

NLWJC - Kagan

DPC - Box 022 - Folder 002

Education - Strategy & Memos [2]

EDUCATION STRATEGY

A Work Plan for President Clinton's Ten Education Initiatives

DRAFT -- Updated March 8, 1997

Path to Bruce

- In some ways, too broad - doesn't make clear what WIT should be focusing on at any given moment. at least - split up events section
- Needs work on, e. g., teaching - which is key to actual success at meeting standards. Also - safe + disciplined.

DRAFT -- March 8, 1997

INDEX

•	National Standards of Academic Excellence	1
•	Talented Teachers in Every Classroom	5
•	America Reads	8
•	Early Learning	12
•	Choice and Accountability in Public Education	15
•	Safe, Disciplined and Drug-Free Schools	19
•	School Construction	21
•	Higher Education	23
•	Lifelong Learning	26
•	Technology Literacy	28

NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

I. State of the Union Proposal:

"To help schools meet the standards and measure their progress, we will lead an effort over the next two years to develop national tests of student achievement in reading and math."

"Every state should adopt high national standards, and by 1999, every state should test every 4th grader in reading and every 8th grader in math to make sure these standards are met."

II. Objectives:

- 40+ states signed up to administer 4th and 8th grade tests in 1999
 - 20+ states signed up by end of 1997
- Tests are piloted in 1998, and available for nationwide use in Spring 1999
 - Contract for test development awarded and work proceeding on schedule
 - Licenses awarded to test publishers, states and local districts for use of test
- National Partnerships/Mobilization efforts for improving reading and math achievement in place, by the end of 1997. These efforts, including America Reads, are designed to help students reach standards for 4th grade reading and 8th grade math by promoting use of effective practices, improving curriculum and teaching, and providing additional, after-school help to students who need it.
 - X states have comparable efforts in place by end of 1997
- Parents and public familiar with the tests and understand what they will cover by spring of 1998.

III. Strategies:

- **Enlist critical mass of states and cities behind standards/testing initiative**
Initial target states for standards/testing: Maryland, Michigan, California, Colorado, North Carolina, Delaware, California, Ohio, New York

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, DC

- **Gain endorsements from key constituency groups to promote national efforts and to promote state and local participation:**
Target Constituency Groups: AFT, NEA, PTA, School Principals and School Administrators, National School Boards Association, Chief State School Officers, Urban League, Business Coalition for Education Reform (e.g., BRT, NAB, Chamber of Commerce, NAM)
- **Generate Favorable Editorial Coverage (with a focus on standards/testing initiative)**
Encourage favorable op-eds from bipartisan opinion leaders (e.g., Ravitch, Price)

Encourage Secretary Riley and appropriate senior WH and ED staff to meet with editorial boards while traveling over the next few months.
- **Use Announcements of Grant Awards, Reports and Studies to highlight Priority Issues**
Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

IV. Events/Activities:

March

- 3/13 Speech to NC Legislature; announce commitment from DoD Schools to participate in the national tests and to begin preparing students to meet high national standards
- 3/17 Meeting with Chief State School Officers to discuss testing proposal
- 3/22 - 3/25 Association for Supervision and Curriculum Development annual conference, Baltimore, MD
- 3/24 - 3/25 Possible sign-on event with Delaine Eastin in California with Silicon Valley Execs and others (alternatively, VP could do some or both of these)
- 3/31 3rd Anniversary of Goals 2000 Act.
- ED appoint and POTUS meet with testing advisory board of teachers and others; alternatively, develop agreements with Hill on changes to NAGBE legislation

April

- 4/3 - 4/6 National Science Teachers Association annual meeting, New Orleans
- 4/9 or 4/10 Al Shanker memorial service
- 4/10 Secretary Riley participates in Principal for a Day in New York, NY
- 4/12-4/16 National Association of Elementary School Principals annual convention, San Antonio, TX
- 4/17 National Council of Teachers of Mathematics annual convention, Minneapolis, MN
- POTUS could hold education round table on standards; could discuss examples of challenging state and voluntary national standards with parents and/or could use TIMSS video to highlight good teaching to standards. Could do event in New York, where all students will soon be required to pass challenging state's Regents exams to get a diploma. Could do in conjunction with Shanker's memorial service in honor of Shanker's commitment to standards. ✓

May

- 5/1 Blue Ribbon Schools recognition program. Possible WH ceremony.
- 5/2 1996 NAEP Science results (national grades 4/8/12 and participating states grade 8) announced by Secretary at Education Writers Association, DC

June

- 6/10 TIMSS 4th grade math and science results released
- Early June: ED and NSF report back recommendations from math/science directive (could combine with event kicking off effort to mobilize math/science community to help students prepare for meeting 8th grade math standards)
- 6/12 - 6/14 Presidential Scholars in DC
- 6/12 - 6/14 Southern Regional Education Board meeting in Annapolis, MD
- 6/18 - 6/21 National PTA annual meeting, Kansas City, MO

- POTUS event in DC honoring Presidential math and science teaching award winners (could combine with event kicking off effort to mobilize math/science community to help students prepare for meeting 8th grade math standards)

July

- 7/1 TIMSS-NAEP link in math (4/8) and science (8) released. For the first time, this study will allow comparisons in achievement between the 41 countries participating in TIMSS and most U.S. states. POTUS could convene with downlink sites in all states and outline proposals to address challenges in math (and science) achievement
- Kick-off event with Education Excellence Partnership (BRT, NAB, AFT, NGA, ED) and Major League Baseball to highlight new PSA's urging higher standards

Next Six Months

- Possible addresses by POTUS to state legislatures in Montana, North Dakota, and Colorado
- Bipartisan meeting with key members of Congress
- Continue process of seeking commitment from critical mass of states to participate in 1999 test administration

TALENTED TEACHERS IN EVERY CLASSROOM

I. State of the Union Proposal:

"My budget will enable 100,000 more to seek national certification as master teachers."

II. Objectives:

- Secure appropriations for National Board for Professional Teaching Standards, and increase number of board-certified teachers from 400 to xxxx by 199x.
- Increase the number of states and/or school districts:
 - requiring teachers to pass performance-based tests, reflecting knowledge and skills required to teach to high standards, in order to be licensed. [states]
 - rewarding excellence in teaching, especially by rewarding teachers for receiving board-certification [states and districts]
 - with programs to facilitate removal of incompetent teachers from the classroom [districts]
- Introduce and enact legislation (as part of reauthorization of the Higher Education Act) to strengthen teacher preparation, recruitment and induction
- Increase the number of teacher preparation programs committed to using effective practices and strengthening links with local school districts

III. Strategies:

- Identify promising practices for promoting excellence and accountability in teaching, and provide directory of federal resources available to support these practices
 - Products to be released in response to Presidential Directive
- Highlight states and districts with effective approaches to recruitment, preparation, licensure, induction, evaluation and rewarding of classroom teachers.
 - Speeches to legislatures in states (like NC) that are taking the lead

on improving teaching

- Secretary's Conference on Teacher Recruitment and Preparation
- Continue National Awards Program for Model Professional Development
- Visits to exemplary schools and programs
- Work with key groups, including NEA, AFT, NSBA and NASBE, CCSSO, AASA, colleges of education and institutions of higher education, NCATE, NPBTBS, etc. to build support for effective state and local practices, and for Administration legislative proposals
- Create Partnership for Excellence and Accountability in Teaching
- Focus ED research, development and dissemination resources on practices and policies to promote excellence and accountability in teaching

IV. Events/Activities:

March

- 3/10 First Lady press roundtable with Secretary Riley.
- POTUS event in North Carolina 3/13; could focus on rewarding good teaching by urging states to adopt plans like Gov. Hunt's proposal to reward National Board-certified teachers with 12% bonuses and also urge states to adopt programs for counseling or removing ineffective teachers from the classroom. Could also highlight next month's conference on teaching.
- Education Department conducts events (including Riley video appearance at 3/12 NC conference), outreach highlighting effective practices to improve teaching

April

- 4/9 or 4/10 Al Shanker memorial service
- 4/14 WH event for national Teacher of the Year, also highlighting newly board-certified teachers and ED response to directive on excellence and accountability
- 4/15 National conference on teacher recruitment and preparation, involving 50

Teachers of the Year, college presidents, deans of education, etc. (possible POTUS education roundtable?)

May

- 5/20 Secretary Riley accepts Outstanding Service award at Columbia Teachers College, New York, NY

June

- POTUS event in DC honoring Presidential math and science teaching award winners (could combine with event kicking off effort to mobilize math/science community to help students prepare for meeting 8th grade math standards)

July

- 7/1 - 7/5 NEA conference, Atlanta, GA

Next Six Months

- Visit to local union/school board program (e.g., NYC, Columbus) that removes incompetent teachers, or to other local union event: recognize existing efforts and challenge every union and local school board to do the same. Couple with guide/resource book from ED.
- Speak at summer AFT or NEA conference: focus on Board certification and on firing incompetent teachers
- Need to spotlight effective local practices through events, op-eds.
- Rollout of teacher preparation provisions in Higher Education Act Reauthorization proposal
- Visit high school in Cincinnati for students interested in careers as teachers

AMERICA READS**I. State of the Union Proposal:**

"[W]e have just launched the America Reads initiative -- to build a citizen army of one million volunteer tutors to make sure every child can read independently by the end of the 3rd grade."

"We want at least 100,000 college students to help."

II. Objectives:

- Introduce and enact America Reads legislation
- Secure commitments from higher education and other sectors for xxxxx reading tutors by 199y
- Launch America Reads grassroots community partnerships in xx states [tie to state sign-on to national testing]
- Identify and promote proven, effective approaches to early reading instruction, and increase the number of Title 1 sites using them
- Disseminate good, clear examples of "reading to national standards" widely to parents, teachers and public.
- Develop strategy for implementing legislation, including recruiting and training of reading specialists

III. Strategies:

- Develop and sustain bipartisan support for initiative, including Governors and members of Congress
- Demonstrate through events, speeches, and validation that America Reads is a serious educational proposal
- Build on existing Read*Write*Now effort, with special emphasis on increasing number of students in summer reading program

- State and local sign-on to America Reads, where possible tied to sign-on to national 4th grade reading test; target strong recruitment efforts in states POTUS is scheduled to visit

IV. Events/Activities:

March

- 3/11 Department of Education/National PTA Teleconference from DC with focus on reading, math, financial aid and HOPE. Secretary Riley and Rasco participate along with Mayor Daley. Hosted by Susan Rook from CNN.
- 3/21 Secretary Riley speaks to American Publishers convention
- Hale, Rasco, and Education staff to gather information on children's reading programs and funding levels of Republican governors (e.g., Bush, Wilson, Engler) and others (New York City School Superintendent Rudy Crew)
- WH develop bipartisan letter to Congress from four governors stressing importance of passing a proposal to achieve goal of every 3rd grader reading
- WH develop information on where bipartisan congressional and gubernatorial support for the America Reads initiative exists; invite staffs to White House to discuss the proposal
- Invite Weld, Engler, Bush, and several Democratic governors to the White House for conference highlighting successful state and local tutoring programs
- Rollout legislative proposal using success stories to validate seriousness and value of the program
- Continue to build broad grassroots coalition for early literacy through outreach to mayors, governors, educational institutions
- Raise for discussion in budget working group meetings on the Hill

March/April

- 4/1 Release Department of Education report on "How to Establish a Community Homework Center," describing components of successful homework centers run by several public libraries

- 4/8 Secretary Riley goes on Magic School Bus tour with DC kids, sponsored by DC schools math, science and technology initiative. Secretary has invited POTUS, FLOTUS and other cabinet secretaries to join him
- Announce formation of America Reads Network, a coalition of 60 national organizations ED has been working with to promote reading improvement
- Create event in DC with George Farkus's "one-on-one" group from Texas; invite Rep. Goodling and other members of Congress

April

- 4/27-4/29 Citizens Service Summit, Philadelphia, PA

Early May/June

- Launch and then highlight best local examples of summer component of America Reads Challenge-- Read*Write*Now!-- to get 1.5 million children to read 30 minutes per day over the summer.

May

- 5/6 Secretary Riley speaks to International Reading Association annual convention, New Orleans (conference runs 5/4 - 4/9).
- 5/20 Department of Education monthly satellite town meeting on "Becoming a Reading, Literate Society."

Late May/early June

- Announce new America Reads products: (1) Early Childhood Kit for parents and care givers to encourage early language development from birth through 5 years old; (2) America Reads Challenge: Read*Write*Now!, a kit of learning activities for parents to use with kids from birth through sixth grade.

June/July

- 6/26 - 7/2 American Library Association annual meeting, San Fransisco, CA

Next Six Months

- Department of Education and Corporation for National Service continue to recruit college presidents that are pledging work study slots for reading tutors. Recruitment should be tied to Presidential travel to states.
- Continue to build broad grassroots coalition for early literacy through outreach to mayors, governors, educational institutions
- In September, as part of America Goes Back to School, Cabinet members go to DC schools where there agencies have tutoring arrangements. POTUS, Riley and another cabinet head could go to a school that has partnered with a third agency, such as DOD

EARLY LEARNING

I. State of the Union Proposal:

"[The First Lady] and I are going to convene a White House Conference on Early Learning and the Brain this spring, to explore how parents and educators can best use these startling new findings."

"[T]his balanced budget expands Head Start to one million children by 2002."

II. Objectives:

- Promote awareness -- among parents, child care providers and the public at large - of the importance of early brain development and of parenting behaviors to promote healthy brain development
- Secure increased appropriations for Head Start and WIC
- [Introduce and enact Parents as First Teachers component of America Reads Challenge, and coordinate its implementation with related efforts, including Head Start, Goals 2000 Parent Resource Centers, Even Start, and ED Family Involvement Partnership]

III. Strategies:

- Hold successful WH conference on early brain development, ~~tied in to Reiner campaign~~
- Make sure that all federal programs reaching parents and young children incorporate lessons from neuroscience into design and operation. Programs include Head Start, PAFT, Goals 2000 Parent Resource Centers, and Education Department's Family Involvement Partnership, etc. to spread word about brain development

IV. Events/Activities:March

- 3/10 First Lady press roundtable on education with Secretary Riley.
- 3/10 Mrs. Gore speaks at National PTA legislative conference
- 3/11 First Lady's speech on early literacy in AR
- Outreach to interest groups, mayors, governors, others for participation in conference
- Plan Head Start events at pre-school programs for principals

April

- 4/3 First Lady attends childhood development conference in DC ?
- 4/9-4/13 Council for Exceptional Children annual conference, Salt Lake City, UT
- 4/17 WH Early Learning and the Brain Conference

May

- 5/19 First Lady attends children's conference hosted by Governor Dean of VT in Los Angeles, CA ?
- 5/28 - 5/31 National Head Start Association annual conference, Boston, MA
- Department of Education/Conference Board national conference on public and private efforts to increase family involvement in education in Boston
- Department of Education releases sequel to Employers, Family and Education

Late May/early June

- Announce new America Reads products: (1) Early Childhood Kit for parents and care givers to encourage early language development from birth through 5 years old; (2) America Reads Challenge: Read*Write*Now!, a kit of learning activities for parents to use with kids from birth through sixth grade.] ←

June

- 6/17 Secretary Riley hosts Department of Education monthly satellite town meeting on "Ready to Learn: Preparing Young Children for School Success"
- 6/21-6/24 Parents as First Teachers national meeting, St. Louis, MO
- 6/22-6/23 VP's Conference on Families and Learning, TN

CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

I. State of the Union Proposal:

"I challenge every state to give all parents the right to choose which public school their children will attend; and to let teachers form new schools with a charter they can keep only if they do a good job."

"We should also make it possible for more parents and teachers to start charter schools."

"Our plan will help America to create 3,000 of these charter schools by the next century -- nearly seven times as there are in the country today. . ."

II. Objectives:

- Increase the number of states with charter schools legislation from 25 in 1996 to 30 by the end of 1997, and 35 by the end of 1998.
- Increase the number of charter schools from 500 to 1,000 by the beginning of the 1998 school year.
 - Newly chartered schools should focus on clear standards of student achievement, for which they will be accountable.
- Secure \$100 million appropriation for charter schools program
- Focus attention of policymakers, advocates and educators on key issues in the development of charter schools, including:
 - effective approaches to starting and supporting charter schools
 - the importance of strong accountability provisions for charter schools
 - effective ways of using charter schools to stimulate and inform improvement of all schools
 - use of charter schools as one tool in intervening in low performing schools
- Increase in the number of states and school districts that:
 - reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - require students to meet standards before moving from one school level to the next [set target]

- Increase public awareness of additional strategies for increasing choice within public education and for fixing failing schools.
- Enlist 3-5 large school systems to work together to design and implement model school choice plans, using district-wide choice, magnet schools, charter schools, schools-within schools, or other innovative public school choice strategies..

III. Strategies

- Target states considering charter school legislation this session with visits by President, Vice President or Secretary, where such visits can help gain enactment of legislation
 - Target states: Missouri, Washington
 - President's speech in at least one legislature should clearly address accountability issues pertaining to charter schools
- Use announcements of federal charter schools grants to highlight states with strong charter schools laws and promising examples of charter schools
- Produce a series of charter schools evaluations, reports and guides to focus attention of advocates and policymakers on key issues needing attention in the design and implementation of charter schools laws
- Promote accountability for performance by vigorous implementation of Title 1 requirement that states and school districts intervene in failing schools
- Hold national conference for educators, parents, business and others, focusing on effective ways of dealing with failing schools
- Provide guidance to Title 1 schools on parental involvement
- Produce and disseminate parents' booklet on how to choose the best public school for their children.

IV. Events/Activities

March

- In 3/13 NC speech, POTUS can acknowledge NC's efforts on charter schools

- 3/13 VP Speaks to CA legislature; message may include focus on reinventing education, getting more dollars into the classroom.
- Release Department of Education study on parental involvement in education (Title I study with broader principles)
- Speech to state legislature on charter schools (e.g., Washington, Missouri), challenging states to adopt legislation providing for start-up of charter schools and focusing on charter school accountability; could also challenge all charter schools and charter school developers to review performance standards and raise them if they aren't high enough
- Release charter schools national study in visit to a charter school or radio address. A key finding is that the lack of access to start-up funding is the most commonly cited obstacle to starting charter schools
- Announce competition for new charter school start-up funding and challenge teachers, parents, museums, universities and others to start high-quality charter schools (scheduled to be announced first half of march)

March/April

- Release guidebook for school boards and other chartering agencies on responsibilities for reviewing and approving high-quality charter school proposals; could combine with rollout of Department of Education's new website to assist charter school developers

April

- Secretary Riley does monthly satellite town meeting on charter schools

April/May

- Speak to a public school choice parent fair that the Department of Education and local district could organize in a system with charter schools and general public school choice (e.g. Boston, San Fransisco). Could combine with release of Department-prepared guidebook on choosing a public school for your child
- Possible event for VP to address state informational meeting for teachers, parents, others on opportunity to start charter schools and apply for federal start-up funding (perhaps in DC with participation of Smithsonian, National Academy of Sciences)

June/July

- 6/30-7/15 Announce awards of federal start-up funding for charter schools

July

- Address federally-sponsored national charter school conference targeted at schools receiving federal start-up grants

Next six months

- Convene national meeting on fixing failing schools, with participants committing to identifying and fixing failing schools and reacting to draft report on models and principles

Fall

- Release report prepared by Department of Education on models and principles for broad public school choice efforts and announce at least 5 school districts agreeing to undertake development of model efforts (NOTE: not currently underway, so would probably need to take place in the fall)
- Ribbon-cutting of newly opened charter school, such as Henry Ford museum charter school in Dearborn, Michigan, or in Chicago, North Carolina, Florida, California, New Jersey, or one of small number of schools being opened by the NEA
- VP speech to Texas legislature, date TBD

SAFE, DISCIPLINED, AND DRUG-FREE SCHOOLS

I. State of the Union Proposals:

"We must teach our children to be good citizens. And we must continue to promote order and discipline, supporting communities that introduce schools uniforms, impose curfews, enforce truancy laws, remove disruptive students from the classroom, and have zero tolerance for guns and drugs in schools."

II. Objectives:

- Increase the number of school districts which require expulsion and police notification if weapons are brought to campus
- More effectively focus Safe and Drug-Free Schools Program funds on proven, effective practices for increasing safety and reducing drug use.
- Secure funding for After School Learning Centers in the 21st Century Community Learning Center program, so that 800 to 1,000 inner-city and rural schools can remain open in evenings and weekends to provide safe havens and increased learning opportunities, and to reduce juvenile violence and substance abuse.
- Promote schools-within-schools, mentoring programs, and other means of creating more personalized, nurturing environments for middle and high school students
- Increase the number of: (1) high school students involved in service; (2) states and school districts that require service for high school graduation; and, (3) states and school districts that encourage and provide opportunities for service by high school students

III. Strategies

- Conduct events that highlight successful programs
- Pass appropriations language requiring local initiatives funded through safe and drug free schools program to be firmly based in research on effectiveness, and issue Federal Register notice outlining principles

IV. Events/Activities

March

- DPC staff to meet with Department of Education to discuss future strategy on Safe and Drug Free Schools program
- Pursue juvenile justice bill in bipartisan leadership meetings
- Release community schools guide prepared by ED
- Rollout of ED website for Partnership for Family Involvement in Education

April

- 4/4-4/7 American School Counselors Association, Orlando, FL
- Release revised version of parent's guide to prevention
- Satellite teleconference on effective youth and drug violence prevention strategies.

June

- 6/12-6/14 POTUS invited to address annual meeting of The Communitarian Network

Next Six Months

- Pass appropriations language, proposed in budget request, that would require local Safe and Drug Free Schools grant recipients to operate programs that meet principles of effectiveness published in the Federal Register
- POTUS visit to a school that adopted uniform policy and environment has improved

Next fall

- Visit Long Beach, California school that has adopted uniform policy as well as higher standards modeled on Boston Latin high school

SCHOOL CONSTRUCTION

I. State of the Union Proposal:

“My budget includes a new initiative -- \$5 billion to help communities finance \$20 billion in school construction over the next four years.”

II. Objectives:

- Establish and publicize clearinghouse on school construction
- Enact school construction legislation
- Begin implementing legislation and use bully pulpit to leverage substantial increase in construction

III. Strategies:

- Continue to highlight urgent need for construction to address high growth and need to modernize schools
- Develop and sustain bipartisan support for initiative

IV. Events/Activities:

March

- Decision from POTUS on formula issue raised by Treasury?
- 3/14 POTUS rollout of legislation in Florida?
- 3/14 VP amplification event/school visit in San Bernardino, CA?
- Release state-by-state data on Administration's school construction and rehab figures

- 3/16 Sperling speaks to annual legislative conference of Council of the Great City Schools
- Conduct events with Sen. Moseley-Braun and Rep. Nita Lowey

May

- 5/14 - 5/19 National Association of Realtors, DC

June

- 6/20 - 6/25 U.S. Conference of Mayors conference, San Fransisco, CA

Next Six Months

- Continue holding events to highlight initiative
- Rollout school construction clearinghouse in September

HIGHER EDUCATION

I. State of the Union Proposals:

"I propose America's HOPE Scholarship . . . two years of a \$1,500 tax credit for college tuition, enough to pay for the typical community college. I also propose a tax deduction of up to \$10,000 a year for all tuition after high school; and expanded IRA you can withdraw from tax free for education; and the largest increase in Pell Grant scholarships in 20 years."

II. Objectives:

- Enact HOPE Scholarship and tax proposals, including tax credits, tax and tax free savings
- Enact Pell Grant increase and expanded eligibility
- Enact Presidential Honors Scholarship
- Enact increased appropriations for Work-Study and TRIO programs
- Increase the number of states establishing HOPE scholarships, pre-paid tuition plans, or other measures to make college more affordable for lower- and middle-class families
- Use passage of initiatives as platform for raising student and family expectations for college-going

III. Strategies:

Legislative Strategy

- Continue to build support for higher education proposals in order to maintain strong hand in budget negotiations

Post-enactment Strategy

- Launch campaign in Fall 1997 to help families and students recognize that college is affordable and attainable for those who plan and work for it

IV. Events/Activities

March

- Education Department circulates letter to be signed by hundreds of university and community college presidents endorsing higher education initiatives and gathers signatures; follow with event to release
- Education Department continues outreach to college associations
- Regional op-eds by college presidents on higher education initiatives and release by Gov. Miller op-ed on how well HOPE works in Georgia
- Following up on POTUS events, press calls by Riley, Sperling, others to targeted media addressing evidence that HOPE does not cause grade or tuition inflation
- Release state-by-state analysis of Pell Grant and education tax proposals (Treasury and Education)
- Release Summers op-ed on long-term economic benefits of higher ed package

March/April

- Release new Department of Education publication "Getting Ready for College Early: A Handbook for Parents of Students in the Middle School Years"

April

- 4/9-4/13 National Association for Equal Opportunity in Higher Education annual meeting, DC
- 4/12-4/15 American Association of Community Colleges annual meeting, Anaheim, CA
- 4/12-4/15 Association of Governing Boards of Universities and Colleges national conference, San Diego, CA
- Secretary Riley speaks at UVA Education School, Charlottesville, VA

June

- Late June 25th anniversary of Title IX sports

Next Six Months

- VPOTUS and Secretary Riley conduct telephone press conference with student newspapers across country
- Prepare to launch fall campaign on availability of college, readying PSA's and materials for students and parents.

LIFELONG LEARNING

I. State of the Union Proposal:

“My G.I. Bill for America's Workers will transform the confusing tangle of federal training programs into a simple skill grant to go directly into eligible workers' hands. For too long, this bill has been sitting on that desk there without action -- I ask you to pass it now.”

II. Objectives

- Expand School-to-Work implementation to all 50 states by 199x.
- Develop and enact legislation to consolidate federal job training programs and provide individual skill grants

III. Strategy

- Highlight need through events with workers who would benefit from skill grant
- National School-to-Work Office, ED, and DOL target assistance to remaining states without school-to-work implementation grants
- Highlight successful school-to-work programs

IV. Events/Activities

March

- Launch legislative initiative (possible reinvention event for VP)

May

- 5/4 Commemorate anniversary of School-to-Work Opportunities Act by visiting a model program at a high school

Next Six Months

- Event with workers who would benefit from skill grants
- Visit model adult education program

TECHNOLOGY LITERACY

I. State of the Union Proposal:

"Last year, I challenged America to connect every classroom and library to the Internet by the year 2000, so that, for the first time in our history, children in the most isolated rural towns, the most comfortable suburbs, the poorest inner city schools, will have the same access to the same universe of knowledge."

II. Objectives

- Secure E-rate for schools and libraries.
- Increase percentage of classrooms and libraries connected to the Internet
- Increase teacher understanding of how to successfully integrate technology into student learning

III. Strategies

- Conduct additional outreach efforts and events designed to achieve broad goals, with especially strong focus on building support between now and expected 5/7 FCC ruling
- Develop universal technology literacy goals (e.g., every 6th grade teacher trained on Internet; content/educational software linked to math, science, and literacy goals)
- Achieve full funding in budget for Technology Literacy Challenge Fund (\$425 million) and Innovation Fund (\$75 million)

IV. Events/Activities

March

- 3/12 Senate Committee hearing on E-rate
- 3/24 Secretary Riley school visits with Sen. Rockefeller in Martinsburg, West Virginia highlighting importance of E-rate and technology funding request

- 3/25 Secretary Riley tentatively set to speak to Rural Education conference
- Reinstate Ed Tech working group meetings to focus on achieving broad goals
- Public Liaison, Intergovernmental, policy councils, and others continue outreach to business, labor, educators, state Departments of Education, elected officials, celebrities, and volunteers to broaden and deepen support for NetDay
- Task Education Department to develop rollout strategy for educational technology grants
- Develop appropriations strategy for \$500 million in funding
- Outreach to two CEO groups formed to meet President's challenge: Corporate Commission on Educational Technology and CEO Forum on Education Technology
- Hold DC NetDay with First Lady or other high-level White House participation

April

- April 7-11 -- World Wide Web Conference in California: possible industry consortium to increase access to the web for people with disabilities; Dole invited; possible event for POTUS, VPOTUS, or First Lady
- 4/18 NetDay (tentative)
- 4/29 Secretary Riley speaks to National Cable Association

April/May

- 4/25-6/3 MD Congressional delegation has invited POTUS, FLOTUS and Chelsea to attend grand opening of Columbus Center's Hall of Exploration in Baltimore -- comprehensive research and education facility dedicated to marine science and using latest technology.

May

- 5/7 Final action by FCC on \$2.25 billion on discounts for schools and libraries

June/July

- 6/26-7/2 American Library Association, San Francisco
- 6/30-7/2 National Education Computing Association, Seattle, WA (POTUS and FLOTUS invited)
- 6/30 Announce new Star Schools program awards

Next six months

- Release report by PCAST (President's Council of Advisers on Science and Technology) on educational technology; will recommend increasing funding for ed tech research and development
- Develop initiatives in teacher training and content, possibly linked to America Reads and "first in the world in math and science"

ED Chat 3/17/97

Prq environments

Exec actions / implementation

New way to break thru in carrying msg

- thru hall? // use TODAY - Q's + A's
- session being state? //

Possible legislatures - WA, MT, IN ??

%age of kids - useful line

Rain - environments: same say, shut

need implementation now - e.g. advisory committee to dev test

OK - EO's to bring kids up to state. eg. (American leads) stuff

need to do some leg. exploration ready in a few days w/ proposal

Graduate studies?

Next few wks: release of RFPs for test developers

relationship between advisory committee + test developers??

give us a few days.

- Charter school study (radio address) - do w/ WA state? when ready?
- flow of charter school \$ at same time
- Also technology money. Give away on NET Day? What to do here? DC School.

Remember service - make news?

0-3 - Parental handbook/kit

Teacher of Yr - April 18

⇒ need news. ||

|| Do something hard-edged
on teacher training?

|| Need 2m more in
next 5 yrs.

|| → loan forgiveness for teachers?
(not in budget)

Reality is Fund schet request.

Ed Strat Mtg.

1. Michigan

Ch Engle state-of-state

Edgar??

2. WANT state? (bhw here + FL)

Va?

NC - another run at Hunt?

KY or TN? SC? (Ash Riley)
(Ash VP)

Alabama - Ash
can they come forward: say they want
(milit base) afterward
Then FL - school construction

3. Strategy -

ready to circulate in a wk.

- communication plan -

Look at calendar -
bhw news + hqs.

EO's -
milit school
etc.

87 - based

Mtg w/ best people
Mtg's w/ orgs - school bds
Unions - why w/

From Ed -

Calendar / Event list } w/in context
of 10 pt plan

4. Schedule

More quickly
(St Pat's)

Mid-March - Sch Offs
Pres - to pitch plan

Asked for mtg w/ Pres 16/17

Final announcements of AReads leg?

Announce #'s - how many letters gotten already?

||| Inhibit/disability
issue??
Kids hospitals?
Not going over?

Munday - Start - all 10-30 mins on each one.
S+S - to the press/
writes/ Conf

Teachers - in Ohio or NY? Ch w/ me.

Munday - just do higher ed.

ACC - ask them to hold, so Mel can announce.

File
Ed
mtg

2/6 Ed. Mtg - Strat

Need roadmap for Pres - calendar - ed events
with events
scheduled things / opportunities -
integrate communc. strategy.
id best targets
move from one point in plan to another
(mix it up)
need in each 2 to cross to pt where we want
to be - PC will figure out how to roll it.

Next wk - ND

Then - PTA

DB: Need established benchmarks -
on each of points

EK: 4-yr goals; work backwards
^ real stuff (not means - e.g. capital)
↓
e.g. - more modern schools.

Mtg/cont / IP - happen between now
+ next October.

Maski calendar - given to us.
All relevant clips.

Legislation piece??
Sep mtgs??

CCCCCCCC

Butter line except in it's/discipline

Entirely - pus/pur - to push back or

Bruce:

Attached is:

1. Cover memo
2. Draft short-term objectives for everything except technology
3. Draft/Illustration of complete strategy for standards area, as model for the rest

I'll be at home for about half an hour, and then back home shortly before 4:00.

Mike

13 pages

202 362-0493

draft

draft

draft

draft

draft

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
MIKE COHEN

SUBJECT: STRATEGY FOR IMPLEMENTING YOUR CALL TO ACTION FOR
AMERICAN EDUCATION

Attached is an overview of a proposed strategy for implementing your education agenda, developed by the Domestic Policy Council working in collaboration with the National Economic Council and the Education Department. It is focused on clear objectives, achievable within the next 12-18 months, that will lead to reaching the goals you established for each of the 10 challenges in your Call to Action.

This strategy will undergo further refinements over the next two weeks, through:

- o Additional review and discussions within the White House and with the Office of Vice President
- o Additional development, within the Education Department to ensure that this strategy is fully incorporated within the Department's own strategic plan -- starting with a retreat for ED senior officers to be lead by Secretary Riley Feb. 20-22.
- o Continued consultation with other executive branch agencies on key parts of the strategy, including HHS, Labor, and Corporation for National Service

OVERVIEW OF EDUCATION STRATEGY

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

1. 40+ states signed up to administer 4th and 8th grade tests in 1999
 - o 20+ states signed up by end of 1997
2. Tests are piloted in 1998, and available for nationwide use in Spring 1999
 - o Contract for test development awarded and work proceeding on schedule
3. [National Partnerships/Mobilization efforts in place,] by the end of 1997, for helping students reach standards for 4th grade reading and 8th grade math
 - o X states have comparable efforts in place by end of 1997
4. National attention focused on [small number] of high quality, challenging and [widely accepted] national standards in other grade levels and subject areas
 - o *hmm...*
5. Increase in the number of states and school districts that:
 - o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target] *what really asking them to do?*
 - o require students to meet standards before moving from one school level to the next [set target]
6. Develop proposal/options for Presidential consideration for approach to national testing at high school level

2. TALENTED TEACHERS IN EVERY CLASSROOM

Short term objectives:

- 1. Secure appropriations for National Board for Professional Teaching Standards
- 2. Introduce legislation (as part of Higher Education Act reauthorization) to strengthen teacher preparation, recruitment and induction *how? what?*
- 3. Increase the number of states and school districts that effectively reward excellence in teaching and remove incompetent teachers quickly and fairly [set target] *why not both?*

OR

- o Identify and highlight effective approaches to rewarding excellence in teaching, and removing incompetent teachers *Yes*
- 4. Identify and highlight proven, effective programs for [professional development] *- what really work?*

OR

- o Increase the number of states and school districts that use proven, effective programs for professional development *why not all*

OR

- o Increase the extent to which federal resources for supporting professional development (Eisenhower and Goals 2000) are used to implement proven, effective programs.

at the least this!

3. AMERICA READS CHALLENGE

Short term objectives:

1. Enact America Reads Legislation
2. Secure commitments from higher education and other sectors for xxxxx reading tutors by 199y
3. Launch America Reads grassroots community partnerships in xx states [tie to state sign-on to national testing] ^{what?}
4. Identify and promote proven, effective approaches to early reading instruction, and encourage their use in Title 1 ^{why? how?} require?
5. Disseminate good, clear examples of "reading to national standards" widely to parents, teachers and public.
6. [Parents and pre-school objectives identified in next section on early learning]

4. EARLY LEARNING

Short term objectives:

- 1. Secure increased appropriations for Head Start
- 2. Enact ~~and~~ Parents as First Teachers component of America ^{Start?} Reads Challenge, and coordinate implementation with related efforts, including Goals 2000 Parent Resource Centers, Even Start, and ED Family Involvement Partnership
- 3. Promote awareness of importance of early brain development and early intervention, through White House Conference on Early Brain Development (and coordination with Rob Reiner campaign) - *dehle*

+ associated policy

[need to incorporate VP conference on Families and Learning someplace]

5. CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

Short term objectives:

1. Increase the number of states with charter schools legislation from 25 in 1996 to 30-35 by the end of 1997.
2. Increase the number of charter schools from xxx to yyy by the beginning of the 1997 school year.
3. Secure \$100 million appropriation for charter schools program
4. Focus attention of policymakers, advocates and educators on key issues in the development of charter schools, including:
 - o effective approaches to starting and supporting charter schools
 - o the importance of strong accountability provisions for charter schools
 - o effective ways of using charter schools to stimulate and inform improvement of all schools
 - o use of charter schools as one tool in intervening in low performing schools??
5. Increase in the number of states and school districts that:
 - o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - o require students to meet standards before moving from one school level to the next [set target]

*Why?
here.
regret*

6. SAFE, DISCIPLINED AND DRUG-FREE SCHOOLS

Short term objectives:

- 1. Increase the number of school districts which require expulsion and police notification if weapons are brought to campus Can't we do ourselves?
- 2. More effectively focus Safe and Drug-Free Schools Program funds on proven, effective practices for increasing safety and reducing drug use.
- 3. Secure funding for community schools initiative, and increase the number of schools open in evenings and weekends to provide safe haven and increased learning opportunities from xxxx to yyyy.
- 4. Something on character education???? Yes!
- 5. Increase in the number of high school students involved in service Yes

OR

Increase in the number of states and school districts that require service for high school graduation No

OR

Increase in the number of states and school districts that encourage and provide opportunities for service by high school students Yes

7. SCHOOL CONSTRUCTION

Short term objectives:

1. Enact School Construction legislation
2. Establish clearinghouse on school construction issues

8. OPENING WIDE THE DOORS TO COLLEGE

Short term objectives:

1. Enact HOPE Scholarship and tax proposals
2. Enact Pell Grant increase and expanded eligibility
3. Enact Presidential Honors Scholarship
4. Increase the number of states establishing HOPE scholarships, pre-paid tuition plans, or other measures to make college more affordable for lower- and middle-class families [set target]

{ why ?? If we do (1).

9. LIFELONG LEARNING

short term objectives:

1. Expand School-to-Work implementation to all 50 states by 199x.
2. Develop and enact legislation to consolidate federal job training programs and provide individual skill grants

Bruce: This is an example of what each component will look like, drawn from the document we did for last Thursday.

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

1. 40+ states signed up to administer 4th and 8th grade tests in 1999
 - o 20+ states signed up by end of 1997
2. Tests are piloted in 1998, and available for nationwide use in Spring 1999
 - o Contract for test development awarded and work proceeding on schedule
3. National Partnerships/Mobilization efforts in place, by the end of 1997, for helping students reach standards for 4th grade reading and 8th grade math
 - o X states have comparable efforts in place by end of 1997
4. National attention focused on small number of high quality, challenging and widely accepted national standards in other grade levels and subject areas
5. Increase in the number of states and school districts that:
 - o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - o require students to meet standards before moving from one school level to the next [set target]
6. Develop proposal/options for Presidential consideration for approach to national testing at high school level

Key Strategies:

- ▶ Enlist critical mass of states and cities behind standards/testing initiative
Initial target states for standards/testing: Maryland, Michigan, Colorado, North Carolina, Delaware, California, Ohio

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, Washington D.C.

- ▶ Gain endorsements from key constituency groups to promote national efforts and to promote state and local participation:

Target Constituency Groups: AFT, NEA, PTA, School Principals

and School Administrators, National School Boards Association, Chief State School Officers, Urban League, Business Coalition for Education Reform (e.g., BRT, NAB, Chamber of Commerce, NAM)

- ▶ **Highlight Promising National, State or Local Standards in a range of subjects and grade levels** *[init. This primarily the comp-ethic?]*
- ▶ **Highlight states, school districts, schools or significant projects that reflect high standards in reading and math, or high or improved student performance in 4th grade reading or 8th grade math.**
- ▶ **Generate Favorable Editorial Coverage (with a focus on standards/testing initiative)**
Encourage favorable op-eds from bipartisan opinion leaders (e.g., Ravitch, Price)
- ▶ **Encourage Secretary Riley and appropriate senior WH and ED staff to meet with editorial boards while traveling over the next few months.**
- ▶ **Use Announcements of Grant Awards, Reports and Studies to highlight Priority Issues**
Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

Events/Activities for standards and tests, education reforms

February:

- Release National Assessment of Education Progress national math scores at event in Michigan, and gain endorsement of Gov. Engler for testing proposal. Other principals can simultaneously visit other states with high scores or significant gains (Maine, North Carolina)
- Presidential Directive to OSTP, ED and NSF and other agencies, to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards, and to coordinate national mobilization of scientific, mathematical and technical communities in support of preparing students to meet 8th grade math standards
- Presidential Directive to Department of Defense Dependent Schools to participate in NAEP/TIMSS and to begin preparing students to meet those standards

March:

OVERVIEW OF EDUCATION STRATEGY

I. STANDARDS & TESTS / EDUCATION REFORMS:

Keep the primary focus on promoting plan for national standards and national tests, while also promoting related K-12 education reform initiatives (e.g., Charter Schools, Teacher Standards, America Reads, Education Technology)

- ▶ **Goals:** 40+ states signed up to administer 4th and 8th grade tests in 1999
Pilot tests in 1998; go nationwide in 1999
Pass charter laws in 25 remaining states; give out \$100m/yr in seed \$
Wire every classroom and library by 2000

- ▶ **Enlist critical mass of states and cities behind standards/testing initiative and education reforms**
Initial target states for standards/testing: Maryland, Michigan, Colorado, North Carolina, Delaware, California, Ohio

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, Washington D.C.

Initial target states for charter schools: Missouri, Washington

Initial target states for reading challenge: Michigan, Texas, California,

- ▶ **Gain endorsements from key constituency groups to promote national efforts and to promote state and local participation:**

Target Constituency Groups for Standards/Testing Initiative: AFT, NEA, (PTA), School Principals and School Administrators, National School Boards Association, Chief State School Officers, Urban League, Business Coalition for Education Reform (e.g., BRT, NAB, Chamber of Commerce, NAM)

Target Constituency Groups for America Reads: All major K-12, Literacy, and Higher Education groups

- ▶ **Highlight Promising Practices and Approaches that Reflect President's Call to Action**

Standards/Testing Initiative: Highlight states, school districts, schools or significant projects that reflect high standards in reading and math, or high or improved student performance in 4th grade reading or 8th grade math. Announce results of existing tests. Launch test development with teachers advisory committee, test developers.

Charter Schools: Highlight states with strong charter schools laws and/or visit exemplary charter schools

America Reads: Highlight states or cities with statewide tutoring programs (e.g., Michigan, Delaware, Boston), and colleges that provide work-study and other tutors

Teaching Standards: Highlight teachers who receive National Board for Professional Teaching Standards certification this Spring, and highlight local (AFT or NEA) programs to reward good teachers and remove incompetent ones

- ▶ **Generate Favorable Editorial Coverage (with a focus on standards/testing initiative)**
Encourage favorable op-eds from bipartisan opinion leaders (e.g., Ravitch, Price)

Encourage Secretary Riley and appropriate senior WH and ED staff to meet with editorial boards while traveling over the next few months.

- ▶ **Use Announcements of Grant Awards, Reports and Studies to highlight Priority Issues**

Use announcements of technology literacy challenge grants, charter schools grants and ED reports/guides, ED report based on Teaching Directive for radio addresses and other means of keeping issue in front of the public

Events/Activities for standards and tests, education reforms

February:

- Release National Assessment of Education Progress national math scores at event in Michigan, and gain endorsement of Gov. Engler for testing proposal. Other principals can simultaneously visit other states with high scores or significant gains (Maine, North Carolina)
- Presidential Directive to OSTP, ED and NSF and other agencies, to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards, and to coordinate national mobilization of scientific, mathematical and technical communities in support of preparing students to meet 8th grade math standards
- ✓• Presidential Directive to Department of Defense Dependent Schools to participate in NAEP/TIMSS and to begin preparing students to meet those standards

March:

- State endorsement event -- visit to state, or meeting in WH with officials from 4-8 states committed to participating in national testing

- Speech to state legislature on charter schools (Washington, Missouri are possibilities)
- ED appoint and POTUS meet with testing advisory board of teachers and others
- Education Roundtable on standards (use TIMSS video to highlight good teaching to standards)
- Bipartisan meeting with key members of Congress

April

- Event for teachers certified by National Board for Professional Teaching Standards and release of ED report on effective local approaches to improve teaching (from Directive to ED)
- Visits to states re: testing, charter schools, technology

II. LEGISLATIVE EDUCATION AGENDA

Promote Legislative Agenda for HOPE scholarship and other education tax cuts, School Construction, America Reads, G.I. Bill

- ▶ **Goals: Balanced budget agreement that funds key priorities: Education tax cut; \$ for literacy program; \$ for school construction**
Pass training bill that includes skill grants
- ▶ Follow-up Bipartisan leadership meeting with education working group led by Secretary Riley
- ▶ Hold Education Days at WH, giving key members and their constituencies a chance to discuss education issues
- ▶ Grass roots mobilization of constituency groups around budget, 10-point Call to Action, and specific legislative proposals
- ▶ Promote other Administration legislative priorities -- including reauthorization of Special Education and Vocational and Adult Education Acts

EDUCATION

What we're for / what we hope to accomplish: Your objective in this meeting is to seek bipartisan support for national tests in 4th grade reading and 8th grade math. You don't need congressional approval to launch your testing plan, but you should try to persuade them to join you on the bully pulpit on the importance of the basics. You should make a strong case for the testing proposal, and offer them a follow-up meeting with Dick Riley and Bruce Reed for further discussion of the details. The key points to stress are: 1) these tests are voluntary; 2) they are based on tough existing standards that have broad bipartisan support; 3) many conservative experts in the education field already support the testing plan (John Engler; Checker Finn from the Hudson Institute); and 4) they should help persuade their states to sign up. Bill Goodling has also said publicly that while he has real concerns about the rest of our education agenda, he supports the testing proposal.

What to guard against / what to oppose: You can emphasize the potential for bipartisan agreement on an education tax cut, the G.I. Bill, literacy, etc. But as you know, we're far apart on the details. The Republican leadership has raised concerns about HOPE scholarships, the proliferation of literacy programs, school construction, and other elements of our education agenda. We have responded to detailed questions from Archer, and just received another detailed letter from Goodling. You should be especially careful not to open the door on vouchers. The Republicans will press that issue, but you should make clear that vouchers is an area where we just don't agree.

WELFARE REFORM

What we're for / what we hope to accomplish: You should emphasize the welfare-to-work initiative as an area where we should be able to reach agreement. The Republicans support the idea of tax credits for hiring people off welfare. It will take longer to persuade them to go along with our plan to provide \$3 billion to states and cities. You can offer to work with them on the details -- we have not sent up our own welfare-to-work bill, because we want to develop bipartisan support. You might also enlist their help in recruiting business leaders to hire people off welfare.

What to guard against / what to oppose: You should urge them to discuss the immigrant issue with their governors, but you shouldn't sign on to their idea of an immigrant block grant. It's far too early to have that kind of discussion. Most of the Republican leadership (especially Nichols) vehemently opposes us on immigrant benefits, although Gingrich may be a closet supporter (he rose to applaud your statement in the State of the Union). A strong message from you on immigrants would also help with Hill Democrats, who have not been much help on that issue

November 25, 1996

TO: Don Baer
Bruce Reed
Michael Waldman

FROM: Bill Galston

SUBJ: Education policy in the second term

Bill Clinton has the opportunity to set American education on the path to excellence; it is impossible to imagine a finer legacy. But as I indicated last week, this goal is unattainable unless he addresses the tough questions concerning elementary and secondary education, not just higher education. (The reasons and supporting data are neatly summarized in the attached Kondracke piece: in short, educational progress has stalled.)

At a minimum, the President should work toward two goals for his second term:

1. By the year 2000, every state should enact meaningful charter school legislation.

2. By the year 2000, every state should adopt specific, rigorous academic standards in core subjects and implement exams in these subjects that students must pass in order to graduate from high school.

The following are steps the President could take to promote these goals, in increasing order of difficulty.

1. Announce these goals in his 1997 State of the Union address.

Political cost: the President would be criticized by those (most Republicans, some Democrats, large numbers of state and local officials) who believe that the federal role in elementary and secondary education should be highly circumscribed, and by groups at the national level (including many of our staunch supporters) who are unenthusiastic about charter schools and tests with teeth.

2. Go on a national tour of state legislatures to promote these goals.

Political cost: the President would be exposed to a range of unpredictable and uncontrollable responses, particularly in the 30+ states with Republican governors.

3. Convene annual White House meetings to promote these goals and assess progress toward meeting them.

Political cost: These meetings might highlight the lack of progress, and they could be boycotted or sabotaged by the President's political adversaries.

4. Propose repealing the legislative language that prevents the use of Goals 2000 funds for developing and implementing high stakes tests.

Political cost: The urban-based legislators who led the charge against meaningful testing in 1993-94 would probably do so again, and Republicans who have never liked Goals 2000 might renew their efforts to kill it.

5. Amend the Elementary and Secondary Education Act to make significant federal seed money available to states whose enabling laws do not impose crippling restrictions on charter schools.

Political cost: Teachers' unions are the principal backers of restrictions on charter schools and would resist new incentives for states to avoid or eliminate such restrictions.

6. Amend Goals 2000 and the Elementary and Secondary Education Act to provide substantial bonuses for states that institute rigorous standards and graduation exams, and penalties for states that don't.

Political cost: Unless overall funding were substantially increased, this proposal would trigger a major formula fight that would be hard to win.

7. Amend the Higher Education Act to make passing rigorous graduation exams a precondition for receiving most federal post-secondary grants and loans.

Political cost: While this proposal would almost certainly have a dramatic positive effect on both state policy and student performance, urban-based legislators and the higher education establishment would wage total war to defeat it.

In sum: the "bully pulpit" options entail modest costs and (in all probability) modest payoffs. The legislative options would all be tough slogging. Options 4 and 5 might be doable with total presidential commitment; options 6 and 7 might not be feasible, even with such a commitment. The President must decide how much political capital he wants to invest in break-the-mold efforts to overcome the forces of education inertia and renew progress (now stalled) toward excellence

One thing is clear: the time for educational happy talk is over. Without decisive presidential leadership, we will not come close to meeting any of the national education goals by the end of Bill Clinton's second term.

PENNSYLVANIA AVENUE

By Morton M. Kondracke

US Schools Still Flunk Will Hill, Clinton Get Busy?

President Clinton won re-election partly on the education issue, but his second-term challenge, and Congress's, is to get the country decisively on track to having the best schools in the world.

The two latest education performance reports indicate that, despite 13 years of talk about school reform, America is still a "nation at risk" when it comes to matching global competition.

The massive Third International Mathematics and Science Study, covering half a million students in 41 countries, showed that US eighth-graders score below the world average in math and barely above average in science.

A Department of Education report on the study said it shows that the US is "far from the mark" set by President George Bush and 30 governors (including Clinton of Arkansas) in 1989 of being "first in the world" in math and science by the year 2000.

Even worse news is contained in the just-issued 1996 report of the governor-dominated National Education Goals Panel showing that reading achievement among 12th-graders ac-

tually dropped between 1992 and 1994 and that improvements for fourth- and eighth-graders — from a low base — were minuscule.

The only national goal that the US seems to have a chance of reaching is having 90 percent of 18- to 24-year-olds in possession of a high-school diploma or its equivalent by 2000. Currently, 85 percent do, but the goal lacks meaning if only 36 percent of 12th-graders can read at a 12th-grade level.

Because data-gathering is slow, few of the panel's findings provide statistics to judge Clinton's first-term performance. But there's bad news for him in at least one area. Despite increases in the Head Start program, only 29 percent of three- to five-year-olds are enrolled in pre-school programs, compared with 28 percent in 1993.

Also disappointing was that in 1994, only 11 percent of 12th-graders met the goals panel's standards in history and 27 percent in geography. The percentage of high school teachers holding a degree in the subject they were teaching actually dropped from 1991 to 1994.

In practically every category of school safety and learning environment, the panel reported things getting worse: The number of tenth-graders using drugs increased from 1993 to 1995, as did the percentage reporting drugs on sale at school. Also, the percentage of tenth-graders reporting threats or injuries in school remained at 35 percent, while teachers reported an increase in threats and attacks.

Despite the education activism of his first term and his rhetoric during the 1996 campaign, Clinton can't go down in history as a true "education president" unless the country starts making real progress toward the 2000 goals during his second term.

And one major problem is that Clinton's second-term education budget is skewed toward higher education, with \$42 billion over seven years slated to be spent on tax breaks to guarantee every student at least two years of college.

ing that post-secondary education is a dependable predictor of lifetime earning potential, and he is justifiably concerned that average wages in the US have been stagnant for 20 years.

Also, it's much easier for the federal government to have an impact on higher education than on grade schools and high schools, where decisions are primarily local.

But, as education expert Denis P. Doyle declares, "What use is it to give people two years of college if half of them need to take remedial courses when they get there?"

Doyle cites studies on state colleges, including one in California showing that 75 percent of students require some remedial help.

Clearly, Clinton needs to make educational excellence a top priority in his second term. Clinton's electoral success on the issue — it was key to his beating Bob Dole by 54 percent to 37 percent among women — should convince Congressional Republicans to join him.

As Republican education expert Chester Finn noted in last week's *Weekly Standard*, the GOP lost the education issue because the only positive proposal it had was "vouchers."

School choice is a legitimate issue for Republicans to push. Next year, if they can't force Clinton to fund limited voucher experiments in the District of Columbia, they should make sure that his public "charter school" program is really working.

At the same time, Republicans should embrace Clinton's idea of a \$2 billion program to help parents and states ensure that every child in America can read at a third-grade level by age 8, partly by funding tutoring pro-

grams. They also should approve his \$2 billion proposal to wire every school to the Internet by 2000.

Beyond that, the goals panel cited another problem that Republicans could join with Clinton in solving: There is presently no national standard for measuring how individual states, school districts, schools, teachers, and students perform against one another.

Republicans and Democrats ought to work on that problem together — possibly transforming the current national sampling test, the National Assessment of Education Progress, into a national performance test or creating an office to calibrate various state tests.

Finally, there's the bully pulpit. Both the President and Members of Congress need to make speeches spotlighting the fact that our schools are failing and this simply can't go on.

Clinton's electoral success on the education issue should convince Congressional Republicans to join him in making excellence a top priority.

The education presidency

Once re-elected, President Clinton's response to three overriding domestic challenges will define the course of his second term and determine the historical significance of his presidency. The first is turning a chancy welfare reform bill into a real bridge to work and opportunity. The second is forging a consensus around genuine structural solutions to the long-term Medicare problem. The third, on which I focus here, is transforming elementary and secondary education.

Thirteen years after the publication of *A Nation at Risk*, our schools, with some bright exceptions, have improved only modestly while many urban systems have sunk even deeper into crisis. In one notorious recent episode, NYNEX had to administer basic competency exams to 60,000 job applicants before finding 3,000 who could fill entry-level positions. More than 20 percent of all businesses provide remedial training for high-school graduates, at an annual cost of billions. Colleges and universities are forced to do so as well; almost half the students entering the California State University system need remedial instruction in either reading or mathematics.

The appropriate policy response is conceptually simple but politically difficult. Every state should adopt rigorous academic standards, with exams to match. The practice of social promotion should end; no student should receive a high-school diploma or enter college without passing an exit exam. (I'd settle for something along the lines of the proficiency levels set by the National Assessment of Educational Progress, or even the New York State Regents test.) The innovations can flourish outside existing public schools, as well. Charter schools—new publicly approved ventures that are freed from most bureaucratic rules—are already coming up with innovative ways to implement tough standards.

NOVEMBER 11, 1996 THE NEW REPUBLIC 35

And we should encourage experiments with private management and vouchers for low-income students until we have a large enough sample to judge the real costs and benefits.

While education remains principally a state and local responsibility, there are some steps President Clinton could take to promote this agenda:

1. Emphasize a national goal of charter school legislation in every state by the year 2000 (about half the states now allow them in some form). Make significant federal seed money available to states whose laws do not impose crippling restrictions on charter schools.

2. Remove all federal restrictions on state use of federal funds to create rigorous exams at the fourth, eighth and twelfth grade; amend Goals 2000 and the Elementary and Secondary Education Act to provide substantial bonuses for states that institute such exams.

3. Encourage every state to make passing meaningful high-school graduation exams a requirement for attending state colleges and universities. Make passing such exams a precondition for receiving federal post-secondary student grants and loans while identifying reasonable options for students living in states that refuse to create exams.

4. Make it clear that the Clinton administration will not obstruct states and localities that seek to experiment with vouchers for low-income students. The president seemed to suggest this in his first debate with Bob Dole. He should follow through.

Proposing these measures would generate a political firestorm. Many conservatives would oppose the expanded federal role; many liberals would fear the impact on public school monopolies and racial minorities. Enacting these measures would mean forging new coalitions across partisan and ideological lines. But, once in place, they could transform our schools for generations. In education, as in other areas, the president faces a choice between a safe course that tinkers at the margin and a riskier course of enduring structural change. If the president chooses the path of bold innovation, he could go down in history as the man who set democratic education on the path to excellence.

WILLIAM GALSTON teaches at the University of Maryland's School of Public Affairs and directs the Institute for Philosophy and Public Policy.

January 29, 1997

MEMO TO: Bruce Reed
FROM: Terry K. Peterson for Secretary Riley
RE: **Improving American Education During the President's Second Term and for State of the Union Address**

In President Clinton's second term, starting with the State of the Union address, he will have an unprecedented opportunity to articulate actions to improve education in the U.S. This memo provides a brief overview of key actions for the next four years. From the key education actions listed below, the President could select a few that match this year's theme in the State of the Union address.

- ▶ **Helping Students Master World-Class Skills**
 - Recruit and train one million volunteers to make it possible for all four million eight year-olds to read independently by the end of third grade.
 - Raise academic standards in every school to internationally competitive levels, including the establishment of national standards of excellence in reading and math:
 - All fourth graders reach at least the basic reading level on NAEP.
 - All eighth graders learn algebra and basic geometry.
 - Assist all 50 states to establish accountability systems based on challenging standards and assessments in core subjects
 - Foster high-quality teaching: encourage over one hundred thousand master teachers to attain National Board Certification
 - Encourage charter schools and other strategies to expand public school choice, such as magnet schools and schools-within schools:
 - By the year 2000, substantially increase the percentage of families able to choose the public school their child attends, on the way to the President's goal of all children having this opportunity.
 - By the year 2000, spur the creation of 3000 public charter schools.

▶ **Helping Communities Develop Modern Schools**

- Wire every American school to the Internet by the year 2000 to make it possible for every child to log on by age 12.
- Help thousands of technology-savvy teachers to assist fellow teachers to learn how to use the Internet and other education technologies.
- Generate \$20 billion of construction to build new schools or repair old ones, modernizing thousands of learning environments.
- Help all 50 states implement school-to-work systems to increase options for moving from school to careers.

▶ **Widening Access to Postsecondary Education and Lifelong Learning**

- Make the first two years of college universally accessible.
- Make postsecondary education more affordable for all Americans.
- Make it possible for all Americans to strengthen their skills and improve their earning power throughout their lives.

▶ **Strengthening the Best of Our American Values and Traditions in Education**

- Support greater family and community involvement.
- Make schools safe and drug-free.
- Through promoting effective models, assist an additional thousand schools to remain open in the afternoons and summers.
- Support continued expansion of national service opportunities.