



The Aspen Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

May 26, 1994

Ms. Carol Rasco
Assistant to the President for Domestic Policy
West Wing
The White House
Washington, DC 20500

Dear Carol,

As you know, the Roundtable on Comprehensive Community Initiatives for Children and Families moved auspices officially from the National Academy of Sciences to The Aspen Institute on January 1, 1994. Last month, after having spent nine years at the Ford Foundation, two of them as a devoted Roundtable member, I began working as the Director of the Roundtable. I am honored to have been selected for the position and am very much looking forward to working with you on critical questions relating to how to improve the lives of children and families in disadvantaged communities. I am writing now for several reasons.

The first is that we are pleased to announce the addition of several terrific new members to our group:

- **Geoffrey Canada** is the director of one of the country's finest programs focusing on the needs of young people in disadvantaged communities, the Rheedlen Centers for Families and Children in New York City;
- **John Gardner**, the Haas Professor in Public Service at Stanford University and current President of the National Civic League, is a former Secretary of Health, Education and Welfare, the founding Chairman of Common Cause, past President of the Carnegie Corporation and author of several books including On Leadership and Excellence;
- **Stephen Goldsmith** is the Mayor of Indianapolis where he has launched a comprehensive community development initiative;

- **Craig Howard** is a Program Officer at the James Irvine Foundation in California and has extensive experience in the field of community and economic development;
- **Terry Peterson** is the Counselor to Secretary Richard Riley at the Department of Education;
- **Michael Stegman** is the Assistant Secretary for Policy Development and Research at the Department of Housing and Urban Development; and
- **Robert Curvin** is the Director of the Urban Poverty Program at The Ford Foundation.

We welcome them to the Roundtable and look forward to their contributions to our group's work.

The second purpose of this letter is to confirm with you that our next Roundtable meeting will be held on July 26-27, 1994, in Washington, D.C. It will start at 10:00 am the first day (July 26) to allow for East Coast travelers to come in that morning and end at 3:00 pm on the second day (July 27) in time for you to get home that evening. I will inform you about the specific location as soon as possible.

We are in the process of finalizing an extremely interesting agenda for the meeting. As a result of our discussion at the last meeting in October, one core session will focus on the topic of "community empowerment" and on the role of community organizing in comprehensive community initiatives. A second core session will ask several of our long-standing members and one or two invited guests to reflect on the lessons they feel they have learned in the last two years of planning, operating or working with comprehensive initiatives. They will include reflections on the Annie E. Casey Foundation's initiatives, the Pew Children's Initiative, the Community Building Network, and others. This session would be in the Roundtable's spirit of contemporaneous learning and would help identify an agenda for further work. In addition, Sid Gardner and Cheri Hayes, the Director of the new Finance Project, will lead a discussion on financing issues in the human services, and we will update you and seek your views on the work of the Steering Committee on Evaluation.

Finally, I would like to begin the process of reserving dates for the Fall/Winter Roundtable meeting. Enclosed you will find blank calendars for the months October - January. Please cross out the dates on which you would be unavailable to attend a Roundtable meeting and return them to me. Also, please state your preferences for meeting location. An addressed envelope is also enclosed.

For your information, I am enclosing the latest list of Roundtable members and a short description of the Roundtable itself.

I am very much looking forward to working with you on the Roundtable's activities. If you have any thoughts about the Roundtable, ideas for future attention or for ways of carrying out our work, I would be grateful if you would give me a call. Also, if there is any way that the Roundtable can be helpful to you and your work, please do not hesitate to contact me.

Sincerely yours,



Anne C. Kubisch
Director

ACK:bal
Enclosures



The Aspen Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

Roundtable Members

Harold Richman (Co-Chair)
Director
Chapin Hall Center for Children
University of Chicago

Lisbeth B. Schorr (Co-Chair)
Lecturer in Social Medicine
Director, Project on Effective Services
Harvard University

Carolyn Asbury
Director
Health and Human Services
The Pew Charitable Trusts

Michael Bailin
President
Public/Private Ventures

Douglas Besharov
Resident Scholar
American Enterprise Institute
for Public Policy Research

Angela G. Blackwell
President and Executive Director
Urban Strategies Council

Barbara B. Blum
President
Foundation for Child Development

Geoffrey Canada
Executive Director
Rheedlen Centers for Families and Children

Robert Curvin
Director
Urban Poverty Program
The Ford Foundation

Peter Edelman
Counselor to the Secretary
U.S. Dept. of Health and Human Services

Donald M. Fraser
Former Mayor
City of Minneapolis

John W. Gardner
Haas Professor in Public Service
Stanford University

Sid Gardner
Director
Center for Collaboration for Children
California State University, Fullerton

Stephen Goldsmith
Mayor of Indianapolis

Patricia Graham
President
Spencer Foundation

Nancy Grasmick
State Superintendents of Schools and
Governor's Special Secretary for
Children, Youth and Families
Maryland Department of Education

Ruby P. Hearn
Vice President
Robert Wood Johnson Foundation

David Hornbeck
Business Advisor
Business Roundtable and National
Center on Education and the Economy

Craig Howard
Program Officer
Children, Youth and Families
James Irvine Foundation

Otis S. Johnson
Executive Director
Chatham-Savannah Youth Futures Authority

Anne Kubisch
Director
Roundtable on Comprehensive Community
Initiatives for Children and Families
The Aspen Institute

Julia Lopez*
Director
Equal Opportunity Program
Rockefeller Foundation

William A. Morrill
President
Mathtech, Inc.

Douglas W. Nelson
President
Annie E. Casey Foundation

Terry Peterson
Counselor to the Secretary
U.S. Department of Education

Carol Rasco*
Assistant to the President for Domestic Policy
The White House

Julius B. Richmond
John D. MacArthur Professor of
Health Policy, Emeritus
Department of Social Medicine
Harvard University
Division of Health Research and Education

Rebecca Riley
Vice President
The John D. and Catherine T. MacArthur Foundation

James W. Rouse
Chairman
Enterprise Foundation

Michael Stegman
Assistant Secretary
Policy Development and Research
U.S. Dept. of Housing and Urban Development

Valora Washington
Vice President
W.K. Kellogg Foundation

* Invited

5/94

The Roundtable on Comprehensive Community Initiatives for Children and Families

Background and Current Status
December 1993

Background of the Roundtable

The Roundtable on Comprehensive Community Initiatives for Children and Families¹ grew out of a November 1990 Workshop on Effective Services sponsored by the National Forum on the Future of Children and Families. At that meeting, workshop participants identified the need for a venue in which persons involved in new community-based cross-systems reform initiatives might engage in open and detailed discussion about the challenges they face and the lessons they are learning.

These initiatives are aimed at reforming services and institutions and at revitalizing communities to improve outcomes among at-risk children and their families. The initiatives work across systems, in geographically-targeted efforts to improve the effectiveness of education, social and health services, and to encourage economic, physical and community development so that all of these will interact to improve the life chances of children and families in particular neighborhoods. Most of the initiatives now under way are funded by national foundations, and seek to leverage public funding.

These "natural experiments" are an ambitious form of social policy innovation. Their implementation has brought a new set of challenges requiring new types of learning. The Roundtable was formed in 1992 to bring together the funders, operators, evaluators, and advisors of these initiatives to discuss and learn from each other, to identify common challenges and to work together to help overcome those challenges.

The Roundtable has been supported by five major foundations: The Pew Charitable Trusts, The Ford Foundation, The Annie E. Casey Foundation, the Robert Wood Johnson Foundation, and the Foundation for Child Development. During its first phase -- between September 1992 and December 1993 -- it has been housed at the National Academy of Sciences, and has operated under the auspices of the National Research Council (NRC) and Institute of Medicine (IOM).

The concept on which the Roundtable was originally established was that the primary product of its activities would be the discussions themselves -- the learning that would take place among Roundtable members. But as time went on, members became increasingly interested in making their observations, evolving hypotheses, and written materials available beyond the Roundtable's immediate membership. In view of the restrictions placed by the National Academy of Sciences on the issuance of reports and recommendations, and because Academy rules do not permit study groups that do issue recommendations to include funders as full participants, the Roundtable sought a new home for its second phase. After extensive review of alternatives, the Roundtable members approved a move to operate under the auspices of the Aspen Institute.

¹ The Roundtable was originally entitled the Roundtable on Effective Services for Children. It has been retitled for its second phase to more accurately reflect its focus on comprehensive initiatives that extend beyond the reform of services.

Accomplishments of the Roundtable's First Phase and Future Plans

At its first meeting, in October 1992 in Washington, Roundtable members identified several cross-cutting issues they wished to address:

- (1) thinking more strategically about the reform process,
- (2) examining strategies that go beyond individual community reform efforts,
- (3) understanding the related challenges of outcomes accountability and governance,
- (4) exploring the financing of community reform efforts and the role of categorical funding, and
- (5) thinking through evaluation issues related to geographically targeted cross-system efforts.

Participants discussed a background paper that outlined the elements and contexts of cross-system geographically-targeted initiatives, and agreed that the Roundtable should examine these initiatives in depth, focusing especially on the key variables affecting the success of initiatives, such as the scope of effort, the entry points for reform, and the various sequences of activities leading to change.

The group also agreed that the Roundtable should undertake work to help reform efforts shift away from an emphasis on process and toward an emphasis on outcomes for children, families, and communities. Participants identified several factors that might be important elements of making such a shift, including defining more usable outcome measures and assessing how governance mechanisms can focus the efforts of communities on appropriate outcomes.

At the second meeting, in March 1993, participants reviewed three background papers on governance and outcomes, and identified several issues central to understanding governance of cross-system initiatives, including the language of governance, the developmental process that governance mechanisms follow, and the link between governance and outcome accountability.

In examining the potential for a shift toward outcome accountability, participants identified the benefits and problems with such a shift. They noted the risks that service providers and communities must take to accept responsibility for ultimate outcomes for children and families, the difficulty of achieving consensus on outcomes, the problems of measurement in this field, and the dangers that initiatives will be judged prematurely. However, participants reconfirmed their sense that such a shift would bring many benefits. Governing entities and funders may be able to loosen regulation of process, and public confidence in the ability to improve the lives of troubled families and their communities may be restored.

Roundtable members also discussed how the field might best learn from on-going initiatives. Much of the discussion focused on ways the Roundtable's work might connect with new interest in these topics within the federal government.

The Roundtable met for a third time in October 1993 and addressed

- (1) options for changing federal financing of categorical programs, based on the work done

by a subgroup of Roundtable members exploring possible changes in federal financing strategies that would encourage, rather than hinder, cross-system collaboration and the development of effective services. This group produced a short paper that presents options for changes in federal funding policies and practices that would make it easier for communities to develop, operate, and sustain effective services. Work on this topic will continue, and explorations are under way to see if this work can be made useful to the Administration in its planning for enterprise and empowerment zones and related activities.

(2) issues in the evaluation of cross-system, geographically-targeted initiatives, based on the work of another subgroup of Roundtable members and invited colleagues exploring the fit between current methods of evaluation and comprehensive initiatives. This group is currently developing a project to produce more workable approaches to the evaluation of complex cross-systems reforms, based on the shared observation that there is now a profound lack of fit between (a) prevailing evaluation practices and modes of analysis and (b) the need to understand, learn from, and judge the effectiveness of the major new social programs and policies that together make up geographically-targeted, cross-system reform initiatives. Roundtable discussions of this topic made clear that in many different settings where people are engaged with systems reforms there was great frustration with current approaches and a sense that new evaluation approaches are needed.

(3) the differences and commonalities in the underlying premises among geographically-targeted, cross-system reform efforts, based on an inventory compiled by the Roundtable staff director, cataloguing the crucial elements -- both theoretical and practical -- of comprehensive efforts. This paper provided the basis for the Roundtable's current work on the meanings and implications of various approaches to "empowerment" and its evaluation-related efforts to make explicit some of the major theories underlying current comprehensive community initiatives to improve outcomes and conditions for children and families.

As the group continues its discussions under new auspices, it will focus increasingly on products of its work that will be useful beyond its membership. The topics addressed in the second phase will include those identified in the first phase (building community-level governance, developing outcome accountability, improving evaluation methods, clarifying fundamental premises, and changing financing mechanisms), though the group expects to continue to identify new areas for investigation.

Roundtable membership

The Roundtable will be asking a limited number of additional individuals to become members, to enhance the group's experience base and diversity. New additions will be individuals who share with the present membership an involvement with and commitment to community-based cross-systems reform efforts. Additional members will be matched, if possible, with reductions in current membership to remain close to the current size. A list of current Roundtable participants is attached.



The Aspen | Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

February 8, 1995

Ms. Carol Rasco
Assistant to the President
for Domestic Policy
The White House
West Wing
Washington, DC 20500

FEB - 9 1995

Dear Carol,

We are very pleased that you will participate in the evening panel discussion at the next meeting of the Roundtable on Comprehensive Community Initiatives for Children and Families. In the enclosed agenda, you will see that the discussion is scheduled to take place after dinner, from about 7:30 - 9:30 pm, on Thursday, February 16th, in the Dumbarton Room of the ANA Hotel. The three other Roundtable members from the administration will be your partners on the panel.

We would like to ask you to lend a federal perspective on the outlook for the kinds of initiatives that are represented on the Roundtable. Our sense is that changes in the current political environment will have direct implications, positive and negative, for efforts that are based on principles of comprehensiveness, community, and systems reform, and we believe that the Roundtable members would greatly benefit from your views on the subject. In addition, we hope that the discussion that will set the stage for the session the next morning that will examine capacity in the "field" as a whole to systematically apply and test the lessons that we are learning from community-based cross-system reform initiatives.

In light of these objectives for the panel, we would like to ask you **not** to — focus on particular policies and programs that are likely to be launched (or cut — back), but rather on the broader context for our work. We suggest that you be — prepared to spend 3-5 minutes making a few observations that will help kick off a — discussion with the group. The Roundtable members will likely have comments — and questions that will keep the discussion going.

We also very much hope that you will also be able to join us during the daytime sessions on Thursday and Friday. Your perspectives would certainly enrich our discussions on evaluation, leadership, and capacity-building in the field.

Ms. Carol Rasco
February 8, 1995
Page 2

In the agenda, you will note that we have described, in some depth, how we propose to focus the discussions. We hope that this presentation of the topics will spark your thinking in advance of the meeting and will help us have a productive meeting.

We look forward to seeing you soon.

Sincerely yours,



Harold A. Richman
Co-chair



Lisbeth B. Schorr
Co-chair



The Aspen | Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

AGENDA:

Roundtable Meeting February 16-17, 1995

Potomac Room
ANA Hotel, Third Floor
2401 M Street, NW
Washington, DC 20037
Tel.: 202-429-2400
Fax: 202-457-5010

Thursday, February 16

10:00-10:30 am **Welcome and introductions**

10:30-12:30 pm **Review of the work of the Steering Committee on Evaluation**
James P. Connell, one of the co-chairs of the Steering Committee on Evaluation, will provide an update on the work of the Committee, introduce the volume that is being published this month, and describe the work plan for 1995.

12:30-1:30 pm **Luncheon**

1:45-5:00 pm **Leadership for cross-system, community-based efforts**
Moderator: John Gardner

The topic of leadership has come before the Roundtable from several directions, and it may be helpful to lay out some of them in order to inform the discussion:

1. The comprehensive community initiatives (CCIs) represented on the Roundtable aim to build or reinforce a "sense of community" in disadvantaged neighborhoods. A key element of community-building is identifying and supporting leadership from within the local community.
2. Because CCIs generally seek a devolution of fiscal and political authority to the local level, leadership that both has legitimacy within the community and is recognized by powers outside the community is critical.
3. CCIs generally operate on the principle of collaboration --- across organizations, sectors, interest groups, constituencies, and the like. Making collaborations work successfully may require a specialized set of leadership skills.
4. Because CCIs often strive for a "new way of doing business," innovation within agencies or public sector systems is required. Developing leadership within the ranks of the professional staff and front-line workers may require strategies for rewarding creativity and facilitating institutional experimentation and change.
5. Finally, leadership is also sought for inspiring new conceptual thinking in the field. How can creative approaches to addressing the major dilemmas of poverty and injustice be encouraged and facilitated?

There are two aims to this session. One is to define and develop perspectives on leadership. The second is to focus on strategies for identifying, developing and supporting various types of leaders. What are strategies for helping to ensure that current and new leaders achieve their full potential? Are there "gaps" in leadership needed for cross-system, community-based activities and, if so, what are some strategies for working to fill them? Is there adequate institutional attention to these questions and, if not, what are strategies for promoting institutional capacity in the field?

6:00-7:30 pm **Reception and dinner**

7:30-9:30 pm **The changing roles of federal, state and local governments
and implications for community-based initiatives**

Panel discussion: Peter Edelman (Health and Human Services), Terry Peterson (Education), Carol Rasco (The White House), Michael Stegman (Housing and Urban Development)

Friday, February 17

8:30 am - 9:00 am Continental breakfast

9:00 am - 12:30 pm What's Next?

This session is intended to allow Roundtable members to consider whether current developments in the arena of community-based cross-systems efforts suggest new opportunities for concerted action on issues on which neither individual initiatives nor individual funders could act as effectively alone.

1. Is there more that could be done to facilitate systematic learning from the current experience of comprehensive community initiatives (CCIs)?

What more could and should the Roundtable do to ensure that lessons learned from the current comprehensive community initiatives and through our collective efforts will be available in ways that will inform social policy and current and future initiatives? The Roundtable, as it now operates, promotes discussion and interchange among its members and the members remain the principal beneficiaries. As we make progress on issues of common concern, as with our work on the problems associated with evaluating CCIs, we are both deepening our engagement in particular problems and reaching out to a broader audience. Should the Roundtable be finding ways to encourage a deeper analysis of the problems and successes of current initiatives through such activities as:

- convening initiative directors for structured discussions about key operational problems that they have encountered or lessons they have learned which could then be written up and disseminated;
- gaining access to evaluations and summarizing, as a sort of meta-evaluation, the key lessons that they report on for the field;
- convening the evaluators of the various initiatives for structured discussions on key lessons;
- holding discussions with a cross section of those involved in the initiatives (eg, funders, participants, evaluators, directors) to identify the most critical obstacles to full success that are being faced across the board;
- - Other?

2. Are there cross-cutting issues on which the Roundtable should be developing and conducting in-depth work, as we are now doing in the evaluation area?

Examples of such issues would include:

- finding, acquiring, modifying, and utilizing appropriate MIS systems;
- identifying successful or promising efforts to train managers and front-line workers which could be adapted by CCIs;
- reviewing and analyzing experiences where community-based organizations specializing in one area expanded their activities and adopted more comprehensive community change agendas (e.g., housing-

oriented CDCs which embarked on human service activities; social service organizations which took on an economic development agenda; settlement houses which invigorated their community-building activities);

- analyzing the various types of governance structures which are in place in the CCIs and drawing lessons about their wider applicability;
- helping to design and encourage the adoption of joint accountability tools for organizations working in the same community but across systems;
- identifying successful or promising program components which could be adapted by individual CCIs.

3. Given the current environment, is there a need and an opportunity to develop greater institutional capacity to undertake systematic application and testing of the knowledge that is being generated from CCI experience?

CCIs are now drawing upon knowledge, skills and experience that have been developed in the anti-poverty, family support, service and education reform, and community-building fields in new and different ways. For example, CCIs tap the following types of resources:

- they seek a wide range of assistance on substantive, financing and other technical matters that certain intermediaries are well-suited to provide in particular domains, such as housing and community development, human services, or education;
- they seek assistance on "process" issues to facilitate collaborative planning and implementation, leadership development, and community building;
- they seek assistance on management and implementation of complex efforts in a changing environment;
- they seek assistance evaluating and drawing lessons from their efforts;
- they seek assistance leveraging their initiatives, disseminating their lessons and promoting systemic reforms that can facilitate ongoing improvements in their communities.

No one institution now provides or brokers this wide range of resources. As the field currently stands, each initiative is required to identify each of these needs, learn about the various institutions in the field that might be able to assist on each of the fronts, and then manage those institutional relationships in an efficient and effective way. Moreover, the field as a whole does not have a demonstration research capacity that could test new ideas or alternative approaches to resolving problems and then disseminate lessons.

It may be timely to explore such "capacity-building" questions as: What strategies could existing intermediary organizations adopt to respond to the diverse needs of CCIs? Are there strategies for pooling or creating a consortium of talents? Is systematic demonstration research a useful concept in this field? Are new institutions needed to perform these and related functions?

12:30-1:30 pm

Buffet lunch and adjournment



The Aspen Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

ROUNDTABLE MEETING

ANA Hotel
2401 M Street, N.W.
Washington, D.C. 20037
February 16-17, 1995

Participants:

Harold Richman (Co-Chair)
Director
Chapin Hall Center for Children
University of Chicago
1155 East 60th Street
Chicago, IL 60637
(312) 753-5958
(312) 753-5940 FAX

Lisbeth B. Schorr (Co-Chair)
Lecturer in Social Medicine
Director, Project on Effective Services
Harvard University
3113 Woodley Road, NW
Washington, D.C. 20008
(202) 462-3071
(202) 319-7085 FAX

Carolyn Asbury
Director
Health and Human Services
The Pew Charitable Trusts
One Commerce Square
2005 Market Street, Suite 1700
Philadelphia, PA 19103-7017
(215) 575-9050
(215) 575-4939 FAX

Douglas Besharov
Resident Scholar
American Enterprise Institute
for Public Policy Research
1150 17th Street, NW
Washington, DC 20036
(202) 862-5800
(202) 862-7177 FAX

Angela G. Blackwell
Vice President
Rockefeller Foundation
420 Fifth Avenue
New York, NY 10018-2702
(212) 852-8462
(212) 852-8203 FAX

Barbara B. Blum
President
Foundation for Child Development
345 East 46th Street, Suite 700
New York, New York 10017-3562
(212) 697-3150
(212) 697-2258 FAX

Geoffrey Canada
Executive Director
Rheedlen Centers for Families and Children
2770 Broadway
New York, New York 10025
(212) 866-0700
(212) 932-2965 FAX

Robert Curvin
Director
Urban Poverty Program
The Ford Foundation
320 East 43rd Street
New York, NY 10017
(212) 573-4634
(212) 286-0871 FAX

Peter Edelman
Counselor to the Secretary
U.S. Department of Health and Human Services
200 Independence Avenue, SW, Room 615F
Washington, DC 20201
(202) 690-8157
(202) 690-7595 FAX

Donald M. Fraser
Former Mayor
City of Minneapolis
821 7th Street, SW
Minneapolis, Minnesota 55414
(612) 379-9451
(612) 379-2906 FAX

John W. Gardner
Haas Professor in Public Service
Stanford University
Stanford, CA 94305-5015
(415) 725-4198
(415) 725-6152 FAX

Sid Gardner
Director
Center for Collaboration for Children
California State University, Fullerton
Fullerton, California 92634
(714) 773-2166
(714) 773-3314 FAX

Stephen Goldsmith
Mayor of Indianapolis
City County Building
200 East Washington Street
Indianapolis, Indiana 46204-3372
(317) 327-3601
(317) 327-3980 FAX

Patricia Graham
President
Spencer Foundation
900 N. Michigan Avenue, Suite 2800
Chicago, IL 60611
(312) 337-7000
(312) 337-0282 FAX

Nancy Grasmick
State Superintendents of Schools and
Governor's Special Secretary for
Children, Youth and Families
Maryland Department of Education
200 West Baltimore Street
Baltimore, MD 21201
(410) 767-0462
(410) 333-6033 FAX

Susan Herman
Director of Community Services
The Enterprise Foundation
600 American City Building
Columbia, Maryland 21044
(410) 964-1230
(410) 964-1918 FAX

Craig Howard
Program Officer
Children, Youth and Families
James Irvine Foundation
One Market Plaza
Spear Tower, Suite 1715
San Francisco, California 94105
(415) 777-2244
(415) 777-0869 FAX

Otis S. Johnson
Executive Director
Chatham-Savannah Youth Futures Authority
128 Habersham Street
Savannah, Georgia 31401
(912) 651-6810
(912) 651-6814 FAX

Anne Kubisch
Director
Roundtable on Comprehensive Community
Initiatives for Children and Families
345 East 46th Street, Suite 700
New York, New York 10017-3562
(212) 697-1226
(212) 697-2258 FAX

William T. Morrill
President
Mathtech, Inc.
210 Carnegie Center, Suite 200
Princeton, New Jersey 08540
(609) 520-3840
(609) 520-3849 FAX

Terry Peterson
Counselor to the Secretary
U.S. Department of Education
400 Maryland Avenue, SW, Suite 4181
Washington, D.C. 20202-0100
(202) 401-3414
(202) 401-0596 FAX

Carol Rasco
Assistant to the President for Domestic Policy
The White House
West Wing
Washington, D.C. 20500
(202) 456-2216
(202) 456-2878

Julius B. Richmond
John D. MacArthur Professor of
Health Policy, Emeritus
Department of Social Medicine
Harvard University
Division of Health Research and Education
641 Huntington Avenue, Room 316
Boston, Massachusetts 02115
(617) 432-1410
(617) 432-2565 FAX

Rebecca R. Riley
Vice President
John D. and Catherine T. MacArthur Foundation
140 S Dearborn Street
Chicago, Illinois 60603
(312) 726-8000
(312) 917-0334 FAX

Michelle Roberts
Program Associate
Roundtable on Comprehensive Community
Initiatives for Children and Families
345 East 46th Street, Room 700
New York, NY 10017-3562
(212) 697-1226
(212) 697-2258 FAX

James W. Rouse
Chairman
The Enterprise Foundation
600 American City Building
Columbia, Maryland 21044
(410) 964-0200
(410) 964-9464 FAX

Michael Stegman
Assistant Secretary
Policy Development and Research
U.S. Dept. of Housing and Urban Development
451 7th Street, SW, Suite 8100
Washington, D.C. 20410-6000
(202) 708-1600
(202) 619-8000 FAX

Gary Walker
President
Public/Private Ventures
2005 Market Street, Suite 900
Philadelphia, Pennsylvania 19103
(215) 557-4400
(215) 557-4469 FAX

Peter
Terry
Norman (Mike)

* An opportunity to step back.

In this atmosphere, how do we pursue the issue of
comprehensive solutions?

CHN → "We cannot ignore the realities of what is being
US and community level people must be aware
of what is happening."

What is
what are
will focus on?

- Things could happen in bits and pieces and
the comprehensive strategies may be lost.

1:00-2:00 ← TUESDAY Afternoon → Emily Bronberg will
come brief den

- Child Welfare / child care block grant

- It is no longer individual child entitlement

- Comprehensive lens so that things don't
get "blown apart"

- HUD → "overview of what people are hearing.
so that HUD will assist the effort of
comprehensiveness"

- not program by program.



The Aspen Institute

sent
9/13 (pr)

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

August 18, 1994

To: Roundtable Members
From: Anne C. Kubisch *ACK*
Subject: Scheduling the next Roundtable meeting

Since so many of you already have severe calendar constraints between now and the end of the year, we are going to try to schedule the next Roundtable meeting in early 1995. Also, we are going to try to establish the dates for a summer meeting at this time.

Please let us know which dates you are not available next year by marking an "X" through the square on the enclosed calendars for January-March 1995 and June-September 1995. Please return them to me in the self-addressed envelop as soon as possible.

FYI: We plan to continue holding our meetings in Washington, DC.



The Aspen Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

August 25, 1994

AUG 29 RECD

Carol Rascó
Assistant to the President for Domestic Policy
The White House
West Wing
Washington, DC 20500

Dear Carol:

This is just a quick note to report how delighted all of us were with the last meeting of the Roundtable, and how much we appreciated the contributions made by you and the other new members. We are very much looking forward to our future collaboration.

If you have any other suggestions, inspirations or other feedback based on our meeting, please call one of us or Anne Kubisch at any time. We hope to stay in touch between now and the next Roundtable meeting to consider how best to pursue some of your and the group's ideas for next steps.

Best regards,

Harold Richman
Co-Chair

Lisbeth B. Schorr
Co-Chair

Name: Carol H. Rasco

1995							JANUARY							1995														
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY							
1 New Year's Day	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16 Martin Luther King, Jr. Day	17	18	19	20	21	22	23	24	25	26	27	28	29

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

Name: Carol H. Rasco

1995		FEBRUARY					1995
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
			1	2	3	4	
5	6	7	8	9	10	11	
12 Lincoln's Birthday	13	14 Valentine's Day	15	16	17	18	
19	20 President's Day	21	22 Washington's Birthday	23	24	25	
26	27	28					

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

Name: Carol H. Rasco

1995							MARCH							1995								
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
			Ash Wednesday	1	2	3																
4	5	6	7	8	9	10																
11	12	13	14	15	16	17						St. Patrick's Day										
18	19	20	21	22	23	24																
25	26	27	28	29	30	31																

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

Name: Carol H. Rasco

1995		JUNE					1995
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
				1	2	3	
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	
18 Father's Day	19	20	21	22	23	24	
25	26	27	28	29	30		

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

Name: Carol H. Raggio

1995							AUGUST							1995															
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
							1	2	3	4	5																		
6	7	8	9	10	11	12																							
13	14	15	16	17	18	19																							
20	21	22	23	24	25	26																							
27	28	29	30	31																									

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

THE WHITE HOUSE
WASHINGTON

June 8, 1994

MEMORANDUM FOR CAROL RASCO
ASSISTANT TO THE PRESIDENT FOR DOMESTIC POLICY

FROM: KATHLEEN WHALEN ^{KWW}
ASSISTANT COUNSEL TO THE PRESIDENT

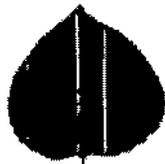
SUBJECT: Membership in Aspen Institute Roundtable

This is to advise that you may accept an invitation to become a member of and participate in the Aspen Institute's Roundtable on Comprehensive Community Initiatives for Children and Families.

You have been invited to become a member of the Roundtable and to be the dinner speaker at its next meeting on July 26. It appears that the Administration would benefit from your participation in the Roundtable. Participation will provide you with the opportunity to interact with individuals representing a variety of interests in the private and public sectors.

Because the objective of the group--to improve outcomes for children and families through comprehensive community initiatives that involve social services, health, education, and community and economic development--is consistent with goals of the Administration and, particularly, your office, your participation is appropriate.

If you have any questions, please call me at 6-7900.



The Aspen Institute

JUL 7 REC'D

NEWS RELEASE

FOR IMMEDIATE RELEASE
June 17, 1994

Contact: William J. Hingst
410-820-5419

New Board Members and Director Named to The Aspen Institute's Roundtable on Comprehensive Community Initiatives for Children and Families

The Roundtable on Comprehensive Community Initiatives for Children and Families, a program of The Aspen Institute, has named eight new members and a new director.

New members to the Roundtable are:

- **Robert Curvin**, Director of the Urban Poverty Program at The Ford Foundation,
- **John W. Gardner**, President of the National Civic League, Haas Professor of Public Service at Stanford University and former Secretary of Health, Education and Welfare,
- **Stephen Goldsmith**, Mayor of Indianapolis,
- **Geoffrey Canada**, Director of the Rheedlen Centers for Children and Families in New York City,
- **Craig Howard**, Program Officer at the James Irvine Foundation,
- **Terry Peterson**, Counselor to the Secretary of Education,
- **Carol Rasco**, Assistant to the President for Domestic Policy, and
- **Michael Stegman**, Assistant Secretary of Housing and Urban Development.

The new director of the Roundtable is **Anne C. Kubisch**. She is the former deputy director of the Urban Poverty Program at The Ford Foundation where she worked to promote more comprehensive, community-based approaches to human service delivery.

The Roundtable seeks to encourage community efforts in both the public and private sectors that combine reformed services with restructured schools, economic development, and physical revitalization to improve outcomes for at-risk children and their families.

— MORE —

"These initiatives are an ambitious social policy innovation," said Roundtable co-chair Lisbeth Schorr, director of the Harvard Project on Effective Services and author of *Within Our Reach*. "They build on what we've learned from the last three decades of efforts to break the cycle of disadvantage and to reform the institutions on which poor children and families depend to make the climb out of poverty."

The Roundtable was formed in 1992 to bring together key participants in the most promising community initiatives to discuss the lessons they are learning — as they are being learned. "There is a growing sense of urgency in the search for solutions to the crisis conditions in our poorest communities. We are placing high priority on disseminating the conclusions of our work as quickly and widely as possible in order to help inform the design of new social and economic development policies and programs," said Roundtable co-chair Harold Richman, the Hermon Dunlap Smith Professor of Social Welfare Policy and Director of the Chapin Hall Center for Children at the University of Chicago.

The Roundtable periodically convenes its 30 members and has commissioned papers on governance, alternatives to categorical financing and community empowerment. Several subgroups work on selected issues, including a group that is currently exploring ways to improve approaches and methods of evaluating the effectiveness of these complex new social programs. Formerly based at the National Academy of Sciences, the Roundtable now operates under the auspices of The Aspen Institute, an international nonprofit educational institution.

A list of Roundtable members is attached.

For further information, call Anne C. Kubisch, Director of the Roundtable on Comprehensive Community Initiatives for Children and Families, The Aspen Institute, Suite 700, 345 East 46th Street, New York, NY 10017; telephone 212-697-1226; fax 212-697-2258.

#

Roundtable Members

Harold Richman (Co-Chair)
Hermon Dunlap Smith Professor of
Social Welfare Policy
Director
Chapin Hall Center for Children
University of Chicago

Lisbeth B. Schorr (Co-Chair)
Lecturer in Social Medicine
Director, Project on Effective
Services
Harvard University

Carolyn Asbury
Director
Health and Human Services
The Pew Charitable Trusts

Michael Bailin
President
Public/Private Ventures

Douglas Besharov
Resident Scholar
American Enterprise Institute
for Public Policy Research

Angela G. Blackwell
President and Executive Director
Urban Strategies Council

Barbara B. Blum
President
Foundation of Child Development

Geoffrey Canada
Executive Director
Rheedlen Centers for Families
and Children

Robert Curvin
Director
Urban Poverty Program
The Ford Foundation

Peter Edelman
Counselor to the Secretary
U.S. Department of Health
and Human Services

Donald M. Fraser
Former Mayor
City of Minneapolis

John W. Gardner
Holder of the Miriam and Peter Haas
Centennial Professorship in
Public Service
Stanford University

Sid Gardner
Director
Center for Collaboration for Children
California State University, Fullerton

Stephen Goldsmith
Mayor of Indianapolis

Patricia Graham
President
Spencer Foundation

Nancy Grasmick
State Superintendents of Schools
and Governor's Special
Secretary for Children,
Youth and Families
Maryland Department of Education

Ruby P. Hearn
Vice President
Robert Wood Johnson Foundation

David Hornbeck
Business Advisor
Business Roundtable and National
Center on Education
and the Economy

Craig Howard
Program Officer
Children, Youth and Families
James Irvine Foundation

Otis S. Johnson
Executive Director
Chatham-Savannah Youth
Futures Authority

Anne Kubisch
Director
Roundtable on Comprehen-
sive Community Initiatives
for Children and Families
The Aspen Institute

William A. Morrill
President
Mathtech, Inc.

Douglas W. Nelson
President
Annie E. Casey Foundation

Terry Peterson
Counselor to the Secretary
U.S. Department of Education

Carol Rasco
Assistant to the President for
Domestic Policy
The White House

Julius B. Richmond
John D. MacArthur Professor
of Health Policy, Emeritus
Department of Social Medicine
Harvard University
Division of Health Research
and Education

Rebecca Riley
Vice President
The John D. and Catherine T.
MacArthur Foundation

James W. Rouse
Chairman
Enterprise Foundation

Michael Stegman
Assistant Secretary
Policy Development
and Research
U.S. Department of Housing
and Urban Development

Valora Washington
Vice President
W. K. Kellogg Foundation

JULY 20

DIARY NOTE:

212-697-1226

SPOKE WITH ANN KUBISCH AND RELAYED MESSAGE RE. JOINT SESSION OF CONGRESS AND CHR'S "COMMAND PERFORMANCE". SHE UNDERSTOOD FULLY. I SAID ALSO CHR HOPED TO BE BACK FROM HILL IN TIME TO ATTEND THE 1:00 P.M. SESSION THAT DAY.

I ALSO MENTIONED THE ADA CELEBRATION ON 27 JULY AND THE POSSIBILITY CHR MAY HAVE TO ATTEND A PORTION OF EVENT.

ANN SAYS SHE REMAINS DELIGHTED AND HOPEFUL CHR WILL BE ABLE TO SPEAK ON 26 JULY. SHE SAID IF ANY CHANGE, PLEASE JUST KEEP HER INFORMED.

SENDS HER REGARDS!

PAT

Sent
7/20
PR

The Aspen Institute



*Roundtable on Comprehensive Community Initiatives
for Children and Families*
345 East 46th Street, Suite 700, New York, NY 10017-3562

Anne C. Kubiach
The Aspen Institute
345 East 46th Street, Room 700
New York, NY 10017



The Aspen Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

FOR THE FALL 1994 MEETING

Please order your preferences. Cross off the list any location at which you would be unable or unhappy to attend a meeting.

- 1 Washington, D.C.
- 2 New York City
- 3 Aspen-Wye Campus, Eastern Maryland
(one hour and fifteen minutes from Washington)

Carol H. Raso
(Name)

Name: Carol H. Rasco

1994		OCTOBER					1994
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
						1	
2	3 X	4 X	5	6	7	8	
9	10 Columbus Day	11	12 X	13 X	14 X	15 X	
16 X	17 X	18 X	19	20	21	22	
23	24	25	26	27	28	29	
30	31 Halloween	X	X		X	X	

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

Name: Carol H. Rasco

1994		NOVEMBER					1994
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
		1	2	3 X	4 X	5	
6	7	8 Election Day	9	10	11 Veterans Day	12	
13	14	15	16	17 X	18 X	19 X	
20	21	22 X	23	24 Thanksgiving	25	26	
27 Hanukkah begins	28	29	30				

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

Name: Carol H. Pasco

1995		JANUARY					1995
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
1 New Year's Day	2	3	4	5	6	7	
8	9	10 X	11	12	13 X	14	
15	16 Martin Luther King, Jr. Day X	17 X	18	19	20	21	
22	23	24 X	25	26	27	28	
29	30	31					

Mark an "X" through any day on which you would not be available to attend a Roundtable meeting.

THE WHITE HOUSE
OFFICE OF DOMESTIC POLICY

18 REC'D

CAROL H. RASCO
Assistant to the President for Domestic Policy

To: Pat

Draft response for POTUS
and forward to CHR by: _____

Draft response for CHR by: _____

Please reply directly to the writer
(copy to CHR) by: _____

Please advise by: _____

Let's discuss: _____

For your information: _____

Reply using form code: _____

File: _____

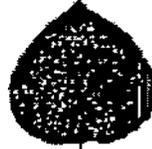
Send copy to (original to CHR): _____

Schedule ? : Accept Pending Regret

Designee to attend: _____

Remarks: _____

*most recent correspondence
re. Aspen Inst. 8/15/81
Note she needs resume; from ASP-COM
header to me.*



The Aspen Institute

Roundtable on Comprehensive Community Initiatives
for Children and Families

FAX Transmission — FAX # 212-697-2258

To: Carol Rocco

Company: The White House, Heart String

FAX #: (202) 456-4878

From: Anna Ruben

Date: July 18, 1994

of Pages, including this one: 8

If the total number of FAX pages are not received, call (212) 697-1226

The Aspen Institute
Roundtable on Comprehensive Community
Initiatives for Children and Families
345 East 46th Street, Suite 700
New York, NY 10017-3562
(212) 697-1226



The Aspen | Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

July 18, 1994

Ms. Carol Rasco
Assistant to the President for Domestic Policy
The White House
Washington, DC

Dear Carol,

Thank you so much for your recent letter confirming the fact that you are able to become a member of the Roundtable. We all look forward to your participation in our sessions, and I hope that you will find them of interest. I am writing now for two reasons.

The first is to let you know how we expect our evening session on July 26th to proceed. As you will see from the attached agenda, we have scheduled a dinner at the Embassy Row Hotel. We will begin with drinks at 6:30 pm, and then sit down for dinner at about 7:15 pm. We would hope to begin the session at about 8:00 pm. We would like to ask you to speak for about 15 minutes, and that you address two general topics: a) the Empowerment Zones, Enterprise Communities, and other Administration efforts that aim to enable communities to act more effectively on behalf of disadvantaged communities, whether through reform of services and schools, community building, economic development, etc.; and b) your thoughts on how the private sector, including foundations which have had experience with comprehensive community initiatives, can relate to those initiatives. Lee Schorr would then moderate a group discussion with you that would not go past 9:00 pm. I hope that these plans are agreeable to you.

In order for Lee to introduce you properly, I would be grateful if you would send me a copy of your CV or bio.

Secondly, I wanted to write you with some details about the logistics of the other aspects of two-day Roundtable meeting in the hope that you will join us for all or part of it. The meeting will take place on Wednesday, July 26th, and Thursday, July 27th, at the conference room of the Washington Consulting Group, at 11 Dupont Circle, NW, Washington, DC, on the eighth floor. The entrance to the building is on New Hampshire Avenue on the north side of Dupont Circle. A map is attached for your information.

Once again, thank you for your willingness to address the group. I very much look forward to seeing you again.

Sincerely yours,



Anne C. Kubisch
Director



The Aspen Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

Roundtable Meeting July 26-27, 1994

WCG Conference Center
11 Dupont Circle, NW, Eighth Floor
(Entrance on New Hampshire Ave., North Side of the Circle)
Tel: 202-939-3197
[Draft Agenda: 7/18/94]

July 26

10:00 - 10:30 am

Welcome and Introductions:

Co-Chairs: Lisbeth B. Schorr and Harold Richman

All members will be asked to introduce themselves and give a brief description of the comprehensive initiatives with which they are involved.

10:30 - 11:00

Evaluation Steering Committee Update:

By Lisbeth B. Schorr

In 1993, Roundtable members asked the co-chairs and director to develop a strategy for making headway on the problem of the lack of "fit" between (a) prevailing evaluation practices and modes of analysis and (b) the need to understand, learn from and judge the effectiveness of the major new social policies and programs that together make up geographically-targeted, cross-system reform initiatives. Since the last Roundtable meeting, an Evaluation Steering Committee has been formed, has met and has developed a work plan. Lee Schorr will report on the group's work and seek guidance on next steps.

11:00 - 12:15

Financing:

Chair: William Morrill

The Roundtable has focused on how reform of the public sector funding system will be important to the success of cross-system efforts and improved services for children and families. Sid Gardner produced a paper for the Roundtable on "Reform options for the intergovernmental funding system: Decategorization policy issues" which was previously discussed in draft form.

In view of the fact that a new organization devoted to financing issues, The Finance Project, was created last year, it is unlikely that the Roundtable will pursue this issue further in any depth. Cheri Hayes, the director of The Finance Project, will brief the Roundtable on The Project's work. Sid Gardner will present the final version of his paper and will lead a discussion on the key implications for our group and for The Finance Project.

12:15 - 1:00 pm

Lunch

1:00 - 5:00

Community Organizing and Community Empowerment:

Chair: Angela Blackwell

This session was planned as a result of a discussion at the last Roundtable meeting where the members expressed a need to understand how various initiatives are defining "community empowerment" and what strategies they are using to promote it. In response to these questions, three leaders in the community organizing field have been invited to share their perspectives on the role that organizing can play in achieving community empowerment, and Cynthia Farrar was commissioned to write a paper on the concept of empowerment in the context of community initiatives.

a) Presentations by leaders in the community organizing field, followed by Roundtable discussion:

Gary Delgado, Director of the Applied Research Center,
Oakland, California

Ernesto Cortes, President of the Industrial Areas Foundation, San
Antonio, Texas

Michael Eichler, Local Initiatives Support Corporation, New
Orleans, Louisiana

b) Discussion of Paper on Empowerment

Presentation by paper author, Cynthia Farrar

Discussants: Rebecca Riley, Craig Howard, Geoffrey Canada

6:30 - 9:00 pm

Dinner:

Dinner will take place in the Private Reserve Room (behind the Bistro 2015), on the 2nd Floor of the Embassy Row Hotel, 2015 Massachusetts Avenue, NW, Washington, DC. We will remain in the dining room for the evening session.

Empowerment Zones/Enterprise Communities:

Chair: Lisbeth B. Schorr

Carol Rasco, the Assistant to the President for Domestic Policy, will speak about the administration's Empowerment Zone/Enterprise Community initiative. The presentation will be followed by a discussion of the implications of the federal program for the initiatives represented on the Roundtable.

July 27

9:00 - 12:00 am

Comprehensive, Community Initiatives: Lessons Learned Over the Last Two Years

Chair: Peter Edelman

The Roundtable was initially convened in order for its members to participate in an ongoing discussion to explore the lessons that are being learned about designing, implementing and evaluating comprehensive, community initiatives. At the Roundtable's first meeting, in October 1992, a tradition of open discussion in the spirit of contemporaneous learning was established, which we hope to continue in this session. In addition, we hope that the discussion will help to highlight some of the common challenges that initiatives are facing in order to help set the agenda for future Roundtable work. We will ask a few people to lead off the session, but all Roundtable members, both old and new, will be asked to join in the discussion, to share their perspectives and to test new ideas with the group.

12:00 - 1:00

Lunch

1:00 - 2:30

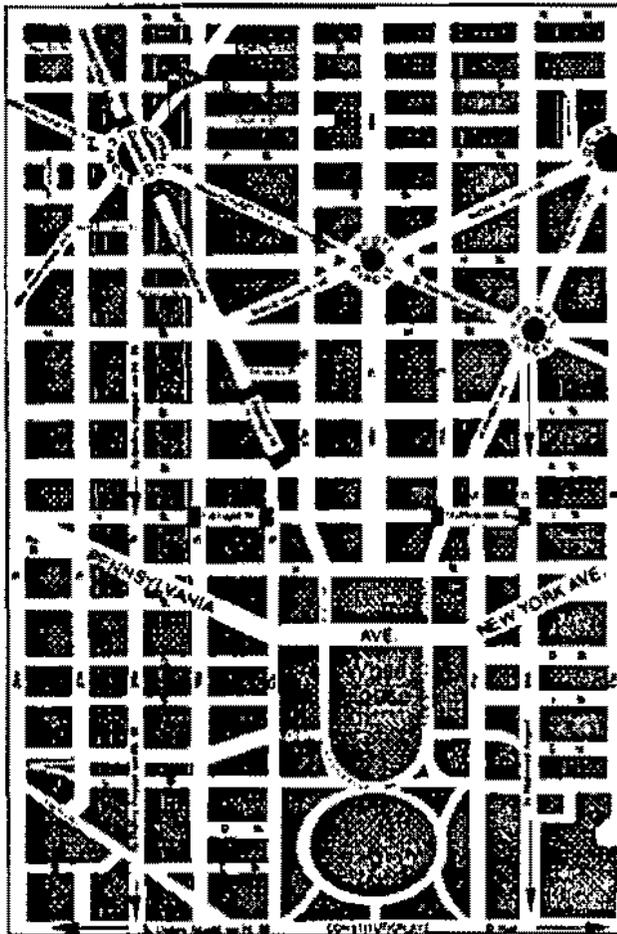
**Implications of the Discussions at this Meeting for the Future Work
of the Roundtable:**

Co-Chairs: Richman and Schorr

This last session will build on the two days' discussion to identify an agenda for future Roundtable work.

WCG CONFERENCE CENTER

The WCG Conference Center is located at 11 Dupont Circle on the 8th floor. It is a reddish-brown brick building with windows facing Dupont Circle. Super Crown Bookstore is located on the lower level of the building. The entrance to 11 Dupont is on New Hampshire Avenue across from the Dupont Plaza Hotel. If arriving by metro, take the Red Line to the Dupont Circle Exit. Take either exit, walk towards circle and look for building. If you are driving, there is a PMI parking garage attached to the building and the charge is \$9.50 per day.



WCG CONFERENCE CENTER

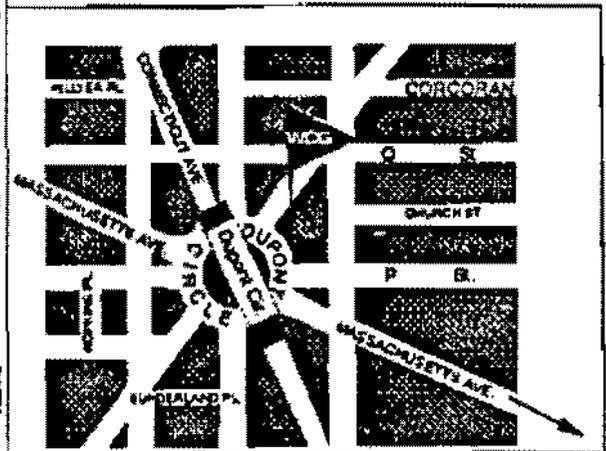
11 Dupont Circle, NW

Eighth Floor

Washington, DC 20036

(Entrance is on New Hampshire Avenue)

(202) 939-3197 / 3199



FAX COVER SHEET

CAROL H. RASCO

(202) 486-2216 WORK PHONE
 (202) 486-2878 WORK FAX

(703) 370-1329 HOME PHONE
 (703) 370-1340 HOME FAX

TO: Anne C. Kubisch
 FAX #: 212-697-2258
 FROM: CAROL H. RASCO
 DATE: July 19, 1994
 NUMBER OF PAGES (including cover sheet): 2
 COMMENTS: _____

If you have any problems with the fax transmission, please call
 (202) 486-2216.

*Bio sent
 19 July
 BH*

TRANSMISSION REPORT

THIS DOCUMENT (REDUCED SAMPLE ABOVE)
 WAS SENT

**** COUNT ****
2

*** SEND ***

NO	REMOTE STATION I. D.	START TIME	DURATION	#PAGES	COMMENT
1	FCD	7-19-94 10:12	1'39"	2	

TOTAL 0:01'39" 2

ASPEN INSTITUTE

NOTES TAKEN FROM ANNE KUBISH CONVERSATION
JUNE 16, 1994

EVENT: EMBASSY ROW HOTEL
2015 MASSACHUSETTS AVENUE, NW
~~*JULY 26, 1994~~
PRIVATE DINING ROOM

TIME: 6 - 9 P.M.
ACTUAL SPEECH ALLOCATION TIME ~~7:30 - 8:00~~
(CHR'S SPEECH 10 - 15 MIN. DURING THAT TIME)
TOPIC: ENTERPRISE COMMUNITY EMPOWERMENT ZONE
ACTIVITIES: AN UPDATE

FOLLOW-UP DISCUSSION: HOW MEMBERS OF ROUNDTABLE
MEMBERS MAY CONTRIBUTE TO OR BENEFIT FROM EMPOWER-
MENT ZONE ACTIVITIES
TIME FRAME: 45 MINUTE DISCUSSION

TOTAL TIME: FOR BOTH ONE HOUR

ANNE WILL BE CONTACTING OFFICE 1ST WEEK OF JULY WITH A DEFINITE
PROGRAM SCHEDULE.

PHONE: 212-697-1226

Talk w/ CHR

Todo:

- 1) draft letter accepting membership
- 2) talk w/ P.W. about issue

June 27

THE WHITE HOUSE
WASHINGTON

JULY

May 20, 1994

TO: Clarissa Cerda
FROM: Rosalyn Miller *RKM*
SUBJ: Group Membership

Please review the attached and let me know if Carol Rasco can accept membership in the group. Ms. Rasco has asked that we answer no later than June 29.

Thanks.

Bernie -

Please do A, I've already done B.

Thanks
Roz

MAY 20 REC'D



The Aspen | Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

May 16, 1994

Ms. Carol Rasco
Assistant to the President for Domestic Policy
West Wing
The White House
Washington, D.C. 20500

Dear Carol,

You may recall that I wrote to you last year to describe to you some of the activities of the Roundtable on Comprehensive Community Initiatives for Children and Families, which I co-chair with Harold Richman of the Chapin Hall Center for Children at the University of Chicago. I write now to invite you to become a member of the Roundtable, and to be the dinner speaker at our next meeting on July 26 in Washington, D.C. My colleagues on the Roundtable and I feel that our work is highly relevant to the domestic agenda of the Clinton administration and that your participation could be of benefit both to your work and to ours. In particular, the initiatives represented on the Roundtable, which are largely foundation-funded, have many characteristics in common with the Empowerment Zones and Enterprise Communities that the federal government is sponsoring, and we believe that Roundtable discussions offer an unusual opportunity for the public and private sectors to share experience in the fields of social and economic development policy and programs.

The Roundtable was created two years ago to provide a forum in which people involved in community-based cross-systems reform efforts could learn from one another and work to overcome common challenges. We hoped that, as a result, government and foundation officials, academics, and practitioners would be better equipped to improve outcomes for children and families through comprehensive community initiatives that involve social services, health, education, and community and economic development.

We meet two or three times a year, usually for one and one-half days in Washington D.C. Participation is limited to Roundtable members. (No substitutes.) As you can imagine from the membership of the group (a list of members is enclosed) we have highly stimulating, well-informed discussions. We have recently succeeded in

recruiting Anne Kubisch, formerly the Deputy Director of the Urban Poverty Program at the Ford Foundation, to be the director of the Roundtable staff. As I believe you know, Anne has considerable experience working on cross-system reform efforts.

We have begun work on new approaches to the evaluation of complex, interactive, community-based interventions, on alternatives to present categorical funding policies, and on various approaches to empowerment and the devolution of authority to neighborhood levels. Harold Richman, Anne Kubisch, or I would be happy to describe these activities to you in greater detail.

Our next meeting will take place July 26-27 in Washington, and we very much hope that you will be able to participate. We would like you to be our dinner speaker on July 26 to discuss the administration's plans for Empowerment Zones and Enterprise Communities, and to lead a discussion on how the Roundtable's initiatives could interact with, learn from and share experiences with the federal effort. Other sessions over the two days will focus on community empowerment and community organizing, on financing, on new approaches to evaluation, and on the lessons that we have learned in the last two years from several initiatives represented on the Roundtable including the Sandtown Initiative of the Enterprise Foundation, the Pew Children's Initiative and several of the Annie E. Casey Foundation's programs. We would welcome your participation in any part of our meeting, and would be glad to switch the session at which we are asking you to speak to a time that would be more convenient for you.

We would of course hope that you could address our next meeting whether or not you are able to accept our invitation to membership in the Roundtable.

We look forward to hearing from you. If we can provide you with any additional information, please call me at my office 202-462-3071 or at home at P6(b)(6) or call Anne Kubisch at P6(b)(6) *

Sincerely yours,

Lee

Lisbeth B. Schorr
Co-Chair

Attachments: Roundtable description
Roundtable membership

* all cases directed
to Anne Kubisch
PB 5/24/94

The Roundtable on Comprehensive Community Initiatives for Children and Families

Background and Current Status December 1993

Background of the Roundtable

The Roundtable on Comprehensive Community Initiatives for Children and Families¹ grew out of a November 1990 Workshop on Effective Services sponsored by the National Forum on the Future of Children and Families. At that meeting, workshop participants identified the need for a venue in which person involved in new community-based cross-systems reform initiatives might engage in open and detailed discussion about the challenges they face and the lessons they are learning.

These initiatives are aimed at reforming services and institutions and at revitalizing communities to improve outcomes among at-risk children and their families. The initiatives work across systems, in geographically-targeted efforts to improve the effectiveness of education, social and health services, and to encourage economic, physical and community development so that all of these will interact to improve the life chances of children and families in particular neighborhoods. Most of the initiatives now under way are funded by national foundations, and seek to leverage public funding.

These "natural experiments" are an ambitious form of social policy innovation. Their implementation has brought a new set of challenges requiring new types of learning. The Roundtable was formed in 1992 to bring together the funders, operators, evaluators, and advisors of these initiatives to discuss and learn from each other, to identify common challenges and to work together to help overcome those challenges.

The Roundtable has been supported by five major foundations: The Pew Charitable Trusts, The Ford Foundation, The Annie E. Casey Foundation, the Robert Wood Johnson Foundation, and the Foundation for Child Development. During its first phase -- between September 1992 and December 1993 -- it has been housed at the National Academy of Sciences, and has operated under the auspices of the National Research Council (NRC) and Institute of Medicine (IOM).

The concept on which the Roundtable was originally established was that the primary product of its activities would be the discussions themselves -- the learning that would take place among Roundtable members. But as time went on, members became increasingly interested in making their observations, evolving hypotheses, and written materials available beyond the Roundtable's immediate membership. In view of the restrictions placed by the National Academy of Sciences on the issuance of reports and recommendations, and because Academy rules do not permit study groups that do issue recommendations to include funders as full participants, the Roundtable sought a new home for its second phase. After extensive review of alternatives, the Roundtable members approved a move to operate under the auspices of the Aspen Institute.

¹ The Roundtable was originally entitled the Roundtable on Effective Services for Children. It has been retitled for its second phase to more accurately reflect its focus on comprehensive initiatives that extend beyond the reform of services.

Accomplishments of the Roundtable's First Phase and Future Plans

At its first meeting, in October 1992 in Washington, Roundtable members identified several cross-cutting issues they wished to address:

- (1) thinking more strategically about the reform process,
- (2) examining strategies that go beyond individual community reform efforts,
- (3) understanding the related challenges of outcomes accountability and governance,
- (4) exploring the financing of community reform efforts and the role of categorical funding, and
- (5) thinking through evaluation issues related to geographically targeted cross-system efforts.

Participants discussed a background paper that outlined the elements and contexts of cross-system geographically-targeted initiatives, and agreed that the Roundtable should examine these initiatives in depth, focusing especially on the key variables affecting the success of initiatives, such as the scope of effort, the entry points for reform, and the various sequences of activities leading to change.

The group also agreed that the Roundtable should undertake work to help reform efforts shift away from an emphasis on process and toward an emphasis on outcomes for children, families, and communities. Participants identified several factors that might be important elements of making such a shift, including defining more usable outcome measures and assessing how governance mechanisms can focus the efforts of communities on appropriate outcomes.

At the second meeting, in March 1993, participants reviewed three background papers on governance and outcomes, and identified several issues central to understanding governance of cross-system initiatives, including the language of governance, the developmental process that governance mechanisms follow, and the link between governance and outcome accountability.

In examining the potential for a shift toward outcome accountability, participants identified the benefits and problems with such a shift. They noted the risks that service providers and communities must take to accept responsibility for ultimate outcomes for children and families, the difficulty of achieving consensus on outcomes, the problems of measurement in this field, and the dangers that initiatives will be judged prematurely. However, participants reconfirmed their sense that such a shift would bring many benefits. Governing entities and funders may be able to loosen regulation of process, and public confidence in the ability to improve the lives of troubled families and their communities may be restored.

Roundtable members also discussed how the field might best learn from on-going initiatives. Much of the discussion focused on ways the Roundtable's work might connect with new interest in these topics within the federal government.

The Roundtable met for a third time in October 1993 and addressed

- (1) options for changing federal financing of categorical programs, based on the work done

by a subgroup of Roundtable members exploring possible changes in federal financing strategies that would encourage, rather than hinder, cross-system collaboration and the development of effective services. This group produced a short paper that presents options for changes in federal funding policies and practices that would make it easier for communities to develop, operate, and sustain effective services. Work on this topic will continue, and explorations are under way to see if this work can be made useful to the Administration in its planning for enterprise and empowerment zones and related activities.

(2) issues in the evaluation of cross-system, geographically-targeted initiatives, based on the work of another subgroup of Roundtable members and invited colleagues exploring the fit between current methods of evaluation and comprehensive initiatives. This group is currently developing a project to produce more workable approaches to the evaluation of complex cross-systems reforms, based on the shared observation that there is now a profound lack of fit between (a) prevailing evaluation practices and modes of analysis and (b) the need to understand, learn from, and judge the effectiveness of the major new social programs and policies that together make up geographically-targeted, cross-system reform initiatives. Roundtable discussions of this topic made clear that in many different settings where people are engaged with systems reforms there was great frustration with current approaches and a sense that new evaluation approaches are needed.

(3) the differences and commonalities in the underlying premises among geographically-targeted, cross-system reform efforts, based on an inventory compiled by the Roundtable staff director, cataloguing the crucial elements -- both theoretical and practical -- of comprehensive efforts. This paper provided the basis for the Roundtable's current work on the meanings and implications of various approaches to "empowerment" and its evaluation-related efforts to make explicit some of the major theories underlying current comprehensive community initiatives to improve outcomes and conditions for children and families.

As the group continues its discussions under new auspices, it will focus increasingly on products of its work that will be useful beyond its membership. The topics addressed in the second phase will include those identified in the first phase (building community-level governance, developing outcome accountability, improving evaluation methods, clarifying fundamental premises, and changing financing mechanisms), though the group expects to continue to identify new areas for investigation.

Roundtable membership

The Roundtable will be asking a limited number of additional individuals to become members, to enhance the group's experience base and diversity. New additions will be individuals who share with the present membership an involvement with and commitment to community-based cross-systems reform efforts. Additional members will be matched, if possible, with reductions in current membership to remain close to the current size. A list of current Roundtable participants is attached.



The Aspen | Institute

*Roundtable on Comprehensive Community Initiatives
for Children and Families*

Roundtable Members

Harold Richman (Co-Chair)
Director
Chapin Hall Center for Children
University of Chicago

Lisbeth B. Schorr (Co-Chair)
Lecturer in Social Medicine
Director, Project on Effective Services
Harvard University

Carolyn Asbury
Director
Health and Human Services
The Pew Charitable Trusts

Michael Bailin
President
Public/Private Ventures

Douglas Besharov
Resident Scholar
American Enterprise Institute
for Public Policy Research

Angela G. Blackwell
President and Executive Director
Urban Strategies Council

Nancy Grasmick
State Superintendents of Schools and
Governor's Special Secretary for
Children, Youth and Families
Maryland Department of Education

Ruby P. Hearn
Vice President
Robert Wood Johnson Foundation

David Hornbeck
Business Advisor
Business Roundtable and National
Center on Education and the Economy

Craig Howard
Program Officer
Children, Youth and Families
James Irvine Foundation

Otis S. Johnson
Executive Director
Chatham-Savannah Youth Futures Authority

Anne Kubisch
Director
Roundtable on Comprehensive Community
Initiatives for Children and Families
The Aspen Institute

Thomas W. Langfitt
President and Chief Executive Officer
Glenmede Trust Company

Julia Lopez*
Director
Equal Opportunity Program
Rockefeller Foundation

William A. Morrill
President
Mathtech, Inc.

Douglas W. Nelson
President
Annie E. Casey Foundation

Terry Peterson
Counselor to the Secretary
U.S. Department of Education

Carol Rasco*
Assistant to the President for Domestic Policy
The White House

Julius B. Richmond
John D. MacArthur Professor of
Health Policy, Emeritus
Department of Social Medicine
Harvard University
Division of Health Research and Education

Rebecca Riley
Vice President
The John D. and Catherine T. MacArthur Foundation

James W. Rouse
Chairman
Enterprise Foundation

Michael Stegman*
Assistant Secretary
Policy Development and Research
U.S. Dept. of Housing and Urban Development

Valora Washington
Vice President
W.K. Kellogg Foundation

* Invited

5/94