

NLWJC - KAGAN

EMAILS RECEIVED

ARMS - BOX 020 - FOLDER -001

[[11/20-1997 - 11/21/1997]]

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:20-NOV-1997 17:29:45.00

SUBJECT: Re: Affirmative Action

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Dawn M. Chirwa (CN=Dawn M. Chirwa/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Judith A. Winston (CN=Judith A. Winston/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

CC: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

Andrew J. Mayock (CN=Andrew J. Mayock/OU=WHO/O=EOP [WHO])
READ:UNKNOWN

TEXT:

We should get this out for the next Board meeting which is December 15th i think.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Barry White (CN=Barry White/OU=OMB/O=EOP [OMB])

CREATION DATE/TIME:20-NOV-1997 18:07:16.00

SUBJECT: Head Start "Quality" investment outcomes

TO: Jennifer L. Klein (CN=Jennifer L. Klein/OU=OPD/O=EOP@EOP [OPD])
READ:UNKNOWN

TO: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP@EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP@EOP [OPD])
READ:UNKNOWN

CC: Keith J. Fontenot (CN=Keith J. Fontenot/OU=OMB/O=EOP@EOP [OMB])
READ:UNKNOWN

CC: Jennifer Friedman (CN=Jennifer Friedman/OU=OMB/O=EOP@EOP [OMB])
READ:UNKNOWN

Barry White (CN=Barry White/OU=OMB/O=EOP [OMB])
READ:UNKNOWN

TEXT:

See note below. Joan and Olivia were so aghast that I was not aware of their data on results that I asked my staff to call over and get it. They were told by HHS that the best approach would be a conference call, which is set for tomorrow. I'm perfectly happy to be shown that there is good data demonstrating higher measureable outcomes of some important sort for kids in Head Start as a result of the "quality" investments -- we have, after all, been spending a great deal of money on them. If any of you have time and want to listen in, contact Friedman for logistics. Otherwise, be assured, we'll send you a summary of what we learn.

----- Forwarded by Barry White/OMB/EOP on 11/20/97 06:03 PM -----

Jennifer Friedman
11/20/97 04:45:55 PM
Record Type: Record

To: Keith J. Fontenot/OMB/EOP@EOP, Edwin Lau/OMB/EOP@EOP, Matthew McKearn/OMB/EOP@EOP
cc: Barry White/OMB/EOP@EOP
Subject: Head Start Conference Call tomorrow at 10 am

Jessica has arranged for us to have a conference call tomorrow with HHS at 10 am to discuss outcome measures from the Head Start FACES study (which Olivia and Joan were touting at today's child care meeting). I'm not sure who will be on the call, as Jessica and I have been playing phone tag, but I presume it will include people from ASMB, HS Bureau, Craig Turner and maybe child care folks.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jordan Tamagni (CN=Jordan Tamagni/OU=WHO/O=EOP [UNKNOWN])

CREATION DATE/TIME:20-NOV-1997 09:43:03.00

SUBJECT:

TO: Eli G. Attie (CN=Eli G. Attie/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

TO: Rahm I. Emanuel (CN=Rahm I. Emanuel/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Ron Klain (CN=Ron Klain/O=OVP @ OVP [UNKNOWN])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Gene B. Sperling (CN=Gene B. Sperling/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Michael Waldman (CN=Michael Waldman/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Peter A. Weissman (CN=Peter A. Weissman/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Michelle Crisci (CN=Michelle Crisci/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

Draft 11/19/97 9:00pm

PRESIDENT WILLIAM J. CLINTON

REMARKS FOR HEALTH CARE EVENT

THE WHITE HOUSE

November 20, 1997

Acknowledgments: Special thanks to VP Gore for overseeing this effort -- both the Commission and the agencies implementing its findings will be reporting to him. Sec. Herman; Sec. Shalala; Commissioner Peter Thomas.

I want to thank the Commission for the remarkable job they have done to build consensus on this challenging issue. I am proud to accept the Commission's Health Care Bill of Rights. I am committed to doing everything I can to make those rights real for every American. And I challenge the Congress to make them the law of the land.

Throughout our nation's history, our strength has come from the strength of our families, and from our ability to keep our values of opportunity and freedom alive in each new time. Those values were enshrined in America's Bill of Rights. And as times have changed, our challenges have changed, and our nation has acted. Thirty five years ago, during another time of change, the modern consumer movement was launched when President Kennedy set forth a consumer bill of rights. The laws passed to protect those rights -- consumers' right to be safe, to be informed, to choose, and to be heard -- protect our children, our investments, and our environment to this day.

Today, American families once again face changing times -- and nowhere are these changes more profound than in the health care industry. The American health care system is the best in the world -- we have the world's best health care professionals, the finest medical schools, the most advanced research and the most sophisticated technology. But in recent years, that system has changed as millions of Americas have seen their health plans change from traditional health insurance to HMOs and other new kinds of health insurance.

In many cases, managed care brings lower costs and improved preventive care. But too often, families feel lost in this new world, left out of the process of their own health care decisions. Too often, they feel as if they are getting fewer real services and more red tape. And far too often, they feel as if they are on the losing side of a battle between cost cutting and quality care. When lowered costs lead to lower standards ... when life-or-death medical decisions are made by distant case managers ... when patients are denied access to the specialized doctors they need, then something is wrong, and we have an obligation to do something about it.

Today, Americans receive consumer protection when they purchase cars, use credit cards, or even buy toys for their children. Now we must extend the same kind of protections to a person who visits a doctor, checks into a hospital, or buys a health plan. Whether they have traditional health care or managed care, we must make sure that none of our people ever have inferior care. There must be basic standards that every American can count on, wherever they live and whatever their needs -- and these standards should be the right of every citizen.

Here is what our Health Care Bill of Rights says:

You have the right to be informed about your health plan in plain English; you have the right to choose the right doctor for the right type of care; the right to medical services in an emergency, wherever and whenever the need arises; and the right to know all your medical options, no matter how much they cost. You have the right to respectful care and equal treatment at every health care facility, by every health care provider; the right to know your medical records are confidential and only used for legitimate purposes; and you have the right to express your concerns about the quality of care you receive, and to take action when that care is inadequate.

This bill of rights is the product of a strong consensus from a broad group that brings together business leaders and health insurers, working people and health advocates, doctors and nurses. There will still be those who oppose our bill of rights ... and that is their right. But narrow interests should never prevail over the national interest. And the Health Care Bill of Rights will protect quality care, protect consumers,

and protect our families.

These protections are long overdue -- now, we must act to make them real for all Americans. Some of these rights will require federal standards to be implemented. Today, I challenge Congress to make these rights the law of the land. There will be no more important test in the coming months of our commitment to strengthen our families, and I look forward to working with Congress to give all Americans the security they deserve.

But we should not wait for Congress to act. Today I am acting, within my power as President, to implement these rights to the extent I legally can. Effective immediately, I am directing every federal agency that administers or manages health plans to adopt the protections of the Health Care Bill of Rights, and to report back to the Vice President about where they need legislation to do so. With this step, we will ensure better quality health care for tens of millions of Americans, including all Medicare and Medicaid beneficiaries, and all federal employees. And I challenge all private health plans to adopt the Health Care Bill of Rights voluntarily and give their members greater confidence and security.

Finally, there can be no rights without responsibilities. This new world of health care offers greater choice and more fundamental opportunities for health than ever before. Today we outline the rights that every American should have. But every American has an enhanced obligation to take an active role in his or her health care, and to take responsibility for his or her own health.

President Kennedy said, in proposing his plan for America, "As consumers, and under our economic as well as our political form of democracy, we share an obligation to protect the common interest in every decision we make." The coming years can be a time of remarkable advances, as the breakthroughs of science and medicine offer new hope for health and longevity. If we act to seize the opportunities of this time, to reduce the risks, and to make sure that all Americans can reap the rewards of change, we will meet our obligation to the common interest and to future generations.

November 5, 1997

Dear :

I am writing to thank you for your strong support of my initiative to establish high national standards and voluntary national tests of 4th grade reading and 8th grade math.

As you know, national standards and tests are essential to raising expectations of students, parents and teachers, and to holding states, districts and schools accountable for student achievement. These rigorous tests will, for the first time, measure the skills of individual students against widely accepted national and international standards of excellence. They will give participating states, local communities, teachers and parents the kind of accurate information they need to help students master basic and advanced skills and strengthen academic performance.

I look forward to continuing to work with you on this and other ways to improve education for all America's students.

Sincerely,

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 18:47:06.00

SUBJECT: Travel requests

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Andrea

Andrea would like to attend the NGA Center for Best Practices' annual Workforce Development Policy Forum in Riverside, CA. on December 10-12. The topic this year is Job Retention and Career Advancement for the Working Poor. The meeting will bring together state and local welfare reform and workforce officials, as well as some employers, researchers, and private program operators to discuss best practices and strategies to help both welfare recipients and other low-wage, entry level workers succeed on the job and develop skills that will help them advance to better jobs.

There will also be sessions on enhancing the prospects of the working poor through non-earned income including child support (with a particular focus on how to increase employment and earnings of non-custodial parents through WtW grants). There is also a site visit to Riverside's successful GAIN program. Given the mix of attendees, there will be significant discussion of WtW. Ray Uhalde is speaking on one of the panels.

Also, NGA staff have asked if she would moderate a session on job retention strategies.

This sounds to me like a good use of our travel budget.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 17:16:57.00

SUBJECT: Budget initiatives

TO: Mary L. Smith (CN=Mary L. Smith/OU=OPD/O=EOP [OPD])

READ:UNKNOWN

TO: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP [OPD])

READ:UNKNOWN

TO: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP [WHO])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP [OPD])

READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP [OPD])

READ:UNKNOWN

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Jennifer L. Klein (CN=Jennifer L. Klein/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

What do you all think of these initiatives. I like the 1000 rivers initiative and it seems like the safe places for Kids initiative has some potential. They even are proposing a race initiative. Please let me know.

----- Forwarded by Paul J. Weinstein Jr./OPD/EOP on
11/20/97 05:11 PM -----

Bradley M. Campbell

11/20/97 03:13:02 PM

Record Type: Record

To: Paul J. Weinstein Jr./OPD/EOP

cc:

Subject: Budget initiatives

CEQ has been approached to prepare, on a crash basis, a limited "wish list" of budget initiatives that might be suitable for POTUS' consideration. A number of the items that I am proposing internally may strike common ground with the DPC agenda. Let me know if any appeal to you (draft attached).

===== ATTACHMENT 1 =====
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS_EXT: [ATTACH.D10]MAIL41049632I.316 to ASCII,

A SECOND GENERATION OF CLEAN WATER (RESTORING 1000 RIVER SYSTEMS)

Presidential Action. President Clinton would respond to a major environmental and public health threat by launching an initiative to define the second generation of clear water protection by committing to full restoration of 1000 watersheds (40 percent of our river systems) that are now polluted. The President would build on his defense of the Clean Water Act against assaults from the 104th Congress, maximize the use of authority to protect communities under current law, and challenge this Congress to change course and strengthen the tools available to communities under the Clean Water Act.

Background. We are now celebrating the 25th anniversary of the Clean Water Act, and President Clinton frequently has extolled its successes. Rivers that once caught fire are now healthy gathering places for our communities. Still, much needs to be done. Forty percent of our waterways are still too polluted for fishing or swimming. Uncontrolled runoff from both cities and rural areas continues to generate alarming environmental and public health threats, as illustrated by the dramatic *Pfiesteria* outbreaks in Maryland and Virginia that killed fish, threatened public health, and devastated local economies. These incidents will recur, and the 40 percent figure will not change, unless the President takes bold action, through a major retooling and expansion of clean water programs.

The Clean Water Act, which focused on "point-source" discharges that now have generally been brought under control, also needs retooling and strengthening if we are to continue to make progress and provide the range of approaches -- regulatory and nonregulatory/incentive-based -- that are needed to make further progress. The 104th Congress sought to reauthorize the CWA through weakening amendments that President Clinton derided as a "Dirty Water Act" that would reverse progress under the Clean Water Act. The President would challenge Congress to reverse its course, and ensure clean water for the next generation.

Budget Implications. A credible initiative would require new resources, at a level between \$500 million and \$1 billion, depending on the division between tax incentives and appropriations (currently under discussion with OMB).

Hill Implications. More than any other single issue, clean water is the issue on which the public trusts Democrats over Republicans by the greatest margin. (75 percent trust Democrats on the issue, only 10 percent trust Republicans, while 71 percent of Americans want water standards to be tougher.) An Administrative initiative and legislative challenge would **unify Democrats** in both the House and Senate, as well as environmental and community groups..

Status. Pursuant to a directive from Vice President Gore, EPA and USDA are now developing a clean water "Action Plan" that would be ready before the State of the Union. The Administration has long had a set of principles for legislation, which already are reflected in a number of Democratic bills.

Potential negatives. House Republicans may deride the initiative as politically motivated, although moderate Republicans who opposed the "Dirty Water Bill" are likely to be receptive.

EXPANDING EVERY COMMUNITY'S RIGHT -TO-KNOW

Presidential Action. President Clinton would commit to an expansion of community right to know through legislative and administrative action to provide communities with access to information about toxics moving through their neighborhoods and threatening their children. Specifically, President Clinton would endorse legislative and administrative action to require "materials accounting" or "use data" disclosure to communities, regardless of whether these materials are released to the environment.

Background. President Clinton has empowered communities through a series of initiatives to expand disclosure of toxics releases (doubling the number of chemicals subject to "toxic release inventory" (TRI) reporting in 1993, a 30 percent increase in the number of facilities subject to TRI in 1997). The President would build on this success by taking the next step in right-to-know, requiring disclosure of the toxic materials used or stored in facilities, regardless of whether they are actually released into the environment. Often, communities cannot find out about these materials until there is a catastrophic release through an explosion or other extraordinary event that "releases" the material to the environment. (Massachusetts and New Jersey already have such requirements under state law, and claim dramatic reductions in toxic material use as a result.) President Clinton first endorsed this initiative in *Putting People First*. At a TRI event in Baltimore in 1995, the President directed EPA to accelerate the process of examining the merits of requiring "use data" disclosure. At the Kalamazoo Toxics event in 1996, the President directed EPA to develop additional ways to empower communities through right-to-know, culminating in the TRI facility expansion on Earth Day of this year. OMB and the economic agencies have been skeptical about "use data" collection, however, because of cost concerns and potential competitiveness issues (why should Fuji be able to learn what materials Kodak uses?).

Budget Implications. A credible initiative would require few new resources (less than \$10 million).

Hill Implications. This issue has strong support in the left wing of the Democratic caucus, but could **divide Democrats**. Several senior Democrats (e.g. John Dingell) have been opponents of "materials accounting," even though a number of moderate Republicans are supportive.

Status. EPA is in a position to accelerate its administrative process, although there is doubt about its legal authority to effect the expansion by regulation. Congressmen Waxman (D-CA) and Saxton (R-NJ) already have introduced legislation that would reinforce EPA's authority and also enhance disclosure of environmental threats to children. The President could set enactment of these bills as a priority.

SAFE PLACES FOR KIDS INITIATIVE

Presidential Action. President Clinton would announce a major initiative to protect children from environmental health and safety threats where they live, play, and go to school, by funding an aggressive interagency program to respond to a major environmental and public health threats that children encounter in their homes, schools, and neighborhoods.

Background. On April 21, President Clinton signed an Executive Order directing the Federal agencies to enhance the protection of children from environmental health and safety threats. The order and its implementation respond to an emerging scientific consensus that children's physiology and activity patterns put them at a disproportionate risk from exposure to toxics and other environmental hazards. EPA and HHS have a broad interagency initiative underway to coordinate the Federal The funding devoted here would be used to more aggressively expand lead abatement, preventive health measures, school improvements, and removal of other hazards affecting children. Wherever possible, Federal funds would be used to generate state matches and public-private partnerships.

Budget Implications. Undetermined. A credible initiative focused on 100 targeted cities and rural areas would require new resources at a level of \$100 million or more annually.

Hill Implications. Children's health issues tend to **unify Democrats** and generate **bipartisan support**. A draft bill codifying the President's Executive order already has been developed (though not introduced) and could be used to foster Hill "buy-in" and ownership of the children's health agenda.

Status. Pursuant to the Executive Order, EPA and HHS have been convening the agencies to develop the elements of an effective initiative.

Potential negatives. House Republicans may deride the initiative as politically motivated, although moderate Republicans are likely to be receptive.

ENVIRONMENTAL JUSTICE FOR ALL AMERICANS

Presidential action. In furtherance of the President's initiative on race, President Clinton would commit to an aggressive, targeted pollution abatement strategy in 100 communities and rural areas where low-income and minority communities have suffered adverse and disproportionate impacts from exposures to toxic pollution.

Background. Early in the first term, President Clinton issued Executive Order 12898, directing Federal agencies to consider disproportionate and adverse impacts on low-income and minority communities when implementing federal programs and activities. There is growing frustration among many African-American community leaders, however, who feel that our commitment is faltering. This frustration is attributable in part to the fact that many of the most significant "environmental justice" problems result not from new federal actions but from a legacy of past contamination and historical patterns of development. Resources are needed in communities across the country to abate these conditions, and target remediation, pollution reduction, and health responses these communities need but have not received from their state and local governments.

Budget Implications. Undetermined. A credible initiative focused on 100 targeted cities and rural areas would require new resources of at least \$100-\$200 million annually.

Hill Implications. This initiative would receive strong support from **the Black Caucus and the Hispanic Caucus**, as well as the **left wing of the Democratic caucus**. Significant opposition is unlikely.

Status. Pursuant to the Executive Order, there is an interagency workgroup and a Federal advisory committee that could rapidly identify target areas and needs. Most of the eligible communities and regions already have been identified as part of the existing effort.

Potential negatives. This initiative is likely to spawn some backlash from industry, fearing heavy-handed regulation. This initiative may have limited broad-based appeal.

Smart Growth And Sustainable Communities Initiative

Presidential Action The President would announce the creation of new funding and tax incentives to promote smart growth and sustainable communities. The initiative would focus on environmentally friendly growth, and tax incentives for resettlement of our depopulated urban areas and other communities. This could be accompanied by an executive order focusing the Federal effort on combating sprawl.

Background. Recent press reports highlight the continuing flight from our nation's urban core, and unplanned "sprawl" development continues to exact a cost from communities both in terms of the environment and quality of life. These issues have been highlighted by the President's Council on Sustainable Development report, President Clinton's executive order on locating federal properties in central cities, and in a current request by the Vice President for an interagency report on additional Federal steps to combat sprawl and to promote "smart growth" and sustainable development. An Executive Order could reinforce this effort by assisting the states in developing smart growth plans, and creating a preference in Federal planning for projects that are based on sound land use planning and do not contribute to "sprawl" development. Governors Glendening and Kitzhaber have been leaders in implementing state "smart growth" policies, and this initiative would help other states follow their lead. Nonetheless, all of the Administration's efforts have identified the need for additional Federal resources to bolster local planning efforts and to provide incentives for urban re-population, and this conclusion has been vocally reinforced by the National Conference of Mayors, the National League of Cities, and others. Funding could be used for enhancing local planning efforts and for targeted tax incentives to promote urban re-population.

Budget Implications. Funding would depend on the number of areas targeted, but a credible proposal would likely require at least a billion dollars spread over 5 to seven years. This could be allocated competitively by requiring states to meet threshold planning requirements.

Hill Implications Strong support is likely from Democratic caucus, particularly among the Black and Hispanic Caucuses. This support would be reinforced by the Conference of Mayors, Governors, and other groups.

Status. An interagency effort developing this effort has been in place and could quickly complete any needed policy development.

Possible Negatives None apparent.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:20-NOV-1997 14:32:41.00

SUBJECT: Senior Staff Coverage/Leave for Thanksgiving

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Christopher C. Jennings (CN=Christopher C. Jennings/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Sarah A. Bianchi (CN=Sarah A. Bianchi/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Please let me know. Thanks!

----- Forwarded by Laura Emmett/WHO/EOP on 11/20/97 02:39
PM -----

Brooks E. Scoville

11/20/97 02:30:24 PM

Record Type: Record

To: See the distribution list at the bottom of this message

cc: See the distribution list at the bottom of this message

Subject: Senior Staff Coverage/Leave for Thanksgiving

As usual, I will be collecting information on Senior Staff office coverage for the upcoming federal holiday: Thanksgiving Day, Thursday, November 27. The Chief of Staff has requested a complete list of senior staff (Assistants to the President and Deputy Assistants to the President only) who will be working the holiday, as well as the names of those senior staff on call and how they can be reached.

Please submit your names to me as soon as possible. We will be submitting this information to the Chief of Staff on Monday afternoon.

Also, please remind any staff members who plan to take off Friday, November 28, that they are required to take annual leave for that day.

Remember to provide the WHCA Signal Switchboard with information on how the senior staff who will be out of town may be reached.

Thank you.

Message Sent

To:

Lori L. Anderson/WHO/EOP

Carolyn E. Cleveland/WHO/EOP
STEELE_E @ A1 @ CD @ LNGTWY
Cynthia M. Jasso-Rotunno/WHO/EOP
SHAMIR_R @ A1 @ CD @ LNGTWY
Kevin S. Moran/WHO/EOP
Mary Morrison/WHO/EOP
Stacey L. Rubin/WHO/EOP
Lisa J. Levin/WHO/EOP
Lisa M. Williams/WHO/EOP
Marjorie Tarmey/WHO/EOP
Laura Emmett/WHO/EOP
Gay L. Joshlyn/OPD/EOP
CEARLEY_V @ A1 @ CD @ LNGTWY
Patricia A. McHugh/WHO/EOP
Scott R. Hynes/OVP @ OVP
Virginia N. Rustique/WHO/EOP
Edward F. Hughes/WHO/EOP
Suzanne Dale/WHO/EOP
Miriam H. Vogel/WHO/EOP
Betty W. Currie/WHO/EOP
Rebecca A. Cameron/WHO/EOP
Demond T. Martin/WHO/EOP
Jason S. Goldberg/WHO/EOP
Huma M. Abedin/WHO/EOP
Ana M. Duque/WHO/EOP
Carole A. Parmelee/WHO/EOP

Message Copied

To:

Virginia Apuzzo/WHO/EOP
Kelli R. McClure/WHO/EOP
Ashley L. Raines/OA/EOP
Michael D. Malone/WHO/EOP
Douglas Matties/WHO/EOP

CHALLENGE GRANTS FOR URBAN AND RURAL EDUCATION OPPORTUNITY ZONES

Proposed FY 99 Budget Initiative

DRAFT -- November 20, 1997

This paper describes a **new initiative** to select a number of inner cities and poor rural areas as Educational Opportunity Zones, in which schools would receive special assistance in exchange for adopting policies such as extra help to students to master the basics, strengthening teaching and school leadership, no social promotion, removal of poorly performing teachers, fixing failing schools, and public school choice. Specifically, school districts competing for grants would be challenged to show how they will hold students, staff, and schools accountable and use all available resources to help students reach high standards:

- **Student Accountability:** To be selected as Education Opportunity Zones, participating districts must implement policies requiring students to meet challenging academic standards at key transition points before being promoted or graduating from high school. Districts would have to show how their regular instructional program, together with extra help for students identified as needing such assistance, would combine to ensure the academic success of every child. Critical to these efforts would be how schools will identify kids at risk of failure and how they will use Title I funds and other federal, state and local resources to provide extra help to these students, such as extended day enrichment/tutoring programs, Saturday academies, and summer school.
 - Districts would use challenge grant funds, and other funds, to support expanded learning opportunities for students that need it.
- **Staff Accountability:** Educational Opportunity Zones must clearly spell out how they will reward outstanding teaching, and also how they will identify poorly performing teachers and provide them with extra help or counsel them out of the classroom. Rewards and incentives should be offered to individuals or teams of teachers who meet high standards. For example, individual teachers should be assisted to attain certification by the National Board for Professional Teaching Standards and should be rewarded when they do, and districts should develop strategies for using these teachers in schools where they are needed the most. At the same time, participating districts must develop aggressive approaches for identifying failing teachers, and getting extra help to those who can improve their performance, and counseling those who can't out of the profession quickly and fairly.

Educational Improvement Zones must also show how they will recruit and build leadership capacity among the district's principals, and how they will develop rewards and sanctions for principals based on performance.

- Districts would use challenge grant funds for such activities as rewarding effective teams of teachers, paying fees and bonuses for those seeking national certification or other rigorous advanced study, and designing and implementing effective

approaches for identifying, counseling or removing chronically failing teachers. Districts could also use funds to design and implement principal leadership institutes, with a focus on effective curriculum and instruction.

- **School Accountability:** Finally, Educational Opportunity Zones must show how they will develop clear criteria and hold individual schools accountable for high standards of discipline and achievement. Schools showing significant gains should be rewarded through such incentives as financial bonuses or recognition programs. Conversely, failing schools must be given high quality technical assistance and overhauled using proven reform models, or, if schools still don't improve, they should be shut down and reconstituted, perhaps as smaller schools-within-schools or independent public charter schools. Educational Opportunity Zones must also demonstrate how they will ensure that families have the opportunity to choose which public school their children will attend, or that families have a choice of designs for their neighborhood school, especially if the neighborhood school doesn't provide a safe and academically challenging environment.
 - Districts would use challenge grant funds to reward effective schools and to intervene in and, where necessary, close down and replace schools that are failing. This would include assisting with professional development and other expenses of implementing proven reform models. Funds could also be used to design and launch programs to improve information on public school choices for parents.

Eligibility: Districts eligible for the competition would be a subset of those districts that qualify as underserved areas in the Administration's Teacher Recruitment and Preparation Initiative: those with at least 20% poor students, or with at least 20,000 poor students, or that are the three school districts in the state with the largest number of poor children, provided that the districts are located either in a central city or a non-metropolitan area.

Grant Awards and Funding: In the first year of the initiative, 3-year competitive grants would be awarded by the Department of Education to 10-15 urban and 10-15 rural school districts (including districts serving Native American students) selected as Educational Opportunity Zones. Each urban grant would be worth approximately \$10-25 million, and each rural grant would be worth up to \$2 million, with a total FY 99 request of \$320 million.

Grantee Selection and Accountability for Results: Grantees would be selected through a rigorous peer review process. Distinguished peer reviewers would work with finalists to identify rigorous annual benchmarks of progress in implementing the district reform plan, as well as indicators of student achievement to be reached by the end of the third year. A consistent group of peer reviewers would reconvene each year to consider progress made by grantees and recommend to the Secretary whether funding should continue. At the end of three years, peer reviewers would carefully review measurable progress in student achievement to recommend whether the grant should be extended for an additional two years.

Effective, Flexible Use of Other Resources: There would be no explicit matching requirement for the first three years of a grant, although applicants would be challenged to show (and given priority for showing) how the district will use all available resources -- federal, state, and local, as well as any business or foundation funds -- in order to carry out its reform strategy, and how it intends to maintain the reform effort once federal funds are no longer available. Applicants would also be invited to identify any barriers to carrying out the reform plan posed by existing federal education requirements. Successful applicants will be given expedited consideration for waivers under existing authorities. If grants are extended beyond three years, applicants would be required to meet a matching requirement phased in to 50%, encouraging institutionalization and stability of the initiative.

Resources to Disseminate Lessons Learned. A small proportion of funds (no more than [5%]) would be set aside for national leadership activities, which would include: brokering technical assistance to meet the needs of successful grantees; using technology to establish a “virtual urban and rural office” at Education and help districts consult with each other on overcoming obstacles; and documenting success and lessons learned and disseminating that information nationwide.

Legislative Authority: This initiative would likely utilize existing legislative authority, such as the Title I demonstration authority in ESEA §1502(a).

Looking Ahead: This initiative should be viewed as testing out ideas for possible wider inclusion in the next ESEA reauthorization.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Essence P. Washington (CN=Essence P. Washington/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 13:35:41.00

SUBJECT: INS Meeting

TO: Jeffrey P. Morales (CN=Jeffrey P. Morales/O=OVP [UNKNOWN])

READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Steven M. Mertens (CN=Steven M. Mertens/OU=OMB/O=EOP @ EOP [OMB])

READ:UNKNOWN

TO: Leanne A. Shimabukuro (CN=Leanne A. Shimabukuro/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Charles F. Ruff (CN=Charles F. Ruff/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Robert N. Weiner (CN=Robert N. Weiner/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Miriam H. Vogel (CN=Miriam H. Vogel/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

The INS Restructuring Review Meetings:

Friday Nov 21: This meeting will be in room 211 of the Old Executive Office Building at 11:00 AM on Immigration groups to discuss enforcement issues.

Monday Nov 24: This meeting will be in room 211 of the Old Executive Office Building at 3:00 PM with the Department of Labor.

Tuesday Nov 25: This meeting will be in room 211 of the Old Executive Office Building at 10:00AM with the U.S Commission on Immigration Reform.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 18:12:02.00

SUBJECT: Alcohol as a future issue

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Mary L. Smith (CN=Mary L. Smith/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

The Problem:

*Alcohol-related injuries are the number one killer of young people under the age of 24.

* There are approximately 4 million alcoholics or problem drinkers in our country who are minors.

*78% oppose alcohol advertising that is shown on programs where at least one-fourth of the audience is under the age of 21.

* More children recognize the Budweiser Frogs than any other cartoon character except Bugs Bunny.

Some Options:

Push for legislative limits on alcohol advertising on TV, radio, magazines and billboards that target young audiences. Variations on this could follow the tobacco example: e.g., call for keeping billboards away from schools.

Require health warnings on all alcohol advertisements

Eliminate the tax deductibility of alcohol ads and promotions (\$700 million)

Ban hard liquor ads on TV

Push for voluntary alcohol advertising standards. Call in the beer and wine folks to get them to voluntarily agree to guidelines for their ads-- content that does not use cartoon characters when children are watching, placing ads generally only on adult shows. (There is legislation to endorse to give them an anti-trust exemption to get together and do this.)

What About Tobacco?

My gut reaction was that the issue would have to wait for tobacco to be done, and even then everyone would be sensitive about seeming to be against another legal product-- there would be a fear of appearing puritanical and insincere. It might be that is too Washington a fear.

The use of cartoon characters to reach children is just as wrong with alcohol as it is with tobacco. Most people in the country would likely agree. If you tailor the issue to "kids and alcohol" I think it can avoid

seeming political and instead be part of a consistent message. Protecting our children. In any case, if the tobacco bill does happen early (April/May), it might be a good problem to tackle little later.

Right now there are a few bills floating around, and a few prospects for activity. Joe Kennedy has reached out to the VP and asked if he wants to do a meeting with alcohol industry people. The FCC has the hard liquor and TV advertising issue it can consider.

Regards, Tom

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Cynthia A. Rice (CN=Cynthia A. Rice/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 17:46:03.00

SUBJECT: REMINDER: On Friday I will be in Milwaukee

TO: Diana Fortuna (CN=Diana Fortuna/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Cathy R. Mays (CN=Cathy R. Mays/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Andrea Kane (CN=Andrea Kane/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

I will be reachable through Signal (I will have a sky pager) and will be staying Friday night at the Wyndham Milwaukee Center Hotel (414/276-8686). I'm visiting with the local Wisconsin Works program, touring the local YMCA, and speaking to the national symposium of urban Ys on Friday night. Oh joy (why did I agree to this?)

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Russell W. Horwitz (CN=Russell W. Horwitz/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 14:54:53.00

SUBJECT:

TO: ELENA (Pager) #KAGAN (ELENA (Pager) #KAGAN [UNKNOWN])

READ:UNKNOWN

TO: BARBARA A. (Pager) #CHOW (BARBARA A. (Pager) #CHOW [UNKNOWN])

READ:UNKNOWN

TO: ROBERT (Pager) #SHIREMAN (ROBERT (Pager) #SHIREMAN [UNKNOWN])

READ:UNKNOWN

TO: MICHAEL (Pager) #COHEN (MICHAEL (Pager) #COHEN [UNKNOWN])

READ:UNKNOWN

TEXT:

sperling education mtg. starting at 3:30pm this afternoon.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Essence P. Washington (CN=Essence P. Washington/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 12:51:45.00

SUBJECT: INS Restructuring Review Meeting (correction note the Date)

TO: Jeffrey P. Morales (CN=Jeffrey P. Morales/O=OVP [UNKNOWN])

READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Steven M. Mertens (CN=Steven M. Mertens/OU=OMB/O=EOP @ EOP [OMB])

READ:UNKNOWN

TO: Leanne A. Shimabukuro (CN=Leanne A. Shimabukuro/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: WARNATH_S (WARNATH_S @ A1 @ CD @ LNGTWY [UNKNOWN]) (CPC)

READ:UNKNOWN

TO: Charles F. Ruff (CN=Charles F. Ruff/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Robert N. Weiner (CN=Robert N. Weiner/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Ora Theard (CN=Ora Theard/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

CC: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TEXT:

The INS Restructuring Review Meeting will be held to discuss the delivery of immigration services with representatives from the Labor Department. This meeting will be held 3:00 PM Monday, November 24th in Room 211 of the Old Executive Office Building.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Thomas L. Freedman (CN=Thomas L. Freedman/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:20-NOV-1997 18:29:38.00

SUBJECT: Environment

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Paul J. Weinstein Jr. (CN=Paul J. Weinstein Jr./OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TEXT:

Several parts of the CEQ package look really good. Particularly the 1000 Rivers, Right to Know, and Safe Places. The right to know version we did last year was quite a hit, although I think it caused particular trouble with Lott. The 1000 River Systems could be the major on-going environmental push we've discussed, it is readily understandable-- (I think it ran into money problems previously).

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Minyon Moore (CN=Minyon Moore/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:20-NOV-1997 21:54:07.00

SUBJECT: Race Town Hall-Update

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Christa Robinson (CN=Christa Robinson/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

CC: Grace A. Garcia (CN=Grace A. Garcia/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TEXT:

can you please try to attend this meeting...thanks!

----- Forwarded by Minyon Moore/WHO/EOP on 11/20/97 09:52
PM -----

Ruby Shamir

11/20/97 01:41:28 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: Race Town Hall-Update

There will be a Race Town Hall Update meeting on Friday at 10:00am in the Roosevelt Room .

The purpose of this meeting is to make sure that all the departments involved in the Town Hall know where we are, and what we need to do. If you cannot make it, please send someone from your office. Thank you.

Message Sent

To:

Jake Siewert/OPD/EOP
Julie A. Fernandes/OPD/EOP
Christa Robinson/OPD/EOP
Katharine Button/WHO/EOP
Roberta W. Greene/WHO/EOP
Virginia M. Terzano/OVP @ OVP
Roger V. Salazar/OVP @ OVP
Elizabeth Harrington/OVP @ OVP
Stacie Spector/WHO/EOP
Michael Waldman/WHO/EOP
Laura K. Capps/WHO/EOP
Amy W. Tobe/WHO/EOP
Estela Mendoza/WHO/EOP
Kara Gerhardt/WHO/EOP

Maria Echaveste/WHO/EOP
Stephen B. Silverman/WHO/EOP
Katherine Hubbard/WHO/EOP
David S. Beaubaire/WHO/EOP
Jon P. Jennings/WHO/EOP
Cecily C. Williams/WHO/EOP
Emily Bromberg/WHO/EOP
Lynn G. Cutler/WHO/EOP
Elisa Millsap/WHO/EOP
Janet Murguia/WHO/EOP
Minyon Moore/WHO/EOP
Linda L. Moore/WHO/EOP
Christopher J. Lavery/WHO/EOP
Kevin S. Moran/WHO/EOP
Claire Gonzales/PIR/EOP
Michael Wenger/PIR/EOP
Jennifer M. Palmieri/WHO/EOP
Anne M. Edwards/WHO/EOP
Nelson Reyneri/WHO/EOP
Peter Rundlet/WHO/EOP
Andrew J. Mayock/WHO/EOP
Karen E. Finney/WHO/EOP
Beverly J. Barnes/WHO/EOP

Message Copied

To:

June G. Turner/WHO/EOP
Darby E. Stott/WHO/EOP
Lori L. Anderson/WHO/EOP
Noa A. Meyer/WHO/EOP
Mary Morrison/WHO/EOP
Marjorie Tarmey/WHO/EOP
Miriam H. Vogel/WHO/EOP
Thomas D. Janenda/WHO/EOP
Lisa J. Levin/WHO/EOP
Mona G. Mohib/WHO/EOP
Jessica L. Gibson/WHO/EOP
Maria E. Soto/PIR/EOP
Suzanne Dale/WHO/EOP
Michelle Crisci/WHO/EOP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jacinta Ma (CN=Jacinta Ma/OU=PIR/O=EOP [PIR])

CREATION DATE/TIME:21-NOV-1997 14:47:27.00

SUBJECT: PIR Weekly Report

TO: Grace A. Garcia (CN=Grace A. Garcia/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Patrick Aylward (CN=Patrick Aylward/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: John M. Goering (CN=John M. Goering/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: David K. Chai (CN=David K. Chai/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Michael Wenger (CN=Michael Wenger/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Maria E. Soto (CN=Maria E. Soto/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Evelina Mosby (CN=Evelina Mosby/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Ana Lopez (CN=Ana Lopez/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Allison J. King (CN=Allison J. King/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Linda C. Gray (CN=Linda C. Gray/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Marjorie A. Black (CN=Marjorie A. Black/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Michael J. Sorrell (CN=Michael J. Sorrell/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Cedra D. Eaton (CN=Cedra D. Eaton/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Ananias Blocker III (CN=Ananias Blocker III/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Laura K. Capps (CN=Laura K. Capps/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Emil E. Parker (CN=Emil E. Parker/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Laura K. Demeo (CN=Laura K. Demeo/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Cheryl D. Mills (CN=Cheryl D. Mills/OU=WHO/O=EOP @ EOP [WHO])

READ:UNKNOWN

TO: Robert B. Johnson (CN=Robert B. Johnson/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lynn G. Cutler (CN=Lynn G. Cutler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sidney Blumenthal (CN=Sidney Blumenthal/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Beverly J. Barnes (CN=Beverly J. Barnes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Peter Rundlet (CN=Peter Rundlet/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Angelique Pirozzi (CN=Angelique Pirozzi/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sylvia M. Mathews (CN=Sylvia M. Mathews/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Thurgood Marshall Jr (CN=Thurgood Marshall Jr/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Susan M. Liss (CN=Susan M. Liss/O=OVP @ OVP [UNKNOWN])
READ:UNKNOWN

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Mickey Ibarra (CN=Mickey Ibarra/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Marjorie Tarmey (CN=Marjorie Tarmey/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Andrew J. Mayock (CN=Andrew J. Mayock/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Brenda Toineeta (CN=Brenda Toineeta/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Alexander L. Boyle (CN=Alexander L. Boyle/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: David Campt (CN=David Campt/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Diana Kappner (CN=Diana Kappner/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Robert Wexler (CN=Robert Wexler/OU=PIR/O=EOP @ EOP [PIR])

READ:UNKNOWN

TO: Chandler G. Spaulding (CN=Chandler G. Spaulding/OU=PIR/O=EOP @ EOP [PIR]) \\
READ:UNKNOWN

TO: Scott R. Palmer (CN=Scott R. Palmer/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Tamara Monosoff (CN=Tamara Monosoff/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Lin Liu (CN=Lin Liu/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Audrey M. Hutchinson (CN=Audrey M. Hutchinson/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Claire Gonzales (CN=Claire Gonzales/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Randy D. Ayers (CN=Randy D. Ayers/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Michele Cavataio (CN=Michele Cavataio/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Janet Murguia (CN=Janet Murguia/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Robert N. Weiner (CN=Robert N. Weiner/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Michael Waldman (CN=Michael Waldman/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Dawn M. Chirwa (CN=Dawn M. Chirwa/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Bob J. Nash (CN=Bob J. Nash/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Doris O. Matsui (CN=Doris O. Matsui/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Mona G. Mohib (CN=Mona G. Mohib/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ruby Shamir (CN=Ruby Shamir/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Gene B. Sperling (CN=Gene B. Sperling/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Nelson Reyneri (CN=Nelson Reyneri/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Minyon Moore (CN=Minyon Moore/OU=WHO/O=EOP @ EOP [WHO])

MEMORANDUM FOR THE PRESIDENT

FROM: JUDITH A. WINSTON

THROUGH: ERSKINE BOWLES
SYLVIA MATHEWS

SUBJECT: PRESIDENT'S INITIATIVE ON RACE WEEKLY REPORT --
NOVEMBER 16 - 22

ADVISORY BOARD ACTIVITIES

Advisory Board Meeting. On November 19, all the Advisory Board members except Governor Kean attended the meeting. Two hundred and fifty people were in attendance at the meeting throughout the day. The meeting examined the value of diversity in higher education. The Board discussed the importance of civil rights data collection and enforcement and will present recommendations to you before the next Advisory Board meeting on December 17. (A copy of the meeting agenda is attached.)

National Congress of American Indians Annual Meeting. On November 20, Governor Winter, Angela Oh, and I met with tribal leaders to discuss the role of the Initiative and to share ideas about how the Initiative can be more inclusive of American Indians and Alaska Natives. Angela Oh gave a plenary address in which we challenged the participants to work with the Initiative to ensure that the American Indian perspective is included in the discussions.

Outreach to Religious Leaders. Following your Prayer Breakfast, on November 20, Reverend Johnson Cook met with religious leaders to discuss the Initiative. She urged these leaders to promote the need for race reconciliation. They agreed to reconvene in early December to develop a plan of action for reaching the community of faith.

National Asian Pacific American Bar Association Conference. On November 22, Angela Oh participated on a civil rights panel at the National Asian Pacific American Bar Association conference in San Francisco. She urged the approximately 300 Asian

Pacific American attorneys to view your Initiative as an opportunity to be leaders in bridging racial divides and urged them to build coalitions with other attorneys to promote the goals of the Initiative.

America's Black Forum. On November 20, Dr. Franklin appeared on America's Black Forum, a weekly half-hour program, hosted by Juan Williams and James Brown, with commentators, Julian Bond, Deborah Mathis and Armstrong Williams. Dr. Franklin discussed the Initiative and recent Board activities.

OFFICE OF THE EXECUTIVE DIRECTOR

OUTREACH

Campus/Community Week of Dialogue. On November 17, we met with representatives from the Association of American Colleges & Universities and the National Urban League to discuss their participation in a Campus/Community Week of Dialogue.

Local and National Government Associations. On November 20, we met with the Executive Director of the National Governors' Association, and in a separate meeting we met with the Executive Director of the U.S. Conference of Mayors. Both agreed to include the Initiative in their mid-winter meetings to be held in Washington, D.C.

RESEARCH AND POLICY PLANNING

Fact Book. After discussions with White House staff, including members of the Council of Economic Advisors, we are no longer producing a condensed fact book for dissemination at the Town Hall meeting. We met with the CEA and the White House Chief of Staff's office to discuss the development of a detailed fact book which CEA will take the lead in producing.

COMMUNICATIONS

Initiative Brochure. The Initiative brochure was printed and distributed at the November Advisory Board meeting. (A copy is attached.)

Media Coverage. Six news sources covered the November 19 Advisory Board Meeting: The New York Times (A1), Washington Post (National section), Washington Times (A1), AP Wire, Newsday Inc. (National section) and St. Petersburg Times (National section). Two news sources interviewed me about the Town Hall Meeting: ABC News, Cleveland and Ohio News Network.

WORK TEAMS

CABINET AFFAIRS / FEDERAL AGENCY

One America Conversations. Four Cabinet Secretaries, three Advisory Board members, 50 Federal staff members, some White House staff members, some Initiative staff members, and I will host One America Conversations over the Thanksgiving weekend.

COMMUNICATIONS/PRESS

Public Service Announcements. On November 18, the Leadership Conference Education Fund, the Ad Council, and an advertising agency presented senior-level members of the White House and the Initiative, including Paul Begala and Rahm Emanuel, with three script ideas for the public service announcement that will be released in conjunction with your Town Hall meeting. We chose two scripts for test marketing. One script featured the use of the civil rights anthem, "We Shall Overcome" and rap music, and the other script featured a montage of people reciting a script that identifies social issues that transcend race and ethnicity. The Ad Council will test market these scripts this week to gauge which script would resonate with audiences age 17-25.

PROMISING PRACTICES

Identifying Promising Practices. We plan to have posted 40 promising practices on the website by December 3 to coincide with your Town Hall meeting.

RECRUITING LEADERS/OUTREACH

Corporate Leaders. The first regional corporate CEO forum will be in Miami Beach, Florida on December 1. Secretary of Transportation Rodney Slater and Advisory Board member Bob Thomas will lead the meeting.

DIALOGUE IN COMMUNITIES

December 3 Town Hall Meeting. Initiative staff and White House staff went to Akron, Ohio to examine potential sites and to speak with officials and community leaders about logistics and possible participants.

ADVISORY BOARD

Advisory Board Meetings. The dates for the Advisory Board meetings have been determined through June. The December Advisory Board meeting will occur on December 17 in Fairfax, Virginia. The meeting will focus on issues surrounding race related to K-12 education. The first Advisory Board Town Hall meeting will take place

in mid-January in Atlanta, Georgia.

FEDERAL AGENCY ACTIVITIES

Department of Treasury

Presidents Initiative on Race. During his trip to the Midwest on November 17, Secretary Rubin met with Minority Business Leaders and also held a roundtable with the Runners Club, a group of African-American entrepreneurs mentored by business leaders. On November 20-22, the 15th annual national conference to recognize Minority Enterprise Development Week (MED Week) 97 will be held in Washington, DC. MED Week was created in 1983 to recognize and promote the achievements of the nation's minority-owned businesses. Treasury plans to have an exhibit booth at the conference and share information about procurement opportunities throughout the Department.

Department of the Interior

"Toward One America" Initiative -Message and Outreach Activities. The Bureau of Reclamation helped sponsor the Annual Society of Hispanic Professional Engineers West Coast Exposition and Recruitment Fair, in Anaheim, CA. The fair attracted over 600 Hispanic and other university students from across the western and southwestern United States.

United States Department of Agriculture

Pine Ridge Indian Reservation. USDA staff are providing area-wide planning assistance to the Pine Ridge Indian Reservation in South Dakota. The immediate goal is to identify resource issues on the reservation and develop a plan that will allow local people to solve local resource problems.

African American Farmers. In a lawsuit against USDA, 14 plaintiffs are purporting to represent a class of present and former African American farmers who have claims of racial discrimination pending against the Department or whose claims of discrimination were denied by the Department between 1983 and February 1997. The class has not been certified. On November 17, counsel for the government and for the plaintiffs agreed to a 30-day delay in certain procedural matters.

Hispanic Association Speech. On November 20, Under Secretary for Natural Resources and Environment Jim Lyons spoke at the Hispanic Association of Colleges International Conference on Natural Resources and Cultural Heritage in Phoenix, AZ.

Department of Housing and Urban Development

Chicago Race Discrimination Suit. On November 13, Secretary Cuomo joined the Leadership

Council of Metropolitan Open Communities (LCMCC) to announce the settlement of a racial discrimination suit. According to the suit, an African American nun and psychologist, and her sister were forced to move from their Northwest Chicago apartment because of racial discrimination. LCMCC is a private fair housing group that receives funds from HUD's Fair Housing Initiatives Program. HUD has pledged to double the number of enforcement actions in housing discrimination cases over the next four years.

Minority Home Ownership. As part of your Initiative, HUD and the National Association of Realtors (NAR) created an historic partnership to help promote equal housing opportunity and increase minority home ownership rates. HUD and NAR will develop training and certification program open to more than 1.5 million real estate professionals across the country. The program will train real estate professionals to implement Fair Housing Act principles and to make housing markets more accessible to traditionally underserved populations, such as racial and ethnic minorities. Although recent gains in minority home ownership are largely responsible for pushing the national rate to an all-time high of 66 percent, only 45.8 percent of African Americans and 43 percent of Hispanics own their own homes - compared with 72.3 percent of whites.

Secretary Cuomo announced this partnership at a press conference following the National Association of Realtors Conference (NAR) in New Orleans, LA. Real estate professional certified under the program will earn the right to use the new One America logo in advertising and professional materials. The logo is expected to be a valuable marketing tool that will enable home buyers to identify real estate professionals committed to equal housing opportunity. Media coverage included *AP, Baltimore Sun, The Tennessean, The Indianapolis Star, The Dallas Morning News, The Los Angeles Times, Houston Chronicle, Washington Times, Long Island Newsday, The Arizona Republic, Chester County Local News, Chicago Defender, The Buffalo News, Milwaukee Journal Sentinel, The Times Picayune.* New Orleans ABC, NBC, ABC.

Department of Transportation

Action Plan Continues. The FHWA work group on race relations met on November 10 and identified 13 day-to-day activities in which race relations can be addressed in the Plan. They have agreed to also identify major agency activities and events planned for this fiscal year which are conducive to addressing race relations.

Department of Energy

MED Week. On November 21, The Secretary will introduce DOE's Diversity Clause that will require DOE contractors to insure balanced opportunities for workforce development, educational opportunities, community involvement, small business development, and economic development/technology transfer - DOE has put together the first comprehensive agency effort aimed at Federal government contractors. MED Week brings together over 1,000 minority small business owners - which makes it the nation's largest and most diverse minority business conference. The Secretary's keynote address will follow remarks by SBA Administrator

Alvarez, Commerce Deputy Secretary Mallett, and Acting Director Cox of Minority Business Development Agency.

“One America” Event in San Diego. The Secretary plans to hold a race relations discussion with students at San Diego State University on December 5 to amplify the President’s Race Initiative.

Department of Education

One America Conversations. Secretary Riley is scheduled to host a "One America: Conversations that Bring us Together" event in Alexandria, VA, on November 24 and, tentatively, in Baltimore on December 11. The Secretary is also tentatively scheduled to attend the Town Hall Meeting in Akron on December 3.

Department Of Veterans’ Affairs

Federal Agency Youth Task Force. On November 17, VA’s representative to the Federal Agency Youth Task Force, President’s Initiative on Race, attended the second meeting of the Task Force to discuss some of the initiatives and events that various Federal Departments and Agencies are planning in support of the President’s Initiative. The meeting was attended by approximately thirty employees from various Federal Departments and Agencies and staff members from the Executive Office of the President.

National Alliance of Black School Educators Conference. VA will support Historically Black Colleges and Universities (HBCUs) by participating at the National Alliance of Black School Educators Conference in Reno, NV, from November 18 to 23. VA will participate as a panelist with Presidents of HBCUs on a program entitled “Federal Agency Outreach Initiatives with HBCUs and Minority Educators.” VA’s Associated Health Programs and procedures for academic affiliations with minority academic institutions will be discussed.

National Association of Hispanic Federal Executives (NAHFE). On November 20, a Partnership Agreement between VA and the National Association of Hispanic Federal Executives (NAHFE) will be signed during NAHFE’s Sixth Annual Executive Leadership Development and Diversity Training and Recruitment Conference in Arlington, VA. VA will be represented at the signing ceremony by the Assistant Secretary for Human Resources and Administration. Under the Partnership Agreement, VA and NAHFE will agree to work collaboratively to increase the number of Hispanics in VA at the GS-13 and higher grade levels. The Deputy Assistant Secretary for Equal Opportunity will also participate as a panelist during the NAHFE Conference on a panel entitled “Affirmative Action: Will it Survive?”

American Indian Science and Engineering Society National Conference. VA will participate in the 19th Annual American Indian Science and Engineering Society National Conference in Houston, TX, from November 20 to 23. VA will participate as an exhibitor and

provide information on research, employment, and other opportunities.

Environmental Protection Agency

Environmental Briefing for African American Leaders. On November 19, Administrator Browner and other Administration officials meet with 75 African American environmental leaders to discuss the Administration's environmental priorities. Several environmental justice leaders were in attendance and expressed frustration and serious concern about the Administration's commitment to environmental justice. In particular, many attendees expressed concern that they had not been invited to the White House for discussions on environmental issues since President Clinton signed Executive Order 12898 on Environmental Justice in 1994.

Administrator Browner made it clear that environmental justice remains an Administration priority and discussed several key environmental initiatives affecting the African American community, including the new clean air standards, community right-to-know, Superfund, and children's health protection. Administrator Browner was also asked about EPA's decision on September 10 regarding the Shintech facility in Convent, LA. Administrator Browner ordered Louisiana to stop issuance of air permits for a proposed Shintech chemical facility because the permits have technical deficiencies which fail to regulate all potential sources of air pollution. These issues must be resolved before the project can move forward. EPA is also conducting an investigation of local citizens' civil rights complaint, which alleges that African American residents would be disproportionately impacted by the permitting of the Shintech facility.

Small Business Administration

MED Week. The Administrator will speak at and participate in various MED Week activities, including the kickoff reception on November 20 and giving the keynote speech at the business luncheon on November 22. At this luncheon, Kweisi Mfume, President and COO, NAACP, will be receiving the Pioneer award, and Congressman Albert Wynn will be receiving the Administrator's Leadership Award.

One America Conversations. The Deputy Administrator and a number of senior staff are planning to hold One America Conversations during the Thanksgiving holiday. Plans are also being considered for the Administrator to convene a One America Conversations session.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:21-NOV-1997 19:05:14.00

SUBJECT: Haitians

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Elena,

Peter talked to Alan (Leg. INS), but has not yet gotten in touch with Karen (Leg. DOJ). According to Peter, Alan is persuaded of Peter's assessment of the legislative chances of a bill to provide some kind of relief for Guantanamo + Haitians.

Scott and I then spoke with John Morton (DAG) and let him know of Peter's legislative assessment, and that our judgment was that prosecutorial discretion was the appropriate strategy for us to pursue at this time. We also told him of Peter's judgment that we could possibly move this on the must-pass Bosnia legislation in the Spring, and the statement by Smith's staffer that this leg. could be a possible off-set (indication of at least some willingness to deal). Morton said that he sent an options memo to the AG recommending DED, but that he would share this new information with her. He also indicated that if the WH wants to pursue prosecutorial discretion, they would likely go along. We will know their definitive view on Monday.

Julie

**INDEPENDENT BOARD ASSUMES RESPONSIBILITY
FOR DEVELOPING**

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DRAFT -- November 21, 1997

Tonight, I issue a challenge to the nation: Every state should adopt high national standards, and . . . every state should test every 4th grader in reading and every 8th grader in math to make sure these standards are met.

President Bill Clinton
1997 State of the Union Address

Today, in his weekly radio address, President Clinton commended the bipartisan, independent National Assessment Governing Board (NAGB) for its plan to develop and pilot the new voluntary national tests in 4th grade reading and 8th grade math. The President also announced new appointments to the Board, including Diane Ravitch, former Assistant Secretary of Education in the Bush Administration and a strong supporter of national standards and tests.

NAGB Assumes Control for National Tests. As proposed by the President, the recently enacted Labor-Health and Human Services-Education Appropriations Bill **places** the bipartisan, independent NAGB in complete control of further work in developing the voluntary national tests. NAGB currently oversees the National Assessment of Educational Progress (NAEP), a sample test of core subjects that tracks the progress of the nation as a whole and of 43 participating states, but does not provide individual student, school, or district level results.

The new national tests will be modeled on the NAEP content frameworks in 4th grade reading and 8th grade mathematics. The NAEP standards reflect a national consensus of what students should know and be able to do when they reach these crucial stages of learning.

Under the legislation, NAGB is now responsible for formulating policy for the voluntary national tests, just as it does for NAEP. The law charges NAGB with reviewing and modifying, if necessary, the contract to develop the tests. NAGB can also review, modify, and approve test specifications. This week, before meeting with the President, NAGB formally assumed control over the tests and adopted a detailed plan and timeline for test development.

New Appointment Underscores Bipartisan Commitment to National Tests. Along with two other new members of NAGB, the President announced that Secretary Riley had appointed to the Board Diane Ravitch, a long-time supporter of national standards and tests. Ravitch, former Assistant Secretary for Educational Research and Improvement under the Bush Administration, has supported enhancing independence of the national tests by giving control to NAGB.

Work Will Proceed in Key Areas of Test Development. Over coming months, under the direction of NAGB, the test development contractor will research the needs of students, parents, and teachers; write test items; gather feedback from advisory panels on reading and math; plan pilot tests; and prepare for field tests. In addition, the Board will oversee development of guidelines for testing students with disabilities, appropriate test use, and test reporting, and will guide preparation of materials to inform states and school districts, as well as parents, teachers and students, about the tests.

A Strategy to Master the Basics and Reach High Standards. The voluntary national tests will provide students, parents, and teachers with meaningful scores to compare individual student performance to widely accepted national and international standards and to identify students and schools that need extra help. In addition, when parents, teachers and students receive test results, they will also learn which questions the student got right and which ones were incorrect. These standard measures of excellence will help teachers and principals improve curriculum and instruction, give students a guide for charting their own progress, and help parents hold schools accountable for improved performance.

**INDEPENDENT BOARD ASSUMES RESPONSIBILITY
FOR DEVELOPING**

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Work Will Proceed in Key Areas of Test Development. Under the plan approved by NAGB, it will begin this month to establish specifications for the national tests to ensure that the tests are based on the same content in NAEP. The board hopes to approve specifications in March 1998. Test items will then be developed for and approved by NAGB based on those specifications. Approved items will be used to prepare pilot tests and to plan for field tests. In addition, the Board will oversee development of guidelines for testing students with disabilities, appropriate test use, and test reporting, and will guide preparation of materials to inform states and school districts, as well as parents, teachers and students, about the tests.

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RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: William R. Kincaid (CN=William R. Kincaid/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:21-NOV-1997 16:37:17.00

SUBJECT: Need clearance on press paper. Please call/stop by after mtg. -- Bill

TO: ELENA (Pager) #KAGAN (ELENA (Pager) #KAGAN [UNKNOWN])

READ:UNKNOWN

TEXT:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Minyon Moore (CN=Minyon Moore/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:21-NOV-1997 23:08:05.00

SUBJECT: follow-up town-hall meeting

TO: Janet Murguia (CN=Janet Murguia/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Christa Robinson (CN=Christa Robinson/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Kara Gerhardt (CN=Kara Gerhardt/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Laura D. Schwartz (CN=Laura D. Schwartz/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ron E Blankenship (CN=Ron E Blankenship/O=EOP [UNKNOWN])
READ:UNKNOWN

TO: Lynn G. Cutler (CN=Lynn G. Cutler/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Douglas B. Sosnik (CN=Douglas B. Sosnik/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Andrew J. Mayock (CN=Andrew J. Mayock/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Beverly J. Barnes (CN=Beverly J. Barnes/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Lin Liu (CN=Lin Liu/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Robert B. Johnson (CN=Robert B. Johnson/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Stacie Spector (CN=Stacie Spector/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Karen E. Finney (CN=Karen E. Finney/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Judith A. Winston (CN=Judith A. Winston/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Tracey E. Thornton (CN=Tracey E. Thornton/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Julie A. Fernandes (CN=Julie A. Fernandes/OU=OPD/O=EOP @ EOP [OPD])
READ:UNKNOWN

TO: Emil E. Parker (CN=Emil E. Parker/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TO: Katherine Hubbard (CN=Katherine Hubbard/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Amy W. Tobe (CN=Amy W. Tobe/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Linda L. Moore (CN=Linda L. Moore/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Paul E. Begala (CN=Paul E. Begala/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Maria Echaveste (CN=Maria Echaveste/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Kevin S. Moran (CN=Kevin S. Moran/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Sidney Blumenthal (CN=Sidney Blumenthal/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Claire Gonzales (CN=Claire Gonzales/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Michael Wenger (CN=Michael Wenger/OU=PIR/O=EOP @ EOP [PIR])
READ:UNKNOWN

TO: Kris M Balderston (CN=Kris M Balderston/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Emily Bromberg (CN=Emily Bromberg/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Jennifer M. Palmieri (CN=Jennifer M. Palmieri/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TO: Ann F. Lewis (CN=Ann F. Lewis/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

CC: Ruby Shamir (CN=Ruby Shamir/OU=WHO/O=EOP @ EOP [WHO])
READ:UNKNOWN

TEXT:

FROM MINYON & ANN:

We will hold a follow-up meeting in Ann's office regarding the upcoming town hall meeting on Monday November 24th at 11:00 a.m. If you can't attend, please send a representative. We might need to move locations, so please be on alert for an e-mail or page from Ruby. Also, due to the holidays, we will meet daily and a time will be set for Tuesday and Wednesday during our meeting on Monday.

For lack of better words, those individuals who have taken the lead on certain areas should come prepared to report on their progress.

Special thanks to everyone who worked to bring closure to a number of issues that will be reported on in Monday's meeting.

p.s. if anyone was left off us this e-mail that should be included, please advise Ruby asap!

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Barry White (CN=Barry White/OU=OMB/O=EOP [OMB])

CREATION DATE/TIME:21-NOV-1997 18:47:11.00

SUBJECT: The Evidence on effects of Head Start quality investments

TO: Jacob J. Lew (CN=Jacob J. Lew/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

TO: Jennifer L. Klein (CN=Jennifer L. Klein/OU=OPD/O=EOP@EOP [OPD])

READ:UNKNOWN

TO: Rebecca M. Blank (CN=Rebecca M. Blank/OU=CEA/O=EOP@EOP [CEA])

READ:UNKNOWN

TO: Nicole R. Rabner (CN=Nicole R. Rabner/OU=WHO/O=EOP@EOP [WHO])

READ:UNKNOWN

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP@EOP [OPD])

READ:UNKNOWN

CC: Leslie S. Mustain (CN=Leslie S. Mustain/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

CC: Emil E. Parker (CN=Emil E. Parker/OU=OPD/O=EOP@EOP [OPD])

READ:UNKNOWN

CC: Amy N. Finkelstein (CN=Amy N. Finkelstein/OU=CEA/O=EOP@EOP [CEA])

READ:UNKNOWN

CC: Edwin Lau (CN=Edwin Lau/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

CC: Wayne Upshaw (CN=Wayne Upshaw/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

CC: Janet Himler (CN=Janet Himler/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

CC: Jennifer Friedman (CN=Jennifer Friedman/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

CC: Keith J. Fontenot (CN=Keith J. Fontenot/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

Barry White (CN=Barry White/OU=OMB/O=EOP@EOP [OMB])

READ:UNKNOWN

TEXT:

Following the last Deputies meeting, in response to HHS' statement that they have evidence of the positive effect of the Head Start quality investments on Head Start quality, I asked my staff to obtain from HHS the evidence to which HHS referred. HHS did not have a document to share, but did hold a lengthy conference call with my examiners. This is a report of that call.

In sum, HHS does not have data demonstrating that the investments in "quality" and the related COLAs since the law was revised in 1994 have

resulted in a higher quality program.

What they do have is the first round of findings from an evaluation ("FACES" -- Family and Child Experiences Survey), which provides some indication that Head Start projects are of "minimal to good quality." (They did not find any "inadequate" programs.)

The programs were evaluated on the "ECERS" (Early Childhood Environmental Rating Scale): it measures the use of materials, scheduling, facilities, interaction between teachers/staff and children. This is a tool in general use for assessing child care centers. Eventually this longitudinal study will report on the children's experiences in kindergarten.

OMB is insisting that HHS carry the study into lower grades to try to get a handle on whether Head Start affects learning in school, but HHS is resisting strongly. We aren't sure why.

They do not have data showing a causal relationship between quality and investments in quality, because they did not establish baseline data for the evaluation or from the period before the new law.

The contractors (Westat and Abt) will eventually try to find a correlation between quality and the higher salaries and benefits, more education for staff, length of teacher time in the programs. HHS had not planned to do this any time soon, but given the OMB (and working group) interest, HHS will now try to produce this data in the next few months.

They did find some correlation (not clear how strong) between new teachers and quality program, vs. the quality of programs with longer tenured teachers. This suggests that newly trained teachers may have a greater benefit for students.

This provides some preliminary support for our new teacher preparation scholarship.

In the conversation, it came up that since 1992, average Head Start salaries have increased from \$10,000 to \$17,000, an increase of 70%. The Head Start Director asserts, however, that this salary level is a "moral disgrace."

This report does not provide a ringing endorsement for spending more money on child care in the same ways in which it is spent in Head Start if, in fact, we want to do something serious about improving the quality of child care. It also isn't much support for Head Start's set-asides.

OMB staff would much prefer investing in directed State monitoring of health and safety conditions, State publication of "report cards" on child care center quality, giving the States money to help centers meet accreditation standards by the national body (NAEYC), and otherwise supporting specific activities to correct flaws found by the monitoring. \$50 m/year, \$250 m over 5, might be sufficient to get States to engage more aggressively in such activity.

...Draft...

Statement of the President on FBI Crime Statistics

Crime rates continue to fall dramatically throughout the country, and it's no accident. With community police at the center of our efforts, we have worked to give communities the tools they need to rid their neighborhoods of gangs, guns and drugs. We have made real progress: there are nearly 7,500 fewer murders in America today than in 1993.

Now, we need to take juvenile crime head on. The spending bill I will sign next week includes more than \$100 million to hire scores of local prosecutors, probation officers, and others to crack down on gangs. Combined with new after school programs and a \$195 million anti-drug media campaign, we can begin to pursue a strategy that works to keep all of our youth on track.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Laura Emmett (CN=Laura Emmett/OU=WHO/O=EOP [WHO])

CREATION DATE/TIME:21-NOV-1997 09:07:11.00

SUBJECT: Re: weekly

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

I am still waiting for a few more items- from healthcare and education.

...Draft...

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RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Leanne A. Shimabukuro (CN=Leanne A. Shimabukuro/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:21-NOV-1997 14:48:20.00

SUBJECT: Indian law enforcement directive

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

TEXT:

Elena--

I got a call from David Ogden this morning. He wants to set up a high-level meeting with you, Deich, Kevin DiGregory, Lynn Cutler, Ann Shields (Interior) etc. for early next week to work out the directive options. While I agree that this needs to happen, I think we should meet first internally to decide where we want this to end up.

Please let me know how you want to proceed. Thanks.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Leanne A. Shimabukuro (CN=Leanne A. Shimabukuro/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME:21-NOV-1997 14:48:20.00

SUBJECT: Indian law enforcement directive

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

CC: Jose Cerda III (CN=Jose Cerda III/OU=OPD/O=EOP @ EOP [OPD])

READ:UNKNOWN

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RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Bruce N. Reed (CN=Bruce N. Reed/OU=OPD/O=EOP [OPD])

CREATION DATE/TIME: 21-NOV-1997 10:19:06.00

SUBJECT: Re: Various Important Stuff

TO: Elena Kagan (CN=Elena Kagan/OU=OPD/O=EOP @ EOP [OPD])

READ: UNKNOWN

TEXT:

----- Forwarded by Bruce N. Reed/OPD/EOP on 11/21/97
10:19 AM -----

Bruce N. Reed
11/21/97 10:18:38 AM
Record Type: Record

To: Michael Cohen/OPD/EOP
cc:
bcc: Records Management
Subject: Re: Various Important Stuff

1. I'll check with Rahm on talking to Post and Times. Do it embargoed for Sunday papers, I don't care if it's background or record.
2. Be nice to Joan Huffer, but don't tell her too much about our big surprises yet
3. I know what you mean about the Zones, but Gene is going to take another several weeks on the mentoring deal, so it's zones or nothing. You don't have to firm up Dems for the tests until next year anyway, and we'll be for school construction, teachers, and mentors by Jan 28 at the latest. (We might be able to do teachers in mid-Dec, if we figure out how.)

Michael Cohen
11/21/97 10:05:44 AM
Record Type: Record

To: Bruce N. Reed/OPD/EOP
cc: Elena Kagan/OPD/EOP
Subject: Various Important Stuff

1. Have you had a chance to check with Rahm on whether I should talk today to Peter Baker at the Times and Rene Sanchez at the Post, on an embargoed basis. If we want them to be able to call Ravitch I should get started on that soon, because she will take off this afternoon.

If I do this, should I talk on background or on the record?

2. I indicated to Elena this morning that I think it would be a mistake

to announce the urban zones initiative as the first of our education pieces. Regardless of its impact on the race dialogue, I'm convinced it will make the job of solidifying (gaining?) key Dem. support for the tests much more difficult. The social promotion stuff will just confirm their worst fears.

far better for the long term prognosis for the testing initiative if we led with the mentoring program, with a message along the following lines: (1) we've made college affordable for all kids, now we just need to help them get there; (2) here is my mentoring initiative that will give kids a helping hand and let them take advantage of higher ed opportunities; (3) we also need tough standards to help kids prepare for college--to make sure that they learn something and are academically prepared to take advantage of the opportunities.

The school construction and class size initiatives will both help tremendously with the opportunity crowd, but each time we talk about those we should also talk about how they will create learning environments to help kids reach high standards, and how we must have high standards to make these big investments pay off.

In the context of these initiatives, we will have far less trouble with our hard-edge no social promotion and other accountability policies, and far less trouble with the tests.

3. Joan Huffer from Daschle's office is calling me to find out what kind of education agenda we are thinking about for next year. How much can I tell her about what we are considering, with the usual caveats about nothing yet actually decided?