

**NLWJC - KAGAN**

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**[12/15/1998 - 12/16/1998]**

# Withdrawal/Redaction Sheet

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Paul Weinstein Jr. to Elena Kagan and Bruce Reed re: Green Bonds (1 page)	12/16/1998	P6/b(6)

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**COLLECTION:**

Clinton Presidential Records  
 Automated Records Management System [Email]  
 OPD ({Kagan})  
 OA/Box Number: 250000

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**FOLDER TITLE:**

[12/15/1998-12/16/1998]

2009-1006-F

bm73

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### RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Michael Cohen ( CN=Michael Cohen/OU=OPD/O=EOP [ OPD ] )

CREATION DATE/TIME:15-DEC-1998 20:14:45.00

SUBJECT: Social promotions options paper

TO: Ann O'Leary ( Ann O'Leary @ ed.gov @ inet [ UNKNOWN ] )  
READ:UNKNOWN

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

TO: Barbara Chow ( CN=Barbara Chow/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

TO: Diane\_Rogers ( Diane\_Rogers @ ed.gov @ inet [ UNKNOWN ] )  
READ:UNKNOWN

TO: Mike\_Smith ( Mike\_Smith @ ed.gov @ inet [ UNKNOWN ] )  
READ:UNKNOWN

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

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

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

TEXT:

Attached is an options paper on ending social promotions, for Wednesday's  
1:00 pm meeting in Bruce's office. ===== ATTACHMENT 1 =====  
ATT CREATION TIME/DATE: 0 00:00:00.00

TEXT:

Unable to convert ARMS\_EXT:[ATTACH.D8]MAIL493531259.326 to ASCII,  
The following is a HEX DUMP:

FF57504322050000010A02010000000205000000073D000000020000122C6913147248E26F43AD  
0E790B4E217ABAB2F47AFF06F7065948104F49E20008985548867478C09183C71EBD0365B6C2C4  
F380261C160C86EDDF90CC80A501CD3AF0597871394AB154A412985211DD1B5D30674BAD6E0334

Draft

## **Options for Requiring States/Districts to “End Social Promotion” as a Condition of Participation in ESEA**

### **What Do We Mean by “Ending Social Promotion and What Education Changes are We Trying To Promote?”**

Students must meet academic standards in order to progress through the system. We want states/local school districts to adopt policies that (1) require students to meet academic performance standards at key transition points (e.g., 4th and 8th grade, for high school graduation) before being promoted; (2) uses a test valid for these purposes as the primary tool to determine if a student has met the standards; (3) permits other factors to be taken into account in determining whether an individual student should be promoted.

The education system is responsible for implementing steps to help students meet promotion standards. While requiring students to meet standards sends them an important message that “performance counts”, the more important message in this policy is that schools and school systems must devise and implement strategies for helping students meet the standards -- on time.

Accomplishing this requires acting on what we know: (1) starting early, by providing students with needed preschool opportunities; (2) strengthening learning opportunities in the classroom, with clear grade-by-grade standards, small classes with well prepared teachers, high quality professional development, use of proven instructional practices, early identification and intervention for kids who need help; (3) providing extended learning time for kids who need extra help, including after-school and summer school; (4) providing appropriate programs for kids who still do not meet the standards, rather than simply having them repeat an entire grade; and (5) holding schools accountable for results.

Schools should not markedly increase retention rates. The debate about social promotion in the education community typically assumes that the alternative is to hold large numbers of student back and make them repeat a grade -- a practice which itself rarely improves student achievement and is often associated with an increased probability of dropping out. However, our approach is predicated on the assumption that, with adequate time, resources, guidance and accountability, a mandatory end to social promotion should drive schools to take the steps necessary to increase the percentage of students who meet the standards on time, rather than increase the retention rate. The biggest educational challenge this proposal faces is to create the conditions under which this assumption is borne out.

### **Design Issues**

In the next section I outline a series of options for a requirement to end social promotion. The following design features apply to each of them:

- *State and local standards:* Promotion standards, assessments and specific transition points will be determined at state/local level, not nationally.

- *Fit with state governance structures:* This initiative should fit state governance structures, so that “centralized” states can design and implement policies statewide, while “local control” states can let districts make the key policy design and implementation decisions.
- *Phased in implementation:* States/districts will have to develop a plan for implementing this policy, with implementation phased in over 3-5 years and with particular attention to the steps the state or district will take to help all students meet the standards. This time is necessary to allow for the development or adoption and validation of assessments, particularly in states and districts currently without validated “high stakes” tests. It is also necessary to phase in the policy in order to provide time to strengthen learning opportunities, and to ensure that the first cohort of students affected by the policy had full access to appropriate learning opportunities early on.

## Options

### 1. **Focus on Early Reading: Make sure every 8 year old can read before being promoted.**

The best way to start on ending social promotions is to make sure that every student gets a solid foundation in reading before they leave the early elementary grades. We would require states and school districts participating in ESEA to adopt a policy requiring each student to demonstrate proficiency in reading by the end of grade 3 (or another elementary grade determined by the state or district) in order to be promoted. The state or district would determine the assessment and performance standard used to define and determine proficiency. Each state would be required to submit an implementation plan to the Secretary, which would include information on the grade level, performance standard and assessment, as well as a specific plan to help all students meet the standard. The plan would address issues such as the provision of appropriate pre-school/readiness services, challenging academic standards and a rich curriculum aligned with the standards, ensuring students have qualified teachers, providing for early identification and intervention for kids who need help, and extended learning time for students who need it, including after-school and summer school.

The state or district would be required to show how funds from Title 1, Class Size Reduction, the Reading Excellence Act, 21st Century Community Learning Centers, and from various professional development programs (e.g., Eisenhower, Bilingual Education, Special Education) are being used to support the state or district’s approach. While there is no assumption that these federal programs would cover the full implementation cost, we should send a clear signal that federal funds can and should be used in a coherent manner for this purpose.

### Pro’s

- Focusing on early reading is the right way to start--if this approach succeeds it should help improve student performance in later grade levels as well.
- This approach supports and builds on our overall focus on early literacy, and provides a powerful incentive for states, districts and schools to use all of our program funds in a

coherent and effective manner.

- Because there is a relatively large federal investment behind this goal, it provides the best protection against charges of federal intrusion and unfunded mandates.
- The same federal investments give us some (perhaps the best available) protection with liberals -- we can credibly argue that we are matching requirement that students meet standards with the investments to back it up.

### Con's

- One subject and grade level is a pretty limited approach to ending social promotion.
- If this proposal is not designed and implemented well it would harm the youngest and most vulnerable students.
- May create difficulties for states and districts that have developed new assessments aligned to challenging standards if the assessments were not designed and validated for high stakes purposes. States/districts in this situation may need to select an additional test that would be weakly aligned with new standards, or modify and revalidate their new assessments.
- Likely to spur additional civil rights suits and complaints over test policy.
- The review and approval of plans will be difficult:
  - Unless the state plans are very specific and focused on how the needs of high poverty schools will be addressed, there may not be enough information to judge the adequacy of the plans.
  - Producing plans that are specific enough to permit careful evaluation and provide assurances that students would be provided adequate learning opportunities will be seen as burdensome and intrusive by states and districts.
  - Dealing with local district plans provides additional problems--we could either be overwhelmed by the task, or delegate the responsibility to States, with the result of providing uneven quality controls.
  - We could reduce the review and approval burdens by requiring a state or local assurance rather than a plan--but that would erode quality control and protections for kids even further.
  - Finally, what do we if a state or local plan is inadequate -- withhold ESEA funds? Prohibit its implementation?

**2. Make the High School Diploma Mean Something: Require Students to Pass a Competency Test for High School Graduation.** Twenty-two states now require some kind of competency test for high school graduation. A requirement that all states have a competency test would have a substantial impact. As in the above proposal, states/districts would be free to determine the subject areas to be tested and the performance standards students must meet. In addition, the state/district plan would address strategies for providing students with the learning opportunities to meet the standards, and would show how students would have multiple opportunities to take the test and meet the standards.

### Pro's

- A focus on high school graduation keeps the proposal simple and easy to understand.
- A focus on high school graduation means places the accountability for students and the education system at a critical point -- making sure students meet standards before they leave the system. It has the potential to create pressure earlier in the pipeline, to provide students with the foundation for meeting higher standards.

### Con's

- All of the ones for the early reading proposal (except that it is not targeted to the youngest and most vulnerable students).
- Many of the states that currently meet this requirement use low level, minimum competency tests. While a number are phasing these out in favor of higher standards, we don't know the extent to which other states will respond to this requirement with low level tests, and thereby undermine the move to higher standards.
- Because we have relatively little federal investment at the high school level, we will be more open to criticism from the right that this is an unfunded mandate, and from the left that we are not providing an opportunity to learn.

**3. Require a Comprehensive Approach to Ending Social Promotions.** In this approach, states and districts would be required to adopt a policy requiring students to meet standards at 3 transition points--in elementary school, middle school, and for high school graduation. Again, states would pick the grade levels, subject areas and performance standards, and would be required to submit an implementation plan..

### Pro's

- This approach would have the most powerful impact on students and schools, by requiring students to meet standards throughout their schooling career.
- If implemented well over time, it would do the most to improve achievement, because it would ensure that schools don't let anyone fall through the cracks.

### Con's

- In addition to those above, this is most likely to be attacked as unwarranted federal intrusion, because of its more sweeping impact.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 17:54:11.00

SUBJECT: Tobacco Meeting

TO: Daniel N. Mendelson ( CN=Daniel N. Mendelson/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

TO: Joshua Gotbaum ( CN=Joshua Gotbaum/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

TO: Richard J. Turman ( CN=Richard J. Turman/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

CC: Gina C. Mooers ( CN=Gina C. Mooers/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

CC: Janet L. Graves ( CN=Janet L. Graves/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

CC: Teresa M. Jones ( CN=Teresa M. Jones/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: Dawn V. Woollen ( CN=Dawn V. Woollen/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

4  
TEXT:

Bruce Reed will be having a DPC/OMB meeting to discuss TOBACCO --  
tomorrow, December 16, at 4:00 p.m. in his office, 2 Floor/West Wing.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 15:00:05.00

SUBJECT: Event Possibilities

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

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

TEXT:

Here are some event possibilities for Dec-Jan.:

Title IX -- Same description as before. Can be ready at any time.

After-school/social promotion -- We could preview this budget announcement.

Child Care/families -- We could preview the entire initiative.

Kids Aging Out of Foster Care -- We had hoped the First Lady would do an event announcing the new budget initiatives on independent living/transitional living/Medicaid for children aging out of the foster care system. We could do the event with the President.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 08:36:35.00

SUBJECT: Re: Choice Mtg, tomorrow, Tuesday, 12/15 2:00 PM

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

READ:UNKNOWN

TEXT:

This is the meeting Caroline e-mailed you about last wek. Janelle helps Caroline Fredrickson in Legislative Affairs. I told Caroline yesterday that you had a budget meeting at 1:30 in Gene's office and would be late but that Jennifer Klein would be there for the entire meeting.

Elena Kagan  
12/14/98 12:53:38 PM  
Record Type: Record

To: Laura Emmett/WHO/EOP  
cc:  
Subject: Choice Mtg, tomorrow, Tuesday, 12/15 2:00 PM

who is this??

----- Forwarded by Elena Kagan/OPD/EOP on 12/12/98 11:46 PM -----

Janelle E. Erickson 12/14/98 12:52:19 PM

Record Type: Record

To: Elena Kagan/OPD/EOP, Jennifer L. Klein/OPD/EOP, Jennifer M. Luray/WHO/EOP  
cc:  
Subject: Choice Mtg, tomorrow, Tuesday, 12/15 2:00 PM

There will be a meeting regarding "choice" issues Tuesday, 12/15, 2:00 PM in the Roosevelt Room.

Please let me know if you can not attend - thanks.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Caroline R. Fredrickson ( CN=Caroline R. Fredrickson/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:15-DEC-1998 13:18:11.00

SUBJECT: Choice Meeting is off

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

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

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

TO: Elena Kagan ( CN=Elena Kagan/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:

Our congressional friends, who requested the meeting, have been forced to cancel. Sorry for the late notice.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Maritza Rivera ( CN=Maritza Rivera/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:15-DEC-1998 15:35:21.00

SUBJECT: NCLR

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

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

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

CC: Shannon Mason ( CN=Shannon Mason/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: Mindy E. Myers ( CN=Mindy E. Myers/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

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

TEXT:

I would like to thank you all for taking the time out of your busy schedules to meet with NCLR today. I know they really appreciated the time and they remain ready to work on issues of concern to the Hispanic community that come up in the budget as well as those that were suggested by you all. Thanks again.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: MaryEllen C. McGuire ( CN=MaryEllen C. McGuire/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:15-DEC-1998 09:47:42.00

SUBJECT: AmeriCorps Meeting

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

TO: Charles R. Marr ( CN=Charles R. Marr/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

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

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

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

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

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

TEXT:

Shirley Sagawa has scheduled a meeting with the Corporation for National Service on Thursday, December 17th at noon and would like, if possible, for all of you to attend. I am in the process of booking a room and will distribute that information once I have it. In the meantime, if you could accept or regret via email or phone (62106), it would be greatly appreciated.

Thank you.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 16:08:25.00

SUBJECT: Education Meeting

TO: Vicky\_Stroud ( Vicky\_Stroud @ ed.gov@inet [ UNKNOWN ] )  
READ:UNKNOWN

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

TO: Barbara Chow ( CN=Barbara Chow/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

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

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

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: Charles R. Marr ( CN=Charles R. Marr/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: MaryEllen C. McGuire ( CN=MaryEllen C. McGuire/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

CC: Jason H. Schechter ( CN=Jason H. Schechter/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

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

CC: Chantell S. Long ( CN=Chantell S. Long/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

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

CC: Mindy E. Myers ( CN=Mindy E. Myers/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

CC: Sonyia Matthews ( CN=Sonyia Matthews/OU=OPD/O=EOP @ EOP [ OPD ] )

READ:UNKNOWN

TEXT:

Bruce Reed will be having an Education Meeting tomorrow, December 16, at 1:00 p.m. in his office, 2 Floor/West Wing. Topics discussed will be: Ending Social Promotion and Public School Choice.

Let me know if you are unable to attend.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 15:48:45.00

SUBJECT: Thursday's Education Strategy Meeting

TO: Vicky\_Stroud ( Vicky\_Stroud @ ed.gov@inet [ UNKNOWN ] )

READ:UNKNOWN

TO: Amy Weiss ( CN=Amy Weiss/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

TO: Barbara Chow ( CN=Barbara Chow/OU=OMB/O=EOP @ EOP [ OMB ] )

READ:UNKNOWN

TO: Michael Cohen ( CN=Michael Cohen/OU=OPD/O=EOP @ EOP [ OPD ] )

READ:UNKNOWN

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

READ:UNKNOWN

TO: Shirley S. Sagawa ( CN=Shirley S. Sagawa/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

TO: Broderick Johnson ( CN=Broderick Johnson/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

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: Charles R. Marr ( CN=Charles R. Marr/OU=OPD/O=EOP @ EOP [ OPD ] )

READ:UNKNOWN

CC: MaryEllen C. McGuire ( CN=MaryEllen C. McGuire/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

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

READ:UNKNOWN

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

READ:UNKNOWN

CC: Chantell S. Long ( CN=Chantell S. Long/OU=OPD/O=EOP @ EOP [ OPD ] )

READ:UNKNOWN

CC: Sandra Yamin ( CN=Sandra Yamin/OU=OMB/O=EOP @ EOP [ OMB ] )

READ:UNKNOWN

CC: Mindy E. Myers ( CN=Mindy E. Myers/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

CC: Sonyia Matthews ( CN=Sonyia Matthews/OU=OPD/O=EOP @ EOP [ OPD ] )

READ:UNKNOWN

TEXT:

We will be having the weekly Education Strategy Meeting on Thursday, December 17, at 5:15 p.m. in Bruce Reed's office, 2 Floor/West Wing. The meeting will focus on Bilingual Education and Title 1 issues (other than accountability).

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Joshua S. Gottheimer ( CN=Joshua S. Gottheimer/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME: 15-DEC-1998 15:19:29.00

SUBJECT: CFR MTG. TUES

TO: Rachael E. Sullivan ( CN=Rachael E. Sullivan/O=OVP @ OVP [ UNKNOWN ] )  
READ: UNKNOWN

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

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

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

TO: Morley A. Winograd ( CN=Morley A. Winograd/O=OVP @ OVP [ UNKNOWN ] )  
READ: UNKNOWN

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

TO: Jennifer R. Muller ( CN=Jennifer R. Muller/O=OVP @ OVP [ UNKNOWN ] )  
READ: UNKNOWN

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

TO: Charles W. Burson ( CN=Charles W. Burson/O=OVP @ OVP [ UNKNOWN ] )  
READ: UNKNOWN

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

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

TEXT:

This meeting has been cancelled. Sorry for the late notice. Please let us know if you have any updates/new information. Thanks...

----- Forwarded by Joshua S. Gottheimer/WHO/EOP on  
12/15/98 03:16 PM -----

Joshua S. Gottheimer  
12/14/98 04:07:27 PM  
Record Type: Record

To: See the distribution list at the bottom of this message  
cc:  
Subject: CFR MTG. TUES

There will a CFR meeting tomorrow at 4:30pm in room 472. Pls let me know if you can't attend. Thanks.

Message Sent

To:

---

Paul J. Weinstein Jr./OPD/EOP

Morley A. Winograd/OVP @ OVP

Lisa M. Brown/OVP @ OVP

Robert N. Weiner/WHO/EOP

Charles W. Burson/OVP @ OVP

Elena Kagan/OPD/EOP

Caroline R. Fredrickson/WHO/EOP

Peter Rundlet/WHO/EOP

Jennifer R. Muller/OVP @ OVP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 18:07:41.00

SUBJECT:

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

TEXT:

I spoke with Ricki Seidman about the clinic safety proposal. As long as it is new money, Justice is fine with it.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 17:08:32.00

SUBJECT: Tobacco Farmers

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

READ:UNKNOWN

TO: Cynthia A. Rice ( CN=Cynthia A. Rice/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

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

READ:UNKNOWN

TEXT:

USDA will put out a release late today saying the companies will buy 103 million pounds of the '97 crop. That means the quota for next year will be a 17% decline from last year. The majority (70%) will be bought by Phillip Morris. the companies will receive a 15% discount. The companies -- PM, RJR, and B & W -- will commit to purchase intentions of 475 million a year for the next five years. The 17% quota decline includes a 3% discretionary decision by the Secretary.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 10:25:57.00

SUBJECT: Senior Staff Coverage for December 24 & 25 and December 31 and January 1

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

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

CC: Teresa M. Jones ( CN=Teresa M. Jones/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 your contact numbers for the CoS office. Thanks.  
----- Forwarded by Laura Emmett/WHO/EOP on 12/15/98 10:25  
AM -----

Antoinette D. Marchette  
12/15/98 10:22:50 AM  
Record Type: Record

To: See the distribution list at the bottom of this message  
cc:  
Subject: Senior Staff Coverage for December 24 & 25 and December 31 and  
January 1

REMINDER -- Please forward the need info to me by Friday, December 18 COB,  
thanks.  
----- Forwarded by Antoinette D. Marchette/WHO/EOP on  
12/14/98 04:04 PM -----

Antoinette D. Marchette  
12/11/98 01:54:30 PM  
Record Type: Record

To: See the distribution list at the bottom of this message  
cc: Leslie Bernstein/WHO/EOP  
Subject: Senior Staff Coverage for December 24 & 25 and December 31 and  
January 1

I will be collecting information for the Senior Staff Coverage for  
December 24 and 25 and December 31 and January 1. I will need the  
in-office and on-call Senior Staff coverage/whereabouts for those dates.  
Please submit this information to me no later Friday, December 18, COB.

Please remember to provide the WHCA Switchboard and the White House Operators with contact information.

Thank you.

Message Sent

To:

---

Brian A. Alcorn/WHO/EOP  
Maya Seiden/WHO/EOP  
Jonathan E. Smith/WHO/EOP  
Edward F. Hughes/WHO/EOP  
Laura Emmett/WHO/EOP  
Katharine Button/WHO/EOP  
Maria E. Soto/WHO/EOP  
Mindy E. Myers/WHO/EOP  
Virginia L. Cearley/WHO/EOP  
Gay L. Joshlyn/OPD/EOP  
Betty W. Currie/WHO/EOP  
Mary Morrison/WHO/EOP  
Cynthia M. Jasso-Rotunno/WHO/EOP  
Bethany T. Przeworski/WHO/EOP  
Heather M. Riley/WHO/EOP  
Ilia V. Velez/WHO/EOP  
Victoria A. Lynch/WHO/EOP  
Charles J. Payson/WHO/EOP  
Karin Kullman/WHO/EOP  
Carolyn E. Cleveland/WHO/EOP  
Scott R. Hynes/OVP @ OVP

Message Sent

To:

---

Brian A. Alcorn/WHO/EOP  
Maya Seiden/WHO/EOP  
Jonathan E. Smith/WHO/EOP  
Laura Emmett/WHO/EOP  
Mindy E. Myers/WHO/EOP  
Virginia L. Cearley/WHO/EOP  
Gay L. Joshlyn/OPD/EOP  
Betty W. Currie/WHO/EOP  
Mary Morrison/WHO/EOP  
Bethany T. Przeworski/WHO/EOP  
Heather M. Riley/WHO/EOP  
Victoria A. Lynch/WHO/EOP  
Ilia V. Velez/WHO/EOP  
Carolyn E. Cleveland/WHO/EOP  
Scott R. Hynes/OVP @ OVP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:15-DEC-1998 19:47:04.00

SUBJECT: Where do things stand on excess profits? Any paper from Treasury?

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: 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:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 19:24:13.00

SUBJECT: Re: Excess Profits Tax

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

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

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

TEXT:

Treasury tax policy tells me Summers hates the second option, because it's not really an excess profits tax it's just a tax on revenue, so they weren't scoring it but could if we want them to.

Cynthia A. Rice  
12/16/98 12:14:35 PM  
Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP, Laura Emmett/WHO/EOP  
cc:  
Subject: Excess Profits Tax

Treasury is completing their options and scores but I got a verbal run-down. Here's a summary, I have more details on assumptions if you want them:

Size of Excess Profits

Treasury thinks we could credibly argue that the industry's making \$2.5 billion a year in excess profits. The possible range is \$1.5 billion a year (Gary Black's estimate) to \$4 billion a year. At a volume of 20 billion, a \$4 billion excess profit equals \$.20 per pack.

Tax Options

Option 1: Tax the excess profits based on company's reported profits (revenues minus costs). This will be scored somewhat low, because tax policy types assume companies could re-arrange their accounting practices to lower the reported profits.

Option 2: Tax company revenue at a level that would capture the estimated excess profits. The scoring of this option will be more robust, and this tax is more likely to be passed onto price. However taxing revenue would give opponents the opportunity to argue it assumes inflated profits. This option is one that has been used for the oil industry.

Treasury is scoring these options now and they say they'll have paper in the next day or two.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 09:55:28.00

SUBJECT: everything you always wanted to know...

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

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

TEXT:  
about cigarette prices (before the latest 45-cent increase):

TOBACCO

October Trends: After Year Of Price Hikes, Consumption Declines  
Moderating, Oligopoly Working.

Gary Black (212) 756-4197  
Jon Rooney (212) 756-4504  
December 15, 1998

#### HIGHLIGHTS

1. Consumption declines appear to be stabilizing, following a year of rapid price hikes. Since last October, retail cigarette prices have increased from \$1.75/pack to \$1.97/pack, before the recent \$.45/pack price hike associated with the new AG settlement. The 13% price increase corresponds to an incremental consumption decline of just over 3% -- which implies an elasticity of -0.2.
2. While industry mix has been stable (premium share 72.0% vs. 71.6% YA; private label share 4.2% vs. 4.4% year ago), the "Big 3" have ceded considerable private label share to Liggett and other renegades, who have passed along little of the recent price hikes. Over the past year, share of private label held by Liggett and smaller players has jumped from 30.8% to 41.0%.
3. The price gaps between Marlboro and Doral (\$.61/pack) and between Marlboro and lowest-priced brands (\$.80/pack) are at their highest levels since Marlboro-Friday. The price gap between RJR's Doral (\$1.50/pk) and B&W's GPC brand (\$1.64/pk), which were at parity until early-1998, has now increased to \$.14/pack, which has caused B&W share to decline at double-digit clip.
4. Philip Morris (+0.7pt), Lorillard (+0.3pt), and the renegades (+0.4pt) continue to gain share from RJR (-0.4pt) and B&W (-1.0pt). PM's and Lorillard's gains reflect single-minded focuses behind Marlboro (+1.3pt) and Newport (+0.3pt), respectively. RJR's Winston (-0.3pt) and Salem (-0.2pt) continue to decline at double-digit rates. Liggett's share (-0.1pt) appears to have stabilized.

5. The trade deload (13-14 billion sticks at end of 3Q) appears to be near-complete, with new orders being placed at the higher prices. We look for an industry shipment decline of 18-20% in 4Q, due to the deload (PM -16%, RJR -22%). We expect Philip Morris 4Q estimates to fall \$.05/share (FY \$3.10) to reflect the full deload in 4Q, rather than split between 1998/4Q and 1999/1Q.

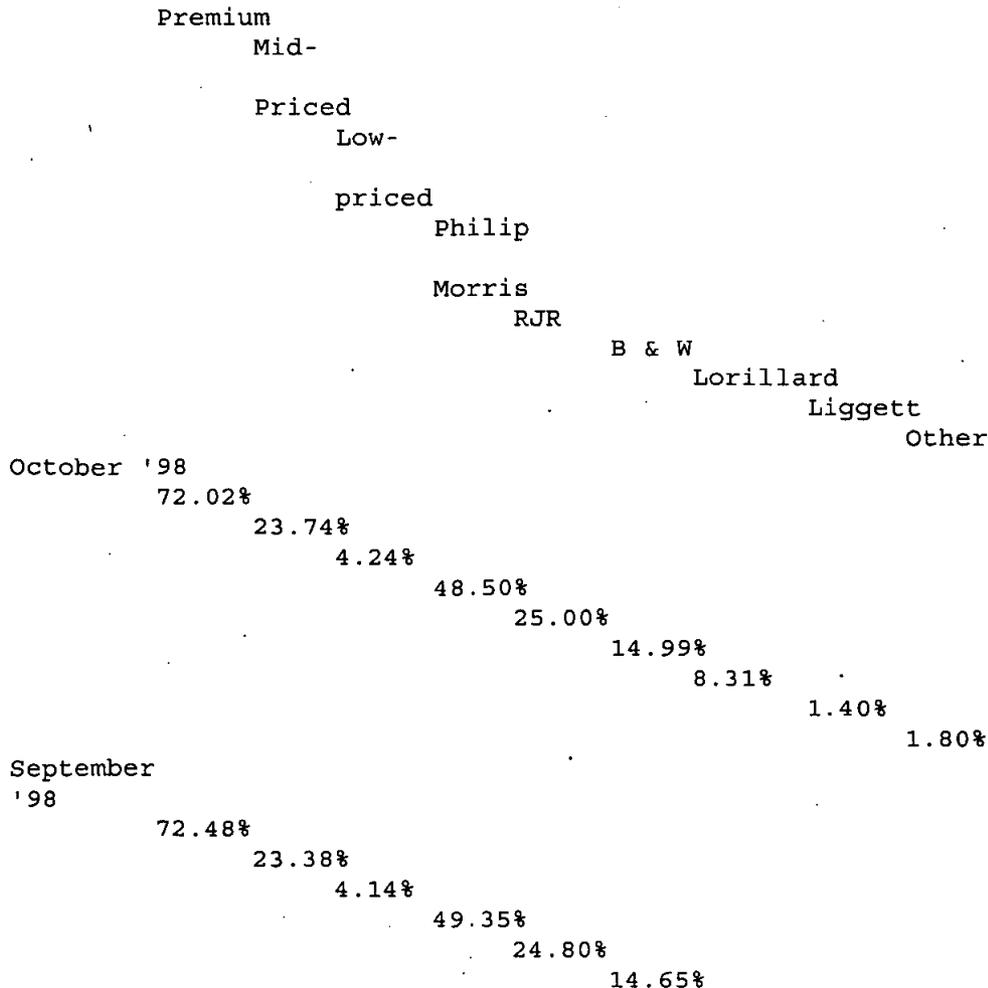
6. We expect shipments to decline by about 6% in 1999 (PM -5%, RJR -7%), based on an anticipated price elasticity of -.25 on the \$.45/pack (+23%) increase that becomes effective on the top brands after New Year's Day (minor brand prices already taken). Smokers, rather than quitting, continue to search out retailers in the gas and convenience classes of trade who have cut margins on cigarettes to 5-8% or to state minimums, to build traffic. This pricing disparity among different classes of trade is intensifying.

7. We reiterate outperform ratings on Philip Morris and RJR. Near-term, we continue to expect RJR to outperform Philip Morris, given pressures on RJR management to unlock value in front of the likely proxy fight (filing deadline 3/12, Annual Meeting 5/12).

Current Unit Shares %

IRI/Marlin

Period





Philip  
 Morris  
 RJR  
 B &  
 W  
 Lorillard  
 Liggett  
 Other

7/20/97

(3)

(2)

(4)

(1)

(5)

(2)

(3)

(23)

(7)

8/17/97

+3

+4

+0

+6

+0

+2

+2

(20)

(6)

9/14/97

+5

+6

+3

+7

+4

+6

+6

(15)

(6)

10/12/97

+5

+6

+2

+6

+4

+5

+6

(13)

(8)

11/9/97

+6

+6

+4

+7

+5



	(4)	(3)	(7)	(3)	(3)	(8)	(3)	(12)	(5)
5/24/98	(4)	(2)	(7)	(2)	(4)	(9)	(2)	(8)	+3
6/21/98	(6)	(5)	(10)	(4)	(8)	(13)	(3)	(10)	+1
7/19/98	(4)	(3)	(7)	(3)	(4)	(11)	(0)	(8)	+8
8/16/98	(6)	(5)	(8)	(5)	(8)	(11)	0	(6)	+9
9/13/98	(4)	(3)	(7)	(1)					







	(0.5)	(0.6)				
			+1.2	(0.3)		
				(1.2)		
				+0.3		
					(0.1)	+0.1
7/19/98	+0.9	(0.4)				
		(0.5)				
			+0.7	(0.1)		
				(1.1)		
				+0.3		
					(0.1)	+0.2
8/16/98	+0.6	(0.2)				
		(0.4)				
			+0.6	(0.5)		
				(0.8)		
				+0.5		
					+0.0	+0.2
9/13/98	+0.9	(0.6)				
		(0.3)				
			+1.5	(0.5)		
				(1.5)		
				+0.2		
					(0.1)	+0.3
10/11/98	+0.4	(0.2)				
		(0.2)				
			+0.7	(0.4)		
				(1.0)		
				+0.3		
					(0.1)	+0.4
1998 YTD	+0.8	(0.2)				
		(0.6)				
			+0.8	(0.2)		

(0.8)  
 +0.2  
 (0.1)  
 +0.1

BRAND DETAIL

% Volume Change Vs. YA

4 Weeks  
 Ending

Marlboro

(PM)

Winston

(RJR)

Camel

(RJR)

Newport

(Lor)

Kool

(B&W)

Doral

(RJR)

GPC

(B&W)

Basic

(PM)

7/20/97

+1

(7)

+9

+2

(3)

+4

+5

+3

8/17/97

+9

+2

+13

+8

+3

+8

+9

+11

9/14/97





	(2)							
		(10)						
			(6)					
				+4				
					(9)			
						+3		
							(6)	
9/13/98								(6)
	+3							
		(8)						
			(2)					
				+1				
					(10)			
						+4		
							(11)	
10/11/98								+1
	+1							
		(9)						
			(3)					
				+3				
					(6)			
						+5		
							(8)	
1998 YTD								(1)
	+1							
		(3)						
			(2)					
				+2				
					(7)			
						+5		
							(2)	
								(4)

PP Share Change Vs. YA

4 Weeks  
Ending

Marlboro

(PM)

Winston

(RJR)

Camel

(RJR)

Newport

(Lor)

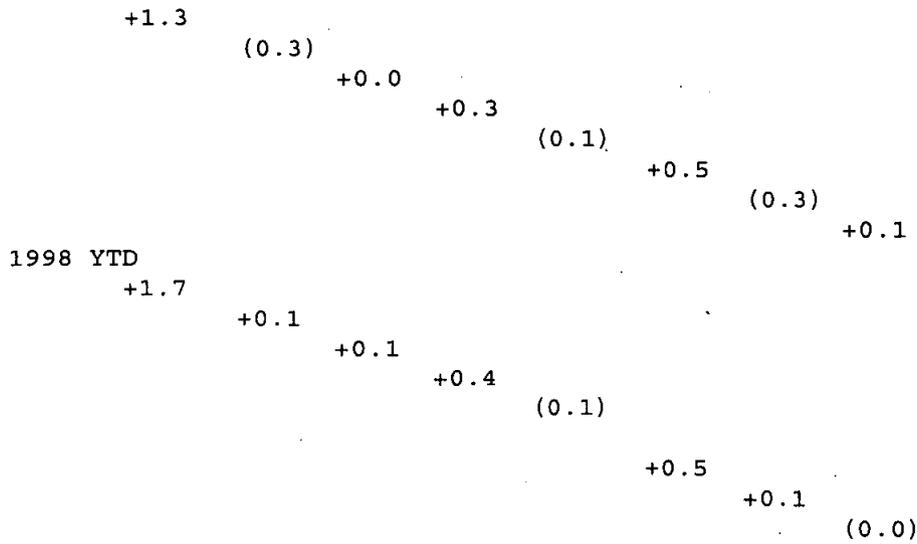
Kool

(B&W)

	Doral	(RJR)	GPC	(B&W)	Basic	(PM)
6/22/97	+1.5	(0.3)	+0.6	+0.3	0.0	
				+0.3	+0.4	+0.3
7/20/97	+1.3	(0.3)	+0.5	+0.3	0.0	
				+0.4	+0.4	+0.3
8/17/97	+1.7	(0.1)	+0.5	+0.3	0.0	
				+0.3	+0.3	+0.4
9/14/97	+1.4	+0.2	+0.5	+0.3	0.0	
				+0.2	+0.6	+0.2
10/12/97	+1.3	+0.2	+0.5	+0.3	(0.1)	
				+0.3	+0.6	0.0
11/9/97						







Current Unit Share %

4 Weeks  
Ending

Marlboro

(PM)

Winston

(RJR)

Camel

(RJR)

Newport

(Lor)

Kool

(B&W)

Doral

(RJR)

GPC

(B&W)

Basic

(PM)

Current

33.87%

5.45%

5.26%

5.88%

3.28%

6.54%

5.53%

4.86%

Prior mo

	34.77%								
		5.52%							
			5.35%						
				5.76%					
					3.21%				
						6.32%			
							5.39%		
								5.06%	
Year ago									
	32.56%								
		5.77%							
			5.23%						
				5.53%					
					3.38%				
						6.02%			
							5.82%		
								4.73%	
ChgVsYA									
	+1.31								
		(0.32)							
			+0.03						
				+0.35					
					(0.10)				
						+0.50			
							(0.29)		
								+0.13	
ChgVs Pr									
	(0.90)								
		(0.10)							
			(0.09)						
				+0.12					
					+0.07				
						+0.22			
							+0.14		
								(0.20)	

RETAIL PRICE GAPS

Avg. retail price per pack

Average retail price per pack

Memo:

Marlboro and Doral pricing

Price gap:

Premium vs.

4 weeks

ending

Prem.-











Mid-priced brands

72.02%  
71.61%  
+0.41

\$1.62  
\$1.46  
+\$ .16

\$.984  
\$.729  
+\$ .255

23.74%  
23.95%  
(0.21)

Low-priced brands

\$1.33  
\$1.25  
+\$ .07

\$.879  
\$.624  
+\$ .255

4.24%  
4.44%  
(0.20)

Weighted average

\$1.97  
\$1.75  
+\$ .22

\$1.172  
\$.917  
+\$ .255

100.0%  
100.0%

Price gaps:

Premium vs. mid-priced

+\$ .49  
+\$ .42  
+\$ .07



	\$1.94			
		+\$ .23		
			Newport (LTR)	
				\$2.25
				\$2.00
Liggett				+\$ .25
	\$1.46			
		\$1.37		
		+\$ .09		
			Kool (B&W)	
				\$2.14
				\$1.86
Others				+\$ .26
	\$1.41			
		\$1.33		
		+\$ .08		
			Doral (RJR)	
				\$1.50
				\$1.40
Weighted average				+\$ .10
	\$1.97			
		\$1.75		
		+\$ .22		
			GPC (B&W)	
				\$1.64
				\$1.41
				+\$ .13
			Basic (PM)	
				\$1.72
				\$1.53
				+\$ .19

Report source: Information Resource Inc./Marlin Systems --  
 Food/Drug/Convenience outlets  
 comprising approximately 85% of industry volume.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: MaryEllen C. McGuire ( CN=MaryEllen C. McGuire/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:16-DEC-1998 15:46:20.00

SUBJECT: AmeriCorps Meeting

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

READ:UNKNOWN

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

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

The AmeriCorps meeting scheduled for Thursday, December 17th at noon will take place in the Roosevelt Room. Please RSVP your attendance. Thank you.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Karen Tramontano ( CN=Karen Tramontano/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:16-DEC-1998 10:32:32.00

SUBJECT: communications

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

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

CC: Jake Siewert ( CN=Jake Siewert/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

TEXT:

I know everyone is working on thousands of things -- but as we discussed last week -- its important that we have some announcements/events/messages for the next 2 weeks -- Thanks, again for your ideas ---

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Devorah R. Adler ( CN=Devorah R. Adler/OU=OPD/O=EOP [ OPD ] )

CREATION DATE/TIME:16-DEC-1998 10:20:45.00

SUBJECT: initiatives

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

TEXT:  
apologies for lateness.

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

TEXT:  
Unable to convert ARMS\_EXT:[ATTACH.D35]MAIL499615258.326 to ASCII,  
The following is a HEX DUMP:

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FCAA6B24BC21B79BF0DF924F6E722E9AF4876F0FC0B96753161D55F983FE31E16271E7D7D99431  
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## POSSIBLE HEALTH CARE EVENTS

**Unveiling new sanctions and investments in quality oversight for nursing homes.** To preempt the release of a GAO report in early January by Senator Grassley that criticizes our nursing home quality enforcement record, this event could highlight our aggressive efforts and a new investment of over \$90 million dollars to implement effective nursing home enforcement tools and improved nursing home quality and safety standards. These include proposing new Federal legislation imposing civil and criminal penalties on nursing homes committing repeated and egregious violations of Medicare or Medicaid regulations, increasing monitoring of facilities that are repeatedly in violation of quality standards, and establishing a new national commission to study the quality of care providing in nursing homes and assisted living facilities.

**Announcing a new work incentives initiative for people with disabilities.** The FY 2000 budget includes a historic workers incentive program that provides for continued and enhanced access to programs that empower people with disabilities to work. **This package includes the Jeffords-Kennedy Work Incentives Improvement Act, which enables people with disabilities to go back to work by providing them with the option to buy into Medicaid and Medicare, a tax credit for work-related expenses for people with disabilities, a new program to integrate local employment-related and support services for adults with disabilities, and new efforts to provide assistive technologies to people with disabilities.** The unemployment rate among the 30 million working-age adults with disabilities continues to be much higher than that of the general population -- close to 75 percent for people with significant disabilities, who cite their inability to retain their health coverage as their main impediment to returning to work. **These announcements will reflect many of the recommendations included in the President's Task Force on Employment of Adults with Disabilities, and the overall initiative is strongly supported by the disability community. We may be able to coordinate the event with the bipartisan introduction of the Jeffords-Kennedy legislation.**

**Announce the President's multi-faceted long term care initiative.** The President could release new budget initiatives designed to address the growing national need for high quality long term care services, including a new multibillion dollar long term care tax credit, proposals that provide Federal employees the option of purchasing private long term care insurance, educate Medicare beneficiaries about available long term care options, and invest \$125 million dollars (if included in budget) in a new national program to support Americans who care for chronically ill or disabled family members or friends. **About 2 million Americans live in nursing homes and another 5 million Americans live in the community, but have health problems that make them dependent on others for basic activities of daily living, such as bathing or dressing.** This multi-faceted initiative addresses a growing problem and represents our first significant effort to introduce new long term care policy that is extremely important to the aging community.

**Announcing new efforts to detect and manage bioterrorist attacks and resistant bacterial strains (superbug).** The President could announce a new budget initiative to protect the country from the devastation of disease outbreaks due to bioterrorist attacks or bacterial strains that are

resistant to treatment. The new program provides funding for a new disease surveillance system to collect and analyze epidemiological information on disease outbreaks, training epidemic intelligence officers to identify and respond to attacks, developing a mass casualty emergency response system, maintaining a stockpile of pharmaceuticals, and developing new vaccines and antibiotics that could be used in the event of an attack.

**Unveil new FY 2000 budget anti-asthma initiative.** We could unveil a new budget initiative that includes new funding for States to develop disease management programs through Medicaid and for EPA to conduct a national asthma awareness campaign, initiate community based activities to reduce asthma triggers in homes, and establish school based asthma programs in every community. This initiative is especially critical as the number of children afflicted with asthma has doubled to total about 6 million over the past 15 years.

**Announcing new labeling requirements for over the counter drugs.** The President could announce the release of a new regulation requiring pharmaceutical companies to label over the counter drugs in easily read and understandable language, ensuring that millions of consumers understand how to take medication safely and effectively. Presently, labels for over the counter drugs are often printed too small to read and in language that is often difficult to understand. This regulation will be ready for release in sometime in January; however, since the above mentioned initiatives are all budget related and may need to be released prior to the State of the Union address, we may want to consider holding this announcement for another time, since it will be timely regardless of when it is released.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Christa Robinson ( CN=Christa Robinson/OU=OPD/O=EOP [ OPD ] )

CREATION DATE/TIME:16-DEC-1998 14:56:24.00

SUBJECT: Welfare to Work Request

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:

Eli Segal has been pushing for the President to come to his next conference in Miami on Feb. 26. Jeff Forbes told me today that the President will not be able to attend because he will be in California that day. Eli is reluctant to change the date b/c they have scheduled 5 CEOs and they will not be able to secure all 5 if we move the date. Do you think you could raise this with Doug to see if there's anyway the California piece can be changed -- or postponed so that the President could go to Miami in the morning. The welfare event could be anytime on the 26th, but changing the date would be extremely hard.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 11:01:13.00

SUBJECT: Weekly Strategy meeting

TO: Daniel N. Mendelson ( CN=Daniel N. Mendelson/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

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

TO: Devorah R. Adler ( CN=Devorah R. Adler/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

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

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

TO: David W. Beier ( CN=David W. Beier/O=OVP @ OVP [ UNKNOWN ] )  
READ:UNKNOWN

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

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

TO: Jeanne Lambrew ( CN=Jeanne Lambrew/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: Teresa M. Jones ( CN=Teresa M. Jones/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: Gina C. Mooers ( CN=Gina C. Mooers/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

CC: Jason H. Schechter ( CN=Jason H. Schechter/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

CC: Rhonda Melton ( CN=Rhonda Melton/O=OVP @ OVP [ UNKNOWN ] )

READ:UNKNOWN

CC: Jocelyn A. Bucaro ( CN=Jocelyn A. Bucaro/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

TEXT:

The Health Care Strategy Meeting for tomorrow, Thursday, December 17, is  
CANCELLED.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 13:33:37.00

SUBJECT: Tobacco Meeting

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

TO: Joshua Gotbaum ( CN=Joshua Gotbaum/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

TO: Daniel N. Mendelson ( CN=Daniel N. Mendelson/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

CC: Teresa M. Jones ( CN=Teresa M. Jones/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: Dawn V. Woollen ( CN=Dawn V. Woollen/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

CC: Janet L. Graves ( CN=Janet L. Graves/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

CC: Scott R. Hynes ( CN=Scott R. Hynes/O=OVP @ OVP [ UNKNOWN ] )  
READ:UNKNOWN

CC: Gina C. Mooers ( CN=Gina C. Mooers/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

CC: Sandra L. Via ( CN=Sandra L. Via/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

TEXT:

Bruce Reed will be having a Tobacco Meeting with HHS tomorrow, December 17, at 4:30 p.m. in his office, 2 Floor/West Wing. Secretary Shalala, Kevin Thurm, Jim O'Hara, and Rich Tarplin will also attend.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 15:56:59.00

SUBJECT: Education Meetings

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

TO: Vicky\_Stroud ( Vicky\_Stroud @ ed.gov@inet [ UNKNOWN ] )  
READ:UNKNOWN

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

TO: Barbara Chow ( CN=Barbara Chow/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

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

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

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: Charles R. Marr ( CN=Charles R. Marr/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: MaryEllen C. McGuire ( CN=MaryEllen C. McGuire/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

CC: Jason H. Schechter ( CN=Jason H. Schechter/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

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

CC: Chantell S. Long ( CN=Chantell S. Long/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

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

CC: Mindy E. Myers ( CN=Mindy E. Myers/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

CC: Sonyia Matthews ( CN=Sonya Matthews/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

TEXT:

The Education Meeting for tomorrow, Dec. 17, at 5:15 is CANCELLED. We will discuss Bilingual Education, Title 1 Issues, and Early Childhood at the Education Meeting on Friday at 2:30 p.m.

----- Forwarded by Cathy R. Mays/OPD/EOP on 12/16/98  
03:49 PM -----

Cathy R. Mays

12/16/98 01:07:15 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: Education Meeting

Bruce Reed will be having an Early Childhood Education Meeting this Friday, December 18, at 2:30 p.m. in his office. The folks from the Education Department will join us.

Message Sent

To: \_\_\_\_\_  
Charles R. Marr/OPD/EOP  
Cecilia E. Rouse/OPD/EOP  
Elena Kagan/OPD/EOP  
Michael Cohen/OPD/EOP  
Janet Murguia/WHO/EOP  
Barbara Chow/OMB/EOP  
Broderick Johnson/WHO/EOP  
Amy Weiss/WHO/EOP  
Shirley S. Sagawa/WHO/EOP  
Vicky\_Stroud @ ed.gov @ inet  
Neera Tanden/WHO/EOP  
Nicole R. Rabner/WHO/EOP

Message Copied

To: \_\_\_\_\_  
Sonyia Matthews/OPD/EOP  
Laura Emmett/WHO/EOP  
Mindy E. Myers/WHO/EOP  
Jason H. Schechter/WHO/EOP  
Sandra Yamin/OMB/EOP  
MaryEllen C. McGuire/WHO/EOP  
Chantell S. Long/OPD/EOP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 20:33:18.00

SUBJECT: Possible substance abuse rollout item

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

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

TEXT:

We learned today that SAMHSA plans to have the grant application notice for the FY 99 targeted capacity treatment grants ready in mid-January. It's not big bucks, but if we end up with increased funding in the 2000 budget for these grants, this might make a nice preview or rollout package -- we could highlight some of the current grantees, release the 99 grant notice, and announce that we are proposing to increase funding for this important effort in the next budget. SAMHSA expects to fund about \$30 M in FY 99 grants, of which \$20 M will provide 2nd year funding for the treatment projects started in FY 98 and \$10 M will fund new projects. One possible venue might be USCM meeting (Jan 29th?) -- they are big supporters of these grants and SAMHSA is working hard to ensure that locals apply for and receive a significant share of the funds.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 13:08:00.00

SUBJECT: Education Meeting

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

TO: Vicky Stroud ( Vicky\_Stroud @ ed.gov@inet [ UNKNOWN ] )  
READ:UNKNOWN

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

TO: Barbara Chow ( CN=Barbara Chow/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

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

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

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: Charles R. Marr ( CN=Charles R. Marr/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: MaryEllen C. McGuire ( CN=MaryEllen C. McGuire/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

CC: Jason H. Schechter ( CN=Jason H. Schechter/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

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

CC: Chantell S. Long ( CN=Chantell S. Long/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

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

CC: Mindy E. Myers ( CN=Mindy E. Myers/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

CC: Sonyia Matthews ( CN=Sonya Matthews/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

TEXT:

Bruce Reed will be having an Early Childhood Education Meeting this Friday, December 18, at 2:30 p.m. in his office. The folks from the Education Department will join us.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Michael Cohen ( CN=Michael Cohen/OU=OPD/O=EOP [ OPD ] )

CREATION DATE/TIME:16-DEC-1998 16:10:10.00

SUBJECT: Chris Edley and accountability

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:

FYI -- Chris Edley called looking for the "fine paper on accountability" Mike Smith told him about (that would be Mike's minor rewrite of my accountability piece from last week). I've shared it with him, and talked him through it. Chris likes it, and is pleased with the prospect of an FY2000 initiative based on it. I don't know how this will play into whatever he may put on the table himself, though I hope his support of our initiative reduces the odd he will pursue his own.

# Withdrawal/Redaction Marker

## Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Paul Weinstein Jr. to Elena Kagan and Bruce Reed re: Green Bonds (1 page)	12/16/1998	P6/b(6)

### COLLECTION:

Clinton Presidential Records  
Automated Records Management System [Email]  
OPD ([Kagan])  
OA/Box Number: 250000

### FOLDER TITLE:

[12/15/1998-12/16/1998]

2009-1006-F

bm73

### RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Michael Cohen ( CN=Michael Cohen/OU=OPD/O=EOP [ OPD ] )

CREATION DATE/TIME:16-DEC-1998 09:30:54.00

SUBJECT: education events

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

READ:UNKNOWN

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

READ:UNKNOWN

TEXT:

There are two education events we can do in the near future:

1. Ending Social Promotions: We can release a guidebook from Education on ending social promotions, and announce our FY 2000 budget proposal to help schools do this with after-school money.

The guide is near completion, but not yet there, and Mike Smith and I have substantive differences in the tone and approach. Given the other things we are wrestling over, I'm not sure if we will get this done by the week between Christmas and New Years, but early-mid January is a good bet.

2. Implementation of New Education Initiatives. The grants announcements for GEAR UP and Teacher Quality (HEA Title II) are in OMB for review. The Guidance for Class Size implementation is in its second draft. These should be ready for announcement early-mid January.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 19:25:03.00

SUBJECT: From Cynthia: FICA notice is being released Thurs pm (told Bruce bef 4:00

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

READ:UNKNOWN

CC: 4697 ( 4697 @ WHCA [ UNKNOWN ] )

READ:UNKNOWN

TEXT:

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 15:24:39.00

SUBJECT: Time Change -- Tobacco Meeting

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

TO: Daniel N. Mendelson ( CN=Daniel N. Mendelson/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

TO: Joshua Gotbaum ( CN=Joshua Gotbaum/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

CC: Teresa M. Jones ( CN=Teresa M. Jones/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: Dawn V. Woollen ( CN=Dawn V. Woollen/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

CC: Janet L. Graves ( CN=Janet L. Graves/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

CC: Scott R. Hynes ( CN=Scott R. Hynes/O=OVP @ OVP [ UNKNOWN ] )  
READ:UNKNOWN

CC: Cynthia A. Rice ( CN=Cynthia A. Rice/OU=OPD/O=EOP @ EOP [ OPD ] )  
READ:UNKNOWN

CC: Gina C. Mooers ( CN=Gina C. Mooers/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

CC: Sandra L. Via ( CN=Sandra L. Via/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

TEXT:

Because of the POTUS Budget Meeting tomorrow, the Tobacco Meeting with Secretary Shalala will now be held at 2:00 p.m. tomorrow. Sorry for any inconvenience.

----- Forwarded by Cathy R. Mays/OPD/EOP on 12/16/98  
03:14 PM -----

Cathy R. Mays

12/16/98 01:32:58 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: Tobacco Meeting

Bruce Reed will be having a Tobacco Meeting with HHS tomorrow, December 17, at 4:30 p.m. in his office, 2 Floor/West Wing. Secretary Shalala, Kevin Thurm, Jim O'Hara, and Rich Tarplin will also attend.

Message Sent

To: \_\_\_\_\_  
Jacob J. Lew/OMB/EOP  
Bruce R. Lindsey/WHO/EOP  
Ron Klain/OVP @ OVP  
Sylvia M. Mathews/OMB/EOP  
Elena Kagan/OPD/EOP  
Joshua Gotbaum/OMB/EOP  
Daniel N. Mendelson/OMB/EOP  
Christopher C. Jennings/OPD/EOP

Message Copied

To: \_\_\_\_\_  
Melissa M. Murray/WHO/EOP  
Scott R. Hynes/OVP @ OVP  
Sandra L. Via/OMB/EOP  
Janet L. Graves/OMB/EOP  
Laura Emmett/WHO/EOP  
Dawn V. Woollen/OMB/EOP  
Gina C. Mooers/OMB/EOP  
Teresa M. Jones/OPD/EOP

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Thurgood Marshall Jr ( CN=Thurgood Marshall Jr/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:16-DEC-1998 12:01:21.00

SUBJECT: HUD & DOT

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

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

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

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

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

TEXT:

As we discussed:

(1) Talked to HUD (CoS and Andrew) and they understand. They will hold the grants until we determine whether we are indeed going to move this to 12/23. They have also asked whether the 12/26 radio address is an option.

(2) DOT is checking the status on the drunk driving issue for the radio address. The CoS there is not certain about the grants but we should hear back shortly.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jonathan E. Smith ( CN=Jonathan E. Smith/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:16-DEC-1998 13:56:23.00

SUBJECT: REMINDER: Women's Meeting \*9AM\* Tomorrow

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

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

TO: Maureen T. Shea ( CN=Maureen T. Shea/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

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

TO: Francine P. Obermiller ( CN=Francine P. Obermiller/OU=CEA/O=EOP @ EOP [ CEA ] )  
READ:UNKNOWN

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

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

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

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

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

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

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

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

TO: Maria Echaveste ( CN=Maria Echaveste/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: Lucia F. Gilliland ( CN=Lucia F. Gilliland/O=OVP @ OVP [ UNKNOWN ] )  
READ:UNKNOWN

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

TO: Kelley L. O'Dell ( CN=Kelley L. O'Dell/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

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

TO: Janet L. Graves ( CN=Janet L. Graves/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

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

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

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

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

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

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

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

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

TEXT:

What I meant to say...

----- Forwarded by Jonathan E. Smith/WHO/EOP on 12/16/98  
01:54 PM -----

Kelley L. O'Dell

12/16/98 01:51:06 PM

Record Type: Record

To: Jonathan E. Smith/WHO/EOP  
cc:

Subject: REMINDER: Women's Meeting 10AM Tomorrow

It is 9 am, right?

----- Forwarded by Kelley L. O'Dell/WHO/EOP on 12/16/98  
12:53 PM -----

Jonathan E. Smith

12/16/98 01:34:56 PM

Record Type: Record

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

CC:

Subject: REMINDER: Women's Meeting 10AM Tomorrow

There will be a Women's Mtg at 9am on Thursday in room 100. Thank you!

Message Sent

To:

---

Ellen M. Lovell/WHO/EOP  
Lucia F. Gilliland/OVP @ OVP  
Susan M. Liss/OVP @ OVP  
Lynn G. Cutler/WHO/EOP  
Minyon Moore/WHO/EOP  
Maria Echaveste/WHO/EOP  
Elena Kagan/OPD/EOP  
Karen E. Skelton/WHO/EOP  
Tracey E. Thornton/WHO/EOP  
Janet Murguia/WHO/EOP  
Marsha Scott/WHO/EOP  
Robin Leeds/WHO/EOP  
Stacie Spector/WHO/EOP  
Rebecca M. Blank/CEA/EOP  
Sandra Thurman/OPD/EOP  
Virginia Apuzzo/WHO/EOP  
Sylvia M. Mathews/OMB/EOP  
Katharine Button/WHO/EOP  
Marjorie Tarmey/WHO/EOP  
Laura Emmett/WHO/EOP  
Nicole R. Rabner/WHO/EOP  
Jennifer L. Klein/OPD/EOP  
Mona G. Mohib/WHO/EOP  
Francine P. Obermiller/CEA/EOP  
Mindy E. Myers/WHO/EOP  
Leslie Bernstein/WHO/EOP  
Janet L. Graves/OMB/EOP  
Maureen T. Shea/WHO/EOP  
Sondra L. Seba/WHO/EOP  
Skye S. Philbrick/WHO/EOP  
Kelley L. O'Dell/WHO/EOP  
Jennifer M. Luray/WHO/EOP  
Virginia L. Cearley/WHO/EOP



RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

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

CREATION DATE/TIME:16-DEC-1998 12:24:36.00

SUBJECT: Excess Profits Tax

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

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

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

TEXT:

Treasury is completing their options and scores but I got a verbal run-down. Here's a summary, I have more details on assumptions if you want them:

#### Size of Excess Profits

Treasury thinks we could credibly argue that the industry's making \$2.5 billion a year in excess profits. The possible range is \$1.5 billion a year (Gary Black's estimate) to \$4 billion a year. At a volume of 20 billion, a \$4 billion excess profit equals \$.20 per pack.

#### Tax Options

Option 1: Tax the excess profits based on company's reported profits (revenues minus costs). This will be scored somewhat low, because tax policy types assume companies could re-arrange their accounting practices to lower the reported profits.

Option 2: Tax company revenue at a level that would capture the estimated excess profits. The scoring of this option will be more robust, and this tax is more likely to be passed onto price. However taxing revenue would give opponents the opportunity to argue it assumes inflated profits. This option is one that has been used for the oil industry.

Treasury is scoring these options now and they say they'll have paper in the next day or two.

RECORD TYPE: PRESIDENTIAL (NOTES MAIL)

CREATOR: Jonathan E. Smith ( CN=Jonathan E. Smith/OU=WHO/O=EOP [ WHO ] )

CREATION DATE/TIME:16-DEC-1998 13:35:47.00

SUBJECT: REMINDER: Women's Meeting 10AM Tomorrow

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

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

TO: Maureen T. Shea ( CN=Maureen T. Shea/OU=WHO/O=EOP @ EOP [ WHO ] )  
READ:UNKNOWN

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

TO: Francine P. Obermiller ( CN=Francine P. Obermiller/OU=CEA/O=EOP @ EOP [ CEA ] )  
READ:UNKNOWN

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

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

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

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

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

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

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

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

TO: Maria Echaveste ( CN=Maria Echaveste/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: Lucia F. Gilliland ( CN=Lucia F. Gilliland/O=OVP @ OVP [ UNKNOWN ] )  
READ:UNKNOWN

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

TO: Kelley L. O'Dell ( CN=Kelley L. O'Dell/OU=WHO/O=EOP @ EOP [ WHO ] )

READ:UNKNOWN

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

TO: Janet L. Graves ( CN=Janet L. Graves/OU=OMB/O=EOP @ EOP [ OMB ] )  
READ:UNKNOWN

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

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

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

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

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

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

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

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

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

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

TEXT:

There will be a Women's Mtg at 9am on Thursday in room 100. Thank you!