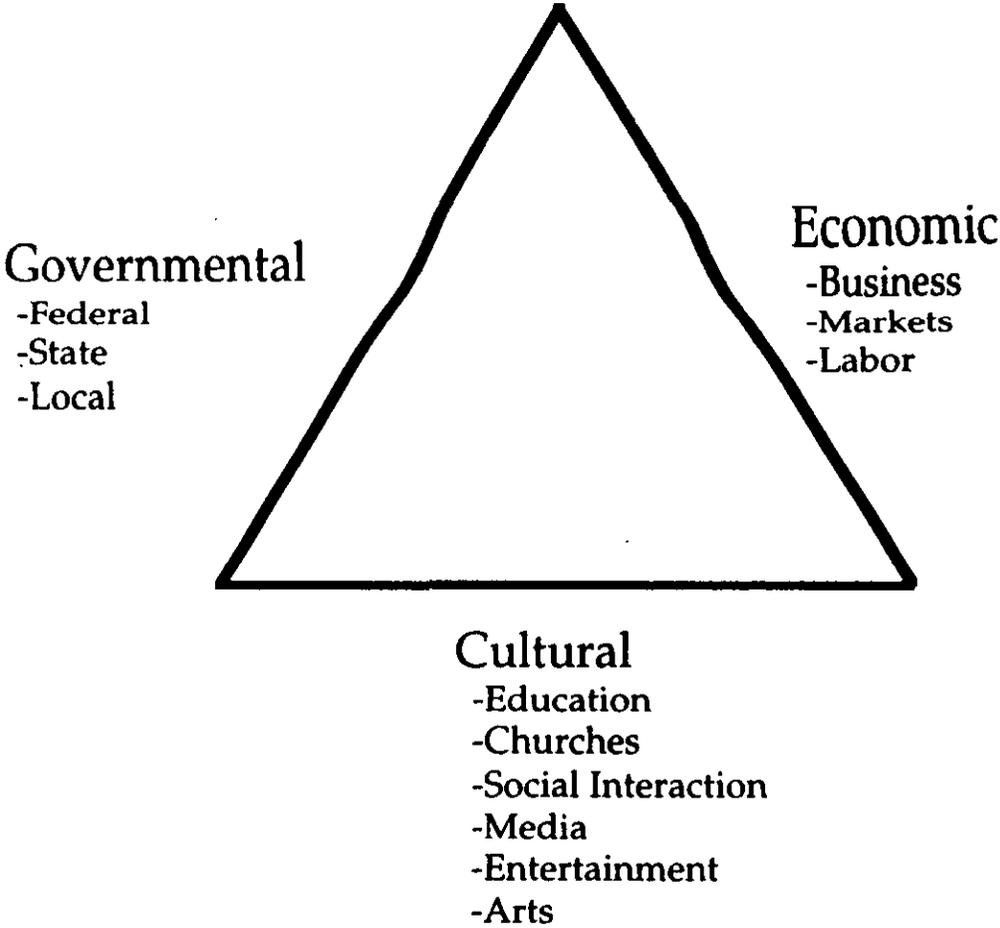
Our ideals & attitude are about equality
and opportunity.

Inequality and lack of access
undermines our ideals.

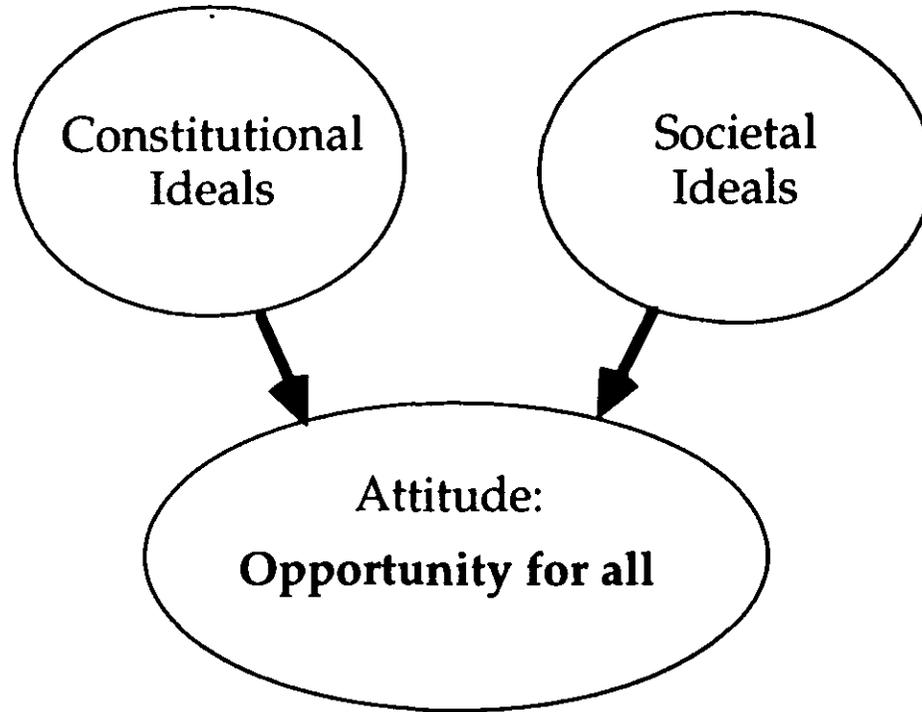
Constitutional Ideal



Societal Ideal: Balance

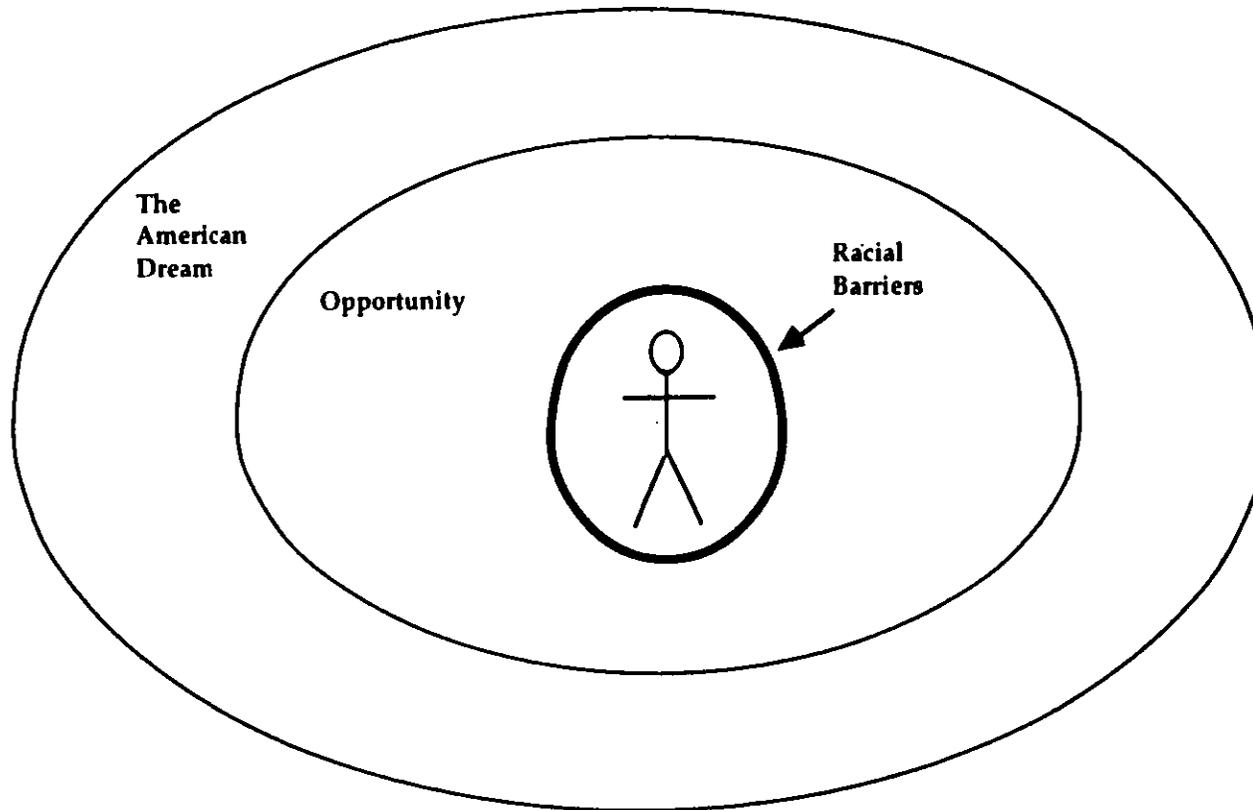


American Attitude



But, is there really “opportunity for all” in a racially divided America?

Racial disharmony ⇔ Inequality ⇔ Unequal opportunity



Racial barriers to opportunity create inequality...
Inequality denies the ideal of opportunity for all...
That denial causes society to be out of balance...

There is overwhelming evidence that ethnic and racial injustices in jobs and opportunities have historically permeated America, and continue to be insurmountable barriers to millions of Americans. It is equality true that because of affirmative action -- at private and governmental levels -- millions of Americans have been able to achieve laudable success. We believe that programs that are inclusive, and designed to eliminate real or artificial barriers based on race, are not only good for American but are central to building a tranquil and productive society. We recommend leaders of America (the President; governmental, faith, business, educational and other leaders) engage in a conscious campaign to make Americans understand that we all will bear the fruits of a future made healthier by affirmative action.

Inter-Racial Group Conflicts

We must resist any temptation for separatism and instead encourage meaningful and productive contact between all races. As a result of a long history of discrimination, African Americans and Hispanic groups may receive a higher of degree of attention for the same period of time due to their being part of a large number of racial and ethnic discrimination. The same may hold true regionally for Asian, Native American and other minority groups. We, therefore, call upon local leaders to address the unique and special concerns of all minority groups in their communities.

Economic Opportunity

Minority "markets" are a significant and growing -- through under utilized -- segment of American society. We must recognize the potential aggregate buying power of minority groups, and the ways in which, by reaching their potential, they can lift the level of life for all Americans. Those who control jobs and capital must be given meaningful incentives to provide assistance to these groups and provide access for these groups. Special attention must be paid to those who comprise the "working poor," and those who are relegated to "environmental living areas." Poverty is a powerful enhancer of any race relations problem and concerted steps must be taken to support those who can reverse the effects poverty has placed upon them.

Affirmative Action

Healthy Race Relations

Where everyone is equally and measurably able to get the same thing, at the same time, at the same place

This is a problem where both the facts and perceptions have a profound effect on all Americans, but perhaps especially upon the African American and Hispanic families and communities. Emotion and misperception have blinded the country as to the extent poverty and economic inequality intensify crime and crime-related problems. Without attention, this problem will not improve in any our lifetime. We must embark on any immediate reclamation of these affected individuals (statistically emphasis required for young males) with criminal records, to restore them into productive society, and their families into normal communities. Without these efforts, seeds of self-destructive behavior will continue to grow into broad behavior patterns that hold back entire communities.

Criminal Justice

Without justifying past or future racial conflicts, the living environment for many Americans is intolerable. We have no time to waste in addressing their needs. We have great faith in the American people, that when they are fully aware of the facts, trends and implications surrounding our relations between races, they will support a concerted effort to turn these potential problems into opportunities that will reward us all. To help achieve this goal, we call upon all noted communications and media leaders to use their considerable skills and influence to advance the contextual point of view regarding healthy race relations.

Education

It is in the highest national interest that our youth -- if all races, faith and "classes" -- be provided a globally competitive curriculum and overall educational experience. Minimum standards must be set nationally for pupil and teacher, and the teaching profession must be enhanced and supported to encourage the highest quality possible. Students deserve to have equal access to technologically modern supplies, tools and equipment; a safe and drug-free environment; adequate facilities; and sufficient nutrition. We recommend these resources be supplied by a consortium of government, private enterprise and applicable foundations. Finally, as English is the language of economic success in America, students should be taught in English. Transitional efforts should be undertaken to support those whom English is a not their first language, but it is in the best interests of the students long-term productivity to expect them to learn within the English-language parameters.

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Bruce -

FYI. I'm not sure if this
has been sent yet.

Elena

NOTE TO MEMBERS OF THE ADVISORY BOARD

Re: Upcoming Schedule and Plans for Developing the Advisory Board Work Plan

I want to follow-up on our recent conversations and provide you with some ideas on paper for proceeding between now and the next meeting of the Advisory Board. I have spoken with each member of the Board in general terms about this suggested framework and schedule, and I believe everyone is in agreement with the general structure that I outlined in my telephone conversations with you, and which is described below. I am anxious to receive your comments and ideas, both about the suggested structure for the subcommittees and the work of the subcommittees, and about any other matters related to the work plan for the Advisory Board.

As we discussed, I believe it would be useful for the Advisory Board to work in subcommittees between now and the next meeting, which I have suggested would be in mid-September. Subcommittee members could meet primarily through conference calls, although they certainly could meet in person if needed.

The President has set out **five major goals** for the Race Initiative and will be seeking the advice of the Advisory Board on how to achieve each of them:

- To articulate the President's vision of a just, unified America
- To help educate all Americans about the facts of race in this country
- To promote a constructive dialogue in which we confront the difficult issues of race
- To encourage leadership at the federal, state, local, community and individual levels to help bridge racial divides; and
- To identify and develop solutions in critical areas such as education, economic opportunity, the administration of justice, housing, crime and health care.

The Board's work plan will outline the process it will use to ensure it has all of the data and support it needs to advise the President fully and knowledgeably in each of the areas on which the Board's advice is sought. The subcommittees could be organized roughly around the five major goals or the three major activity themes of the Initiative, recognizing that there is overlap between the goals and the themes. The **three activity themes** and the areas they might

cover are:

A. Study -- This includes identifying the demographic data the Board wants to collect and use in support of any one of the five goals (i.e., determining the most effective ways to use demographic data as one of the many ways of providing race-related information that will educate, increase understanding, and dispel demographic myths and stereotypes), identifying what kind of data would be most effective to use (e.g., sector data -- education, economic opportunity, etc.; geographic data; class data), and how best to use it. It also could include developing a framework or criteria for identifying "best practices" in communities, companies, and other settings, and developing ideas for establishing a clearinghouse or other means to make this information readily available.

B. Dialogue -- This includes the challenge of outreach and having a national conversation about race, including organizing town meetings, developing parallel vehicles (e.g., conferences) for reaching other audiences, developing networks of leaders across and within communities, identifying the most effective way to reach people with the demographic data, and building partnerships with corporate, sports, or entertainment organizations. It also includes identifying the focus and ideas for kits and other materials to distribute to communities, churches, schools, and other organizations. In addition, the work of this subcommittee could include developing a communication and media plan for outreach, or this work could be part of a separate subcommittee. A critical challenge of the dialogue theme or activity is how to guide and measure effectiveness and to build on whatever the measure of success is.

C. Action -- This is the policy and program development component of the Initiative. It includes identifying ways to be a catalyst for the development of community improvement programs; determining whether to issue publications that would be educational, informative, and/or thought-provoking; identifying opportunities for federal, state, or local initiatives. It also could include developing a possible outline for the President's Report to the Nation, and determining what activities the Advisory Board could or should become engaged in that would fill in and support the framework for the President's Report.

I know that each of you fully appreciate that each of the goals and activity themes present a major challenge, especially in light of the time frame the President has set out for himself and the Board. Many of the people I have talked with during the last two weeks tend to advance immediately beyond the discussion of racial reconciliation to that of policy and program development aimed at effectively addressing the barriers confronting racial and ethnic minorities in this country, e.g., adequate funding for inner city schools; enhanced affirmative action strategies in the education and employment spheres. Others question how realistic, appropriate or wise, it is to move forward with recommendations for significant policy and program development without first attempting to build more of a consensus in the country about race and racial reconciliation. The Board's work plan must somehow balance these approaches and

concerns -- that is, the need to educate and promote a deeper understanding of the common bonds and values among racial groups and the history of race relations (across multiple racial groups) and the need to push forward on the policy and program development and action front.

In each of these areas, one useful activity would be to begin to identify organizations and experts that already have information, are engaged in outreach, and have developed programs and policy proposals so that the Board does not spend its time duplicating existing and valuable work of others.

If the Board is in general agreement on this framework (organizing a work plan through subcommittees based on the goals and themes outlined above) and the timetable (meet as subcommittees during August and early September with a full Board meeting in mid- to late-September), my staff will review the schedules of the Board members and check the availability of meeting space, and I will then contact you immediately to finalize the date of the next meeting.

I will be out of the office until Wednesday, when we will be in our new quarters. I will contact each of you then with the address, phone and fax numbers, as well as my e-mail address.

If you want to talk about any of the ideas in this note, please feel free to give me a call. Also, feel free to send comments by fax or e-mail once we have provided you with that information. I look forward to talking with you soon.

Judith A. Winston

ADVISORY BOARD TO THE PRESIDENT'S INITIATIVE ON RACE

July 14, 1997

Agenda

The White House Conference Center

9:30 AM	Call to Order and Overview of the Day	John Hope Franklin
9:45 AM	Opening Statements	Board Members
10:30 AM	Administrative Details (including budget, staffing and office space)	TBD
10:45 AM	Recommendations on the Scope of the Initiative	John Hope Franklin
11:15 AM	Recommendations on a Work Plan for the Initiative	John Hope Franklin Maria Echaveste Elena Kagan
12:30 PM	BREAK FOR LUNCH	
1:30 PM	Recommendations on a Work Plan	John Hope Franklin Maria Echaveste Elena Kagan
2:00 PM	The Advisory Board's Role and Next Steps	
3:00 PM	Adjourn	

OUTLINE FOR DISCUSSION PAPERS FOR ADVISORY BOARD MEETING

Recommendations on the Scope of the Initiative

Community Empowerment

- Housing
- Economic opportunity (jobs and wages), including affirmative action

Administration of Justice

- Criminal justice
- Civil rights

Education

- Inner cities, including standards-based reform and bilingualism
- Higher education, including affirmative action, diversity and HBCUs/HSIs

Health Care

~~Crime~~
Others

Each area should consider:

- demographics, disparities and discrimination
- prejudicial attitudes
- reverse discrimination
- legal foundations
- claims versus reality/stats on affirmative action

Recommendations on a Work Plan

Outreach to Stimulate Ideas and Dialogue

- Audiences
 - Political bodies and individuals
 - Civic and community organizations
 - Policy community
 - General public (town halls?)
- Framework for Productive, Effective Community Conversations
 - Format
 - Questions
 - Follow up

Identifying Effective Leadership

- Developing a definition for effectiveness
- Creating a pool of effective leaders, projects and programs
- Disseminating information on the pool

Research

- Opportunity costs of the lack of diversity
- Demographics, disparities, discrimination
- Consequences of rollback of affirmative action policies
- Stereotypes vs. reality
- How the past still shapes the present

(Consider using National Academy of Sciences for help.)

Policy Actions

- Policy council structure
- Issues already being worked on
- Integrating ideas from dialogue and outreach into policy efforts

The Advisory Board's Role

Interaction with Initiative and White House Staff

Subcommittees of the Advisory Board

Meetings with President

Future meetings of board

Specific assignments for next meeting

SUGGESTED AREAS FOR ADVISORY BOARD'S WORK

The Advisory Board for the President's Initiative on Race should determine the scope of the Board's work and activities for the coming year. For purposes of the Board's first meeting, below is an outline of suggested areas of inquiry and a possible framework for organizing the Board's work.

- I. An initial project could be an evaluation of the current state of race relations in America.
 - A. Attitudes resulting from Americans of so many different races and ethnicities living and working together
 - B. Facts surrounding the issues of race
 1. Demographics
 2. Disparities
 3. Opportunity costs of the lack of diversity
 4. Stereotypes versus reality

- II. There are a number of broad questions, some controversial, that the Board could lead the country in discussing. Some possibilities for the Board to consider and to stimulate further discussion are as follows.
 - A. How much prejudice and discrimination still exist?
 - B. What is the role color plays in our institutions?
 - C. In what settings do prejudice and discrimination still exist?
 - D. Why do people still harbor prejudices based on color and ethnicity?
 - E. How significantly do prejudice and discrimination undermine equal opportunity?
 - F. Does/can reverse discrimination exist?
 - G. How do we make opportunity available to all without discriminating against anyone?
 - H. In what settings is it important to pursue racial and ethnic diversity?
 - I. How do we define racial and ethnic justice?
 - K. What is racial reconciliation; what does it look like?

- III. Another area in which the Board could make a positive contribution is the identification of effective leadership on questions of race and reconciliation.
 - A. Define and assess effective leadership
 - B. Identify and disseminate examples
 - C. Encourage others to become leaders

- IV. The Board, in the course of its work, may seek to identify recommended solutions--be they best practices, policies or programs--to vexing problems that exist in a number of different arenas, such as the following (not an exhaustive list).
 - A. Education

- B. Economic Opportunity
- C. Administration of Justice
- D. Health Care
- E. Housing

DRAFT 2

Race Initiative - Advisory Board
Meetings

What Is The Board's Role?

To be addressed in John Hope Franklin's opening remarks. Discussion paper on this will be provided along with discussion papers on the agenda items outlined below.

What Areas Will The Board Spend Time On?

State of race relations

- Attitudes resulting from Americans of so many different races living & working together
- Facts surrounding the issues of race
 - Demographics
 - Disparities
 - Opportunity costs of the lack of diversity
 - Stereotypes versus reality

Controversial questions

- How much prejudice and discrimination still exist?
- What is the role color plays in our institutions?
- In what settings do prejudice and discrimination still exist?
- Why do people still harbor prejudices based on color and ethnicity?
- How significantly do prejudice and discrimination undermine equal opportunity?
- Does/can reverse discrimination exist?
- How do we make opportunity available to all without discriminating against anyone?
- In what settings is it important to pursue racial and ethnic diversity?
- How do we define racial and ethnic justice?
- What is racial reconciliation; what does it look like?

Leadership

- Defining and assessing effectiveness
- Gathering and disseminating examples
- Encouraging others to take up the call

Solutions (Best Practices, Policies and Programs)

Advisory board will make recommendations on specifics for the President and staff to consider

- Education
- Economic opportunity
- Administration of justice
- Health care
- Housing

How Will The Board Spend That Time?

Outreach to:

- Racial and ethnic groups
- Religious groups
- Civic and community organizations
- Policy institutions
- Business/Labor
- Elected officials
- Religious community
- Neighborhoods, communities

Outreach through:

- Public hearings
- Speeches by board members
- Meetings with organizations
- Other public appearances
- Expert panel presentations to board members

Advisory board meetings

- Subcommittee meetings
- Meetings with the President

Input to the President's report

Individual work assignments

Race Initiative - Advisory
Board Meetings

ADVISORY BOARD TO THE PRESIDENT'S INITIATIVE ON RACE
July 14, 1997
Agenda
The White House Conference Center

9:30 PM	Swearing In	Attorney General Reno
9:45 AM	Call to Order, Statement of Advisory Board Role and Overview of the Day	John Hope Franklin
10:00 AM	Opening Statements	Board Members
10:45 AM	(What the Board Will Spend Time On)	John Hope Franklin
12:45 PM	BREAK FOR LUNCH	
1:45 PM	(How the Board Will Spend That Time)	John Hope Franklin
2:45 PM	Immediate Next Steps	
3:00 PM	Adjourn	