

THE WHITE HOUSE

WASHINGTON

March 15, 1998

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
GENE SPERLING
MIKE COHEN
BOB SHIREMAN

SUBJECT: Education Strategy

Handwritten notes:
Bona/Cere
He obviously likes what
you're doing - we need to
move it forward
stay - if we need to
w. n. let me know
dated
Reed
Sperling
Cohen
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on schedule
[Signature]

You have proposed a popular, comprehensive education agenda to expand opportunity, strengthen quality, and help prepare students, especially the most disadvantaged, to reach tough academic standards and to enter college. These proposals build on your efforts since 1993 to raise standards, strengthen accountability and expand flexibility, expand public school choice, and improve the quality of schools by providing them with better prepared teachers and up-to-date technology.

Some of your proposals, such as America Reads and the expansion of the 21st Century Schools program, stand a good chance of enactment. But many, including class size reduction, school modernization, and national tests, face a steep challenge in Congress, where the Republicans want to expand education IRAs, create school vouchers, fold existing programs into block grants, and do relatively little else. In addition, we will face a tough battle to fund your education priorities in the appropriations bill, because the Republicans will advance different spending priorities within education, and because likely Congressional increases in highway spending will squeeze the total funds available for education.

To overcome Republican opposition and enact significant portions of your education agenda, we propose a four-part strategy:

- ✓ (1) Build momentum by pressing for the proposals that are most likely to pass.
- ✓ (2) Make it costly for Republicans to oppose your new education initiatives -- school modernization, education opportunity zones, class size -- by getting Democrats to bring them up every time Republicans try to move a key piece of their education agenda (vouchers, Coverdell, etc.)
- ✓ (3) Pursue a multi-pronged approach to national standards and tests.

(4) Conduct a national education campaign to keep your entire education agenda visible and use the bully pulpit to promote education reform.

I. Building momentum by pressing for the proposals that are most likely to pass with bipartisan support.

Several pieces of education legislation reflecting your priorities stand good to excellent chances of enactment with bipartisan support. Three of these (America Reads, G.I. Bill, and the Higher Education Act) have July 1 deadlines for enacting necessary authorizations or changes.

✓
9/00

A. America Reads. The House has already passed its version, known as the Reading Excellence Act, which provides funds to States to improve reading efforts in needy local schools through teacher training, tutoring, and family literacy. Sen. Jeffords has pledged to move a similar piece of legislation in the Senate, though no action is yet scheduled. We are working to meet a July 1 deadline imposed by the FY 1998 Appropriations bill for triggering \$210 million advance-appropriated for these purposes (for FY 99), and believe the deadline can be met if we push. The House bill has some problems but ultimately would be acceptable, and we expect that the Senate bill will be an improvement.

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B. Charter Schools. Last session the House passed H.R. 2616 by a strong bipartisan vote (367-57). This bill, introduced by Reps. Riggs and Roemer and endorsed by you would modify the existing federal Charter Schools Program by (1) steering more federal charter school funding to states that provide charter schools with the maximum flexibility and strongest accountability for results, and to states that have not reached a cap on the number of charter schools permitted by that state's charter schools law, and (2) encouraging states to direct an appropriate level of other federal education resources to charter schools. Sen. Lieberman and Sen. Coats have proposed similar legislation in the Senate, and the Senate Labor Committee has scheduled a hearing for March 31. The prospects are good for enacting a charter schools bill this year, though Sen. Kennedy is not eager to move a charter schools bill, and controversial issues (e.g., whether to steer federal funds to states that allow entities other than state or local school boards to authorize and oversee charter schools) still need to be resolved.

✓
must
be
done
I'll
help

C. Reauthorization of the Higher Education Act (including your High Hopes proposal and teacher recruitment proposals and the student loan interest rate fix). Both the House and Senate Education Committees are scheduled to take up the Higher Education Act in the next few weeks, aiming for floor action by May and a conference in June. In addition to reauthorizing the main student aid programs, this bill would include your High Hopes proposal and teacher recruitment proposals. It also needs to include a change in the new student loan interest rate scheduled to go into effect on July 1. (There is a chance that the Congress will separate out this most pressing component of the bill. If that happens, the pressure to move the overall bill will subside considerably, and the chances of having a comprehensive higher education bill to sign before Congress adjourns will be significantly reduced.)

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together
for

D. Job Training/Vocational Education. The House passed both a job training consolidation bill and a Vocational Education reauthorization bill last year. The Senate has combined the two, and may act as soon as next week on that package. While there are many issues that need to be addressed in conference, we are optimistic that a bill can be finalized by July 1, the deadline for authorizing the Opportunity Areas for Out-of-School Youth program and triggering advance appropriations of \$250 million. Currently, this provision is only in the Senate version, but we are relatively optimistic of inclusion of it in conference.

E. After-School Initiative. Your proposed expansion of the 21st Century Community Learning Center Program is quite popular and stands a decent chance of gaining the necessary support in the appropriations process, depending upon how much is available for education spending overall. While there is some additional work to ensure that Sen. Jeffords, who authored the program initially, remains supportive, our primary effort for this initiative should be to ensure your continued association with it as it proceeds through the appropriations process

F. Technology Initiatives. Your FY99 budget includes over \$750 million in investments in educational technology, with a new emphasis on technology training for teachers. Although we do not yet know what the Congressional response will be to the new initiatives, we expect that the Congress will continue to support the Technology Literacy Challenge Fund. We should also expect some continuing controversy over the "e-rate" -- the FCC's discounts to connect schools and libraries to the Internet. The educational technology issue gives us an opportunity to work closely with the private sector and to leverage federal funds. We can expect victories in this area, and should make sure that we get appropriate credit for them.

*I can call
Jim if you
want - do
need to visit
him at work
type program
through it
in public
school
and other
BR*

II. Picking Key Fights to Highlight Your Initiatives.

Three issues provide excellent opportunities to highlight your agenda and contrast it favorably with Republican proposals. These are also issues where you can unite Democrats and, if necessary, gain leverage with a veto threat and a filibuster.

*Be sure to
talk to
BR*

A. School Modernization: A cloture vote on Coverdell's education IRAs is expected on Tuesday. In consultation with Secretary Riley, Sen. Daschle has agreed to bring your school construction proposal to the floor as a substitute, setting up a battle between school construction and IRAs. On the substitute, we expect to be able to hold almost all Democrats (with the exception of Lieberman and Torricelli). The education groups are working to mobilize grass roots support in favor of the construction initiative. While the odds are against winning this battle in the short run, defining the issue visibly at the outset will enable you to keep hammering away at school construction throughout the spring and summer.

Good

B. Education Opportunity Zones: We are working with Rep. Clay to finish education opportunity zones legislation, and should schedule an event to announce it next month. Voucher advocates are on their strongest rhetorical ground when they point to failing urban schools and argue that vouchers are needed to help save kids from a broken public education system. Your

Education Opportunity Zones initiative squarely addresses the real problems of urban education, in a way that strengthens public schools and endeavors to help all students, not just a few. It is based on the premise that we can and must fix failing school systems and schools rather than abandoning them. It proposes to accomplish this by ending social promotions, intervening in failing schools, rewarding outstanding teachers, and removing incompetent ones. If Congressional Republicans attempt to move a voucher proposal this year, this proposal is our best defense. In the meantime, you can reiterate your call for sweeping, Chicago-style reforms. One opportunity will be to announce the first grant awards from the new Comprehensive School Reform program (included in last year's appropriations bill by Reps. Obey and Porter), which provides funds for implementing proven schoolwide reforms such as those developed by the New American Schools Development Corporation.

Yes!!!
C. Class Size Reduction: The most popular element of your education agenda -- class size -- is worth a separate, concerted rollout. We believe that next month you should speak to the legislature in Delaware, where Governor Carper has proposed major class size reductions and an end to social promotions. The Education Department is developing a series of reports and other tools for you to announce (e.g., a summary of class size research, a white paper documenting how smaller classes can lead to better classroom practices, and state-by-state figures on how many new teachers can be hired under your proposal). The elementary and secondary education groups are eager to mobilize grass roots support. We may also have a chance to press this issue during the budget resolution debate, much of which will concern whether tobacco revenues can be used for child care and class size.

✓ The fate of these three initiatives is likely to be determined at the end of the session, as work on tobacco legislation and tax and appropriations bills are completed. It is very unlikely that Republicans will give you victories on class size, school construction or opportunity zones unless they get comparable victories on Coverdell or vouchers. You will have the greatest leverage to make deals at the end of the session, and may then decide whether to strike a deal that gives both you and the Republicans significant parts of your education agendas.

III. National standards and tests

We face a tough challenge again in Congress this year. We fully expect Goodling to use the reauthorization of the National Assessment of Education Progress later this year to prohibit national testing. Almost all Republicans are likely to support Goodling, and Black and Hispanic Caucus members will do so too unless their substantive concerns about the tests are addressed. Further, while we will have our greatest leverage once again in the appropriations process, we expect that it will be at least as difficult as it was last year to secure funding. To increase our odds of winning this battle, we are pursuing a number of steps to broaden our support. These include:

Use NAGB and Achieve to change the political dynamics around the tests. Last year's appropriations agreement placed NAGB in charge of the tests. Since then, we have appointed Diane Ravitch and Gov. Engler to the panel, in an effort to bolster Republican support. NAGB has now taken complete hold of test development, and has made a series of policy decisions that should make the testing program less vulnerable to criticism from the right. While Goodling remains almost as hostile to NAGB's efforts as he was to the Education Department's, early indications are that NAGB may be making positive inroads among other Republicans. We have encouraged NAGB to keep members of Congress of both parties informed of its work, and Ravitch in particular to make the case to opinion leaders that test development is on the right track.

good

Lou Gerstner and Achieve are prepared to play a more active role in supporting national standards and tests, in the context of Achieve's recently launched effort to help states compare individual student performance across states to each other and to national standards. Achieve's work parallels a provision in last year's appropriation's agreement, which called on the National Academy of Sciences to study how existing state tests could be used to compare students to national standards. We are working to set up an opportunity, such as a conference call with Achieve's Board of Directors or a one-on-one meeting with Gerstner, in which you can enlist Achieve's support. We expect that Achieve would be willing to call on Congress to support development of a national test and the technical work necessary to help states align state tests to the NAEP standards.

Encourage Democrats to propose specific authorization for national tests. As noted previously, we expect Goodling propose a prohibition on national tests in the context of NAEP reauthorization.

To counter this effort, we are working with George Miller in the House, and Kennedy and Bingaman in the Senate, on Democratic legislation to authorize national testing. We would work with them on the details of the bill, but make sure the legislation was seen as theirs rather than ours. This approach would leave them free to cut whatever deals were needed in each body to build support for the legislation, without requiring us to own what they came up with. It would also leave us free to argue, as we always have, that congressional authorization to proceed with test development is unnecessary.

In the House, our first priority must be to hold Democrats together. This will be difficult, because the Black and Hispanic caucuses are very suspicious of natinal testing. To have a chance of holding the caucuses, Miller probably would have to craft a proposal that includes a Spanish-language version of the reading test, a prohibition on use of the tests for high stakes purposes, protections against test bias, and detailed requirements for reporting test results. The provisions that will unite Democrats are likely to spur Republican opposition, so the result is partisan polarization. Nonetheless, that may leave us better positioned than before to conduct a high profile fight with Republican opponents of the testing.

*How to let other
Democrats over this
conflict over this
proposal to
social studies*

The situation in the Senate remains more favorable. There the task for Kennedy and Bingaman will be to craft a proposal that can hold as much Republican support as possible. While it is too early to determine the shape of such a proposal, last year's experience suggests that steps to strengthen NAGB and further guarantee its independence will be necessary. The Achieve recommendations are likely to play a role in shaping a Senate bill as well.

The chances that this approach will lead to authorization bills that pass both houses is remote at best. But these steps are necessary to hold and expand our support in both houses, to defend against efforts by Goodling and Ashcroft to ban further work on the test, and to deprive Goodling of the procedural argument that testing should not proceed without Congressional involvement.

Pursue an appropriations strategy to enable work to continue on test development.

The most important Congressional action regarding national tests will come in the appropriations bill, where we will have to fight to ward off proposals to prohibit further work. The steps outlined above will better position us for a replay of last year's battle, by enabling us to hold Democrats in the House and by taking away Goodling's charge that the authorizing committees have been cut out of the process. Nonetheless, it is likely that you will also have to threaten to veto any appropriations bill that ends funding for the test.

IV. Conducting a National Education Campaign.

A. Campaign for Education Initiatives. Because this could prove to be a worse-than-do-nothing Congress on education, it is worth a separate discussion on how to transform America's schools without help from Washington. The TIMSS roundtable on Monday is an opportunity to begin that discussion. We believe the bully pulpit can be effective, and a high-profile effort targeted at urban school districts might make a real difference, but the last two decades suggest it will be very difficult. Nevertheless, our legislative agenda and the standards movement generally can only benefit from a vigorous national campaign for education reform. The campaign should consist of events and actions in support of your legislative agenda, as well as of state, local and business efforts to promote standards-based education reform.

Specific events we are planning include:

- The upcoming meeting with leaders from business, education, and state and local government to focus public attention on the TIMSS results.
- An address to a state legislature to promote your overall education package with an emphasis on class size reduction. The Education Department is working on a White Paper on the benefits of class size reduction that could be released at this speech.

A visit to an urban school district that illustrates key aspects of your Education Opportunity Zones proposal, such as ending social promotions, intervening in failing schools, removing incompetent teachers and rewarding teachers who achieve certification from the National Board of Professional Teaching Standards. This event could be timed to accompany the transmittal or introduction of legislation, or the release of an Education Department report on turning around failing schools.

Yes ✓
also to visit
urban colleges
award
Recognizing
Best Schools

An event with CEO's and governors on the ACHIEVE Board of Directors in support of national standards and tests.

An event with teachers and CEOs that would demonstrate your commitment to technology training for teachers, in the same way that NetDay dramatized the importance of connecting schools to the Internet. The event could highlight (a) companies that are forming partnerships with teachers colleges to train all new teachers; and (b) states that have made a commitment to include "technological literacy" as part of the teacher certification process.

An event that showcases the benefits of educational technology in key areas such as (a) increasing communication between parent and teachers; (b) improving performance in key subjects such as math, science, and reading; and (c) providing parents with an easy to understand "report card" of how their local school is doing relative to other schools.

An event that is timed to the availability of funding for the Technology Literacy Challenge Fund, the "e-rate," or significant donations from the private sector.

A meeting with mayors during a U.S. Conference of Mayors Conference on Public Schools, to be held in May.

Following up on your Hispanic investments, a speech at a conference on School Dropouts, sponsored by Brookings or another think-tank or foundation.

A roundtable discussion with business and education leaders about "making performance count" for students, by supporting a growing nationwide effort by employers to examine high school transcripts and other indicators of academic performance in the hiring process.

A commencement address at a public high school, or charter school, to underscore your efforts to strengthen public education.

A White House Conference on Strengthening Public Schools, to kick off back-to-school events in the Fall.

The release of reports on school violence from the Education and Justice Departments

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- Vice Presidential involvement in a series of forums and a Fall symposium on modernizing schools.

yes ✓

The release of a report on Saving for College (to highlight our Higher Education Act proposal to stop punishing savings through the student aid formula).

yes ✓
at a college
goals!

An announcement that 1,000 colleges are participating in the America Reads Work-Study challenge. We will reach that number in a month or so. This announcement could be combined with a visit to a college that has made a dramatic commitment to the America Reads effort (such as NYU, with more than 600 tutors).

- Possible signing ceremonies before July 1 on: G.I. Bill for American Workers, reducing student loan interest rate, America Reads, and Charter Schools legislation.

- A statement highlighting bipartisan support for High Hopes, perhaps as soon as next week when the proposal may get Committee support.

198- (Sign. situation at Rev)

- A visit to a model High Hopes-type early intervention program, or an announcement of new partnerships created in response to your challenge.

yes

Over the longer term, we could begin planning an event to mark the 10-year anniversary of the Charlottesville National Education Summit (September 1999) or the establishment of the National Education Goals (February 2000). Governors, business leaders and many in the education community are beginning to think about how best to use these anniversaries to provide additional impetus for education reform. In light of your personal leadership at the Charlottesville Summit and in establishing the Goals, it would be natural for you to look back on what has been accomplished since then and to define the work ahead.

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B. Campaign on Higher Education. In addition to campaigning for our education initiatives, we will be ready to kick-off our "Campaign on Higher Education" sometime in the next 4-6 weeks. This year-long campaign -- which will include events, roundtables, and dissemination of easy-to-read information packets -- will inform every American that college is now affordable.

The focus will be on three key groups: (1) high school/college students who benefit *today* from the historic expansion in college aid; (2) middle and junior high school students and their parents who should be thinking now about college; and (3) those working adults who need additional skills, but do not know about the availability of aid to go back to school.

For our kick-off of the campaign, the Department of Education is finalizing a pamphlet promoting the affordability of college. This pamphlet will be sent to every high-school and middle-school in the country, and we will ask every school to photocopy it so that every student

receives the information directly. We also are working with the Department of Education on a series of PSAs on college affordability, an interactive Web site, and other ways of disseminating what we have done to make college more affordable.

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The chances that this approach will lead to authorization bills that pass both houses is remote at best. But these steps are necessary to hold and expand our support in both houses, to defend against efforts by Goodling and Ashcroft to ban further work on the test, and to deprive Goodling of the procedural argument that testing should not proceed without Congressional involvement.

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A. Campaign for Education Initiatives. Because this could prove to be a worse-than-do-nothing Congress on education, it is worth a separate discussion on how to transform America's schools without help from Washington. The TIMSS roundtable on Monday is an opportunity to begin that discussion. We believe the bully pulpit can be effective, and a high-profile effort targeted at urban school districts might make a real difference, but the last two decades suggest it will be very difficult. Nevertheless, our legislative agenda and the standards movement generally can only benefit from a vigorous national campaign for education reform. The campaign should consist of events and actions in support of your legislative agenda, as well as of state, local and business efforts to promote standards-based education reform.

Specific events we are planning include:

- The upcoming meeting with leaders from business, education, and state and local government to focus public attention on the TIMSS results.
- An address to a state legislature to promote your overall education package with an emphasis on class size reduction. The Education Department is working on a White Paper on the benefits of class size reduction that could be released at this speech.

- A visit to an urban school district that illustrates key aspects of your Education Opportunity Zones proposal, such as ending social promotions, intervening in failing schools, removing incompetent teachers and rewarding teachers who achieve certification from the National Board of Professional Teaching Standards. This event could be timed to accompany the transmittal or introduction of legislation, or the release of an Education Department report on turning around failing schools.
- An event with CEO's and governors on the ACHIEVE Board of Directors in support of national standards and tests.
- An event with teachers and CEOs that would demonstrate your commitment to technology training for teachers, in the same way that NetDay dramatized the importance of connecting schools to the Internet. The event could highlight (a) companies that are forming partnerships with teachers colleges to train all new teachers; and (b) states that have made a commitment to include "technological literacy" as part of the teacher certification process.
- An event that showcases the benefits of educational technology in key areas such as (a) increasing communication between parent and teachers; (b) improving performance in key subjects such as math, science, and reading; and (c) providing parents with an easy to understand "report card" of how their local school is doing relative to other schools.
- An event that is timed to the availability of funding for the Technology Literacy Challenge Fund, the "e-rate," or significant donations from the private sector.
- A meeting with mayors during a U.S. Conference of Mayors Conference on Public Schools, to be held in May.
- Following up on your Hispanic investments, a speech at a conference on School Dropouts, sponsored by Brookings or another think-tank or foundation.
- A roundtable discussion with business and education leaders about "making performance count" for students, by supporting a growing nationwide effort by employers to examine high school transcripts and other indicators of academic performance in the hiring process.
- A commencement address at a public high school, or charter school, to underscore your efforts to strengthen public education.
- A White House Conference on Strengthening Public Schools, to kick off back-to-school events in the Fall.
- The release of reports on school violence from the Education and Justice Departments

- Vice Presidential involvement in a series of forums and a Fall symposium on modernizing schools.
- The release of a report on Saving for College (to highlight our Higher Education Act proposal to stop punishing savings through the student aid formula).
- An announcement that 1,000 colleges are participating in the America Reads Work-Study challenge. We will reach that number in a month or so. This announcement could be combined with a visit to a college that has made a dramatic commitment to the America Reads effort (such as NYU, with more than 600 tutors).
- Possible signing ceremonies before July 1 on: G.I. Bill for American Workers, reducing student loan interest rate, America Reads, and Charter Schools legislation.
- A statement highlighting bipartisan support for High Hopes, perhaps as soon as next week when the proposal may get Committee support.
- A visit to a model High Hopes-type early intervention program, or an announcement of new partnerships created in response to your challenge.

Over the longer term, we could begin planning an event to mark the 10-year anniversary of the Charlottesville National Education Summit (September 1999) or the establishment of the National Education Goals (February 2000). Governors, business leaders and many in the education community are beginning to think about how best to use these anniversaries to provide additional impetus for education reform. In light of your personal leadership at the Charlottesville Summit and in establishing the Goals, it would be natural for you to look back on what has been accomplished since then and to define the work ahead.

B. Campaign on Higher Education. In addition to campaigning for our education initiatives, we will be ready to kick-off our "Campaign on Higher Education" sometime in the next 4-6 weeks. This year-long campaign -- which will include events, roundtables, and dissemination of easy-to-read information packets -- will inform every American that college is now affordable.

The focus will be on three key groups: (1) high school/college students who benefit *today* from the historic expansion in college aid; (2) middle and junior high school students and their parents who should be thinking now about college; and (3) those working adults who need additional skills, but do not know about the availability of aid to go back to school.

For our kick-off of the campaign, the Department of Education is finalizing a pamphlet promoting the affordability of college. This pamphlet will be sent to every high-school and middle-school in the country, and we will ask every school to photocopy it so that every student

receives the information directly. We also are working with the Department of Education on a series of PSAs on college affordability, an interactive Web site, and other ways of disseminating what we have done to make college more affordable.

OVERVIEW OF EDUCATION STRATEGY

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

1. 40+ states signed up to administer 4th and 8th grade tests in 1999
 - o 20+ states signed up by end of 1997
2. Tests are piloted in 1998, and available for nationwide use in Spring 1999
 - o Contract for test development awarded and work proceeding on schedule
 - o Licenses awarded to test publishers, states and local districts for use of test
 - o *Advisory group of teachers*
3. National Partnerships/Mobilization efforts for improving reading and math achievement in place, by the end of 1997. These efforts, including America Reads, are designed to help students reach standards for 4th grade reading and 8th grade math by promoting use of effective practices, improving curriculum and teaching, and providing additional, after-school help to students who need it.
 - o X states have comparable efforts in place by end of 1997

MAP

Key Strategies:

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

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, Washington D.C.
- ▶ **Gain endorsements from key constituency groups to promote national efforts and to promote state and local participation:**

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

Encourage Secretary Riley and appropriate senior WH and ED staff to meet with editorial boards while traveling over the next few months.
- ▶ **Use Announcements of Grant Awards, Reports and Studies to highlight Priority**

Issues

Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

Events/Activities for standards and tests

February:

- Maryland sign-on event

March:

- Michigan sign-on event
- POTUS meeting with standards experts to discuss future directions for our effort; enlist as many experts as possible to become advocates for our efforts.
- Presidential Directive to OSTP, ED and NSF and other agencies, to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards, and to coordinate national mobilization of scientific, mathematical and technical communities in support of preparing students to meet 8th grade math standards
- Possible Department of Defense Dependent Schools sign-on to participate in NAEP/TIMSS and to begin preparing students to meet those standards
- Meet with Council of Chief State School Officers to discuss testing proposal *Mar. 17-18*
- ED appoint and POTUS meet with testing advisory board of teachers and others

April:

- Education Roundtable on standards (use TIMSS video to highlight good teaching to standards)
- Kick-off event with Education Excellence Partnership (BRT, NAB, AFT, NGA, ED) and Major League Baseball to new PSA's urging higher standards

Timing to be determined:

- Bipartisan meeting with key members of Congress

• Go to Milwaukee to show turnaround

2. TALENTED TEACHERS IN EVERY CLASSROOM

Short term objectives:

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

Key Strategies:

- o **Identify promising practices for promoting excellence and accountability in teaching, and provide directory of federal resources available to support these practices**

Products to be released in response to Presidential Directive

- o **Highlight states and districts with effective approaches to recruitment, preparation, licensure, induction, evaluation and rewarding of classroom teachers.**
 - o Secretary's Conference on Teacher Recruitment and Preparation
 - o Continue National Awards Program for Model Professional Development
- o **Work with key groups, including NEA, AFT, NSBA and NASBE, CCSSO, AASA, colleges of education and institutions of higher education, NCATE, NPBTS, etc. to build support for effective state and local practices, and for Administration legislative proposals**
 - o Create Partnership for Excellence and Accountability in Teaching
- o **Focus ED research, development and dissemination resources on practices and policies to promote excellence and accountability in teaching**

Events/Activities:

April:

- WH event for national teacher of the year, also highlighting newly board-certified teachers and ED response to directive on excellence and accountability *Ed study*

Times to be determined:

- Visit to local union/school board program (e.g., NYC, Columbus) that removes incompetent teachers, or to other local union event: recognize existing efforts and challenge every union and local school board to do the same. Couple with guide/resource book from ED.
- Speak at summer AFT or NEA conference: focus on Board certification and on firing incompetent teachers

• Grad. speech to teachers college

x Pass a tight test in sci smth before you come into classroom

→ Options memo on Teaching - low foginess etc

→ Teacher group → how to get good people into profession (K. Townsend)

3. AMERICA READS CHALLENGE

Short term objectives:

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

Key Strategies:

- o **Build on existing Read*Write*Now effort, with special emphasis on increasing number of students in summer reading program**
- o **State and local sign-on to America Reads, where possible tied to sign-on to national 4th grade reading test**

Events/Activities:

March:

- Kick-off event for transmittal of America Reads Legislation
- Announce formation of America Reads Network, a coalition of 60 national organization ED has been working with to promote reading improvement.
- Announce new America Reads products: (1) Early Childhood Kit for parents and care givers to encourage early language development from birth through 5 years old; (2) America Reads Challenge: Read*Write*Now!, a kit of learning activities for parents to use with kids from birth through sixth grade.

April/May:

- Kick-off event for America Reads Summer Reading Challenge, to get 1.5 million children to read 30 minutes per day over the summer.

4. EARLY LEARNING

Short term objectives:

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

Key Strategies:

- o **WH conference on early brain development, tied in to Reiner campaign**
- o **Make sure that all federal programs reaching parents and young children incorporate lessons from neuroscience into design and operation. Programs include Head Start PAFT, G2K Parent Resource Centers, and Education Department's Family Involvement Partnership, etc. to spread word about brain development**

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

5. CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

Short term objectives:

1. Increase the number of states with charter schools legislation from 25 in 1996 to 30 by the end of 1997, and 35 by the end of 1998.
2. Increase the number of charter schools from 500 to 1,000 by the beginning of the 1998 school year.
 - o Newly chartered schools should focus on clear standards of student achievement, for which they will be accountable.
3. Secure \$100 million appropriation for charter schools program
4. Focus attention of policymakers, advocates and educators on key issues in the development of charter schools, including:
 - o effective approaches to starting and supporting charter schools
 - o the importance of strong accountability provisions for charter schools
 - o effective ways of using charter schools to stimulate and inform improvement of all schools
 - o use of charter schools as one tool in intervening in low performing schools
5. Increase in the number of states and school districts that:
 - o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - o require students to meet standards before moving from one school level to the next [set target]
6. Enlist 3-5 large school systems to work together to design and implement model district-wide school choice plans.

Key Strategies

- o **Target states considering charter school legislation this session with visits by President, Vice President or Secretary, where such visits can help gain enactment of legislation**

Target states: Missouri, Washington

President's speech in at least one legislature should clearly address accountability issues pertaining to charter schools

- o **Use announcements of federal charter schools grants to highlight states with strong charter schools laws and promising examples of charter schools**

- o Produce a series of charter schools evaluations, reports and guides to focus attention of advocates and policymakers on key issues needing attention in the design and implementation of charter schools laws.**

- o Promote accountability for performance by vigorous implementation of Title 1 requirement that states and school districts intervene in failing schools**
 - o Hold national conference for educators, parents, business and others, focusing on effective ways of dealing with failing schools

 - o Provide guidance to Title 1 schools on parental involvement

6. SAFE, DISCIPLINED AND DRUG-FREE SCHOOLS

Short term objectives:

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

7. SCHOOL CONSTRUCTION

Short term objectives:

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

8. OPENING WIDE THE DOORS TO COLLEGE

Short term objectives:

1. Enact HOPE Scholarship and tax proposals, including tax credits, tax and tax free savings
2. Enact Pell Grant increase and expanded eligibility
3. Enact Presidential Honors Scholarship
4. Enact increased appropriations for Work-Study and TRIO programs
5. Increase the number of states establishing HOPE scholarships, pre-paid tuition plans, or other measures to make college more affordable for lower- and middle-class families

Key Strategies:

1. Legislative Strategy

2. Post-enactment Strategy

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

9. LIFELONG LEARNING

Short term objectives:

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

10. TECHNOLOGY

DRAFT

EDUCATION STRATEGY

**A Six-Month Work Plan for the Administration's
Ten Education Initiatives**

February 24, 1997

HIGHER EDUCATION STRATEGY

State of the Union Proposals:

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

Strategic Goals:

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

This Week:

- Secretary Riley speech in Atlanta on 2/18
- Speech to ACE conference on 2/24
- Speech to Historically Black College and Universities (HBCU) conference on 2/24
- Follow-up outreach and discussions from Education Department and White House with HBCU leadership on Pell Grants, HOPE Scholarships, and all elements of the higher ed proposal
- Receive endorsements from ACE and community college group
- Secretary Riley meets with community college presidents and trustees on 2/24
- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Education Department drafts letter to be signed by hundreds of university and community college presidents endorsing higher education initiatives and gathers signatures
- Education Department compiles list of every college association and begins outreach effort to these groups
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events
- Regional op-eds by college presidents on higher education initiatives (Education)
- Release Gov. Zell Miller op-ed on how well HOPE works in Georgia
- Following up on POTUS events, press calls by Riley, Sperling, others to targeted media addressing evidence that HOPE does not cause grade or tuition inflation

Next Month:

- **March 3: Direct Loan 2000 event for VPOTUS or First Lady to attend**
- **Event to release letter endorsing higher education initiatives signed by hundreds of university and community college presidents**
- **Release state-by-state analysis of Pell Grant and education tax proposals (Treasury and Education)**
- **Release Summers op-ed on long-term economic benefits of higher ed package**
- **Continue outreach to college associations**

Next Six Months:

- **VPOTUS and Secretary Riley conduct telephone press conference with student newspapers across country**
- **Education Department and White House continue outreach to college associations**

AMERICA READS STRATEGY

State of the Union Proposal:

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

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

Strategic Goals:

- Develop and sustain bipartisan support for initiative, including Governors and members of Congress
- Demonstrate through events, speeches, and validation that America Reads is a serious educational proposal

— Emily Hilley

This Week:

- POTUS event in Boston with Jump Start group on 2/19
- POTUS/HRC event at DC public school with 7 area college presidents on tutoring reading and college work study on 2/21
- POTUS speech to ACE conference reissuing challenge on college work study and announcing that over 80 college presidents have already pledged to participate
- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Legislative Affairs develops legislative proposal
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events
- NEC to hold joint school construction and America Reads meeting to lay out legislative, intergovernmental, and communications strategy with agency and White House staff participation
- Intergovernmental: Hale, Rasco, and Education staff to gather information on children's reading programs and funding levels of Republican governors (e.g., Bush, Wilson, Engler) and others (New York City School Superintendent Rudy Crews)
- Legislative: Hilley and staff provide information on where bipartisan congressional support for the America Reads initiative exists

Next Month:

- Rollout legislative proposal using success stories to validate seriousness and value of the program
- Continue to build broad grassroots coalition for early literacy through outreach to mayors, governors, educational institutions
- Use event to highlight states or cities with statewide tutoring programs (e.g., Michigan, Delaware, Boston)
- Create event in DC with George Farkus's "one-on-one" group from Texas; invite Rep. Goodling and other members of Congress
- Raise for discussion in budget working group meetings on the Hill

Next Six Months:

- Department of Education and Corporation for National Service continue to recruit college presidents that are pledging work study slots for reading tutors
- Continue to build broad grassroots coalition for early literacy through outreach to mayors, governors, educational institutions

SCHOOL CONSTRUCTION STRATEGY

State of the Union Proposal:

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

Strategic Goals:

- Develop and sustain bipartisan support for initiative

This Week:

- Decision memo to POTUS
- NEC Working Group and Legislative Affairs to review Education-drafted legislation and sectional analysis; resolve any outstanding issues
- Secretary Riley testifies on all education proposals on 2/27
- Decide how to handle Sen. Graham/4.3¢ initiative

This Month:

- NEC to hold joint school construction and America Reads meeting to lay out legislative, intergovernmental, and communications strategy with White House staff, Treasury, Education, and other agency participation
- Potential Connie Lee deal-closing on 2/27
- Outreach to mayors, governors, others
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

Next Month:

- Submit legislation to Congress
- Launch rollout effort
- Release state-by-state data on Administration's school construction and rehab figures
- Potential Connie Lee event for POTUS in the District
- March 16: Sperling speaks to annual legislative conference of Council of the Great City Schools
- Potential events in Alabama and Florida (Sen. Graham)
- Announce submission of legislation and conduct events with Sen. Moseley-Brawn

and Rep. Nita Lowey

Next Six Months:

- Continue holding events to highlight initiative

TECHNOLOGY LITERACY STRATEGY

State of the Union Proposal:

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

Strategic Goals:

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

This Week:

- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Reinstate Ed Tech working group meetings to focus on achieving broad goals
- Public Liaison, Intergovernmental, policy councils, and others continue outreach to business, labor, educators, state Departments of Education, elected officials, celebrities, and volunteers to broaden and deepen support for NetDay
- Task Education Department to develop rollout strategy for educational technology grants

Next Month:

- Outreach to two CEO groups formed to meet President's challenge: Corporate Commission on Educational Technology and CEO Forum on Education Technology
- Legislative Affairs: develop appropriations strategy for \$500 million in funding
- March 5-6: CEO Forum will meet in DC and wants to invite POTUS or VPOTUS; the group is developing metrics for evaluating national progress towards the President's goals

- Hold DC NetDay with First Lady or other high-level White House participation

Next Six Months:

- April 7-11 -- World Wide Web Conference in California: possible industry consortium to increase access to the web for people with disabilities; Dole invited; possible event for POTUS, VPOTUS, or First Lady
- April 19: NetDay
- May: Final action by FCC on \$2.25 billion on discounts for schools and libraries
- Develop initiatives in teacher training and content, possibly linked to America Reads and "first in the world in math and science"
- Develop event around release of report by PCAST (President's Council of Advisers on Science and Technology) on ed tech; will recommend increasing funding for ed tech research and development

EDUCATIONAL STANDARDS STRATEGY

State of the Union Proposal:

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

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

This Week:

- Highlight issue at ACE speech on 2/24
- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Continue to seek endorsements from key local constituencies to promote national efforts and to promote state and local participation
- Legislative Affairs to consult with bipartisan leadership
- Possible addresses by POTUS to state legislature in Michigan
- Release National Assessment of Education Progress national math scores at event
- Presidential Directive to OSTP, Department of Education and NSF and other agencies to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards
- Presidential Directive to Department of Defense Dependent Schools to participate in NAEP/TIMSS and to begin preparing students to meet those standards
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

Next Month:

- State endorsement event: visit state or hold meeting at White House with officials from 4-8 states committed to participating in national testing
- Secretary Riley and others begin meeting with editorial boards
- Encourage favorable op-eds from bipartisan opinion leaders (e.g., Ravitch, Price)
- Education Department begins to work with outside groups to develop tests

- Education Roundtable on standards

Next Six Months:

- Possible addresses by POTUS to state legislatures in Montana, North Dakota, and Colorado
- Mobilize math/science community to help prepare for meeting 8th grade math standards
- Continue process of seeking commitment from critical mass of states to participate in 1999 test administration
- Launch test development with teachers advisory committee, test developers

MASTER TEACHERS STRATEGY

State of the Union Proposal:

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

This Week:

- Secretary Riley testifies on all education proposals on 2/27

This Month:

Next Month:

- Major speech by POTUS on teacher quality and standards before teaching organization or program that supports such a policy (local AFT or NEA)
- Challenge states and local districts to use National Board for Professional Teaching Standards (NBPTS) standards and certified teachers
- Education Department conducts events, outreach highlighting effective practices to improve teaching

Next Six Months:

- Need to spotlight the National Board for Professional Teaching Standards by using event to announce the teachers who receive NBPTS certification this spring
- Need to spotlight effective local practices through events, op-eds.
- Education Department develops legislative proposal as part of Higher Education Act Reauthorization

EARLY LEARNING STRATEGY

State of the Union Proposal:

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

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

This Week:

- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Select private sector (medical and scientific community) chairs for conference
- Begin list of participants for conference
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

Next Month:

- Outreach to interest groups, mayors, governors, others for participation in conference
- Plan Head Start events at pre-school programs for principals

Next Six Months:

- Convene White House conference

LIFELONG LEARNING STRATEGY

State of the Union Proposal:

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

This Week:

- Secretary Riley testifies on all education proposals on 2/27
- Memo drafted by B. White laying out issues to POTUS

This Month:

- Working group considering how to best propose legislation and relation to HOPE Scholarships
- Group needs to think of fast track link
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

Next Month:

- Launching of initiative through principal and cabinet events (reinvention event for VP)

Next Six Months:

PUBLIC SCHOOL CHOICE AND CHARTER SCHOOLS STRATEGY

State of the Union Proposal:

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

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

This Week:

- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Education Department and NEC/DPC begin tracking charter school creation
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

Next Month:

- Speech to state legislature on charter schools (e.g., Washington, Missouri)
- Release charter schools grants and reports to focus attention
- Push for larger funding for charter school grants through budget process
- Launch initiative with principal visiting a model charter school

Next Six Months:

- Major POTUS speech clarifying position on charter schools (especially regarding accountability), highlighting effective charter school laws and effective charter schools, and challenging additional states to enact charter schools legislation

SAFE AND DISCIPLINED SCHOOLS STRATEGY

State of the Union Proposals:

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

This Week:

- Secretary Riley testifies on all education proposals on 2/27

This Month:

- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

Next Month:

- Pursue juvenile justice bill in bipartisan leadership meetings

Next Six Months:

OVERVIEW OF EDUCATION STRATEGY

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

1. 40+ states signed up to administer 4th and 8th grade tests in 1999
 - o 20+ states signed up by end of 1997
2. Tests are piloted in 1998, and available for nationwide use in Spring 1999
 - o Contract for test development awarded and work proceeding on schedule
 - o Licenses awarded to test publishers, states and local districts for use of test
3. National Partnerships/Mobilization efforts for improving reading and math achievement in place, by the end of 1997. These efforts, including America Reads, are designed to help students reach standards for 4th grade reading and 8th grade math by promoting use of effective practices, improving curriculum and teaching, and providing additional, after-school help to students who need it.
 - o X states have comparable efforts in place by end of 1997

Key Strategies:

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

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, Washington D.C.
- ▶ **Gain endorsements from key constituency groups to promote national efforts and to promote state and local participation:**

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

Encourage Secretary Riley and appropriate senior WH and ED staff to meet with editorial boards while traveling over the next few months.
- ▶ **Use Announcements of Grant Awards, Reports and Studies to highlight Priority**

Issues

Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

Events/Activities for standards and tests

February:

- Maryland sign-on event

March:

- Michigan sign-on event
- POTUS meeting with standards experts to discuss future directions for our effort; enlist as many experts as possible to become advocates for our efforts.
- Presidential Directive to OSTP, ED and NSF and other agencies, to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards, and to coordinate national mobilization of scientific, mathematical and technical communities in support of preparing students to meet 8th grade math standards
- Possible Department of Defense Dependent Schools sign-on to participate in NAEP/TIMSS and to begin preparing students to meet those standards
- Meet with Council of Chief State School Officers to discuss testing proposal
- ED appoint and POTUS meet with testing advisory board of teachers and others

April:

- Education Roundtable on standards (use TIMSS video to highlight good teaching to standards)
- Kick-off event with Education Excellence Partnership (BRT, NAB, AFT, NGA, ED) and Major League Baseball to new PSA's urging higher standards

Timing to be determined:

- Bipartisan meeting with key members of Congress

2. TALENTED TEACHERS IN EVERY CLASSROOM

Short term objectives:

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

Key Strategies:

- o **Identify promising practices for promoting excellence and accountability in teaching, and provide directory of federal resources available to support these practices**

Products to be released in response to Presidential Directive

- o **Highlight states and districts with effective approaches to recruitment, preparation, licensure, induction, evaluation and rewarding of classroom teachers.**
 - o Secretary's Conference on Teacher Recruitment and Preparation
 - o Continue National Awards Program for Model Professional Development
- o **Work with key groups, including NEA, AFT, NSBA and NASBE, CCSSO, AASA, colleges of education and institutions of higher education, NCATE, NPBTS, etc. to build support for effective state and local practices, and for Administration legislative proposals**
 - o Create Partnership for Excellence and Accountability in Teaching
- o **Focus ED research, development and dissemination resources on practices and policies to promote excellence and accountability in teaching**

Events/Activities:

April:

- WH event for national teacher of the year, also highlighting newly board-certified teachers and ED response to directive on excellence and accountability

Times to be determined:

- Visit to local union/school board program (e.g., NYC, Columbus) that removes incompetent teachers, or to other local union event: recognize existing efforts and challenge every union and local school board to do the same. Couple with guide/resource book from ED.
- Speak at summer AFT or NEA conference: focus on Board certification and on firing incompetent teachers

3. AMERICA READS CHALLENGE

Short term objectives:

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

Key Strategies:

- o **Build on existing Read*Write*Now effort, with special emphasis on increasing number of students in summer reading program**
- o **State and local sign-on to America Reads, where possible tied to sign-on to national 4th grade reading test**

Events/Activities:

March:

- Kick-off event for transmittal of America Reads Legislation
- Announce formation of America Reads Network, a coalition of 60 national organization ED has been working with to promote reading improvement.
- Announce new America Reads products: (1) Early Childhood Kit for parents and care givers to encourage early language development from birth through 5 years old; (2) America Reads Challenge: Read*Write*Now!, a kit of learning activities for parents to use with kids from birth through sixth grade.

April/May:

- Kick-off event for America Reads Summer Reading Challenge, to get 1.5 million children to read 30 minutes per day over the summer.

4. EARLY LEARNING

Short term objectives:

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

Key Strategies:

- o **WH conference on early brain development, tied in to Reiner campaign**
- o **Make sure that all federal programs reaching parents and young children incorporate lessons from neuroscience into design and operation. Programs include Head Start PAFT, G2K Parent Resource Centers, and Education Department's Family Involvement Partnership, etc. to spread word about brain development**

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

5. CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

Short term objectives:

1. Increase the number of states with charter schools legislation from 25 in 1996 to 30 by the end of 1997, and 35 by the end of 1998.
2. Increase the number of charter schools from 500 to 1,000 by the beginning of the 1998 school year.
 - o Newly chartered schools should focus on clear standards of student achievement, for which they will be accountable.
3. Secure \$100 million appropriation for charter schools program
4. Focus attention of policymakers, advocates and educators on key issues in the development of charter schools, including:
 - o effective approaches to starting and supporting charter schools
 - o the importance of strong accountability provisions for charter schools
 - o effective ways of using charter schools to stimulate and inform improvement of all schools
 - o use of charter schools as one tool in intervening in low performing schools
5. Increase in the number of states and school districts that:
 - o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - o require students to meet standards before moving from one school level to the next [set target]
6. Enlist 3-5 large school systems to work together to design and implement model district-wide school choice plans.

Key Strategies

- o **Target states considering charter school legislation this session with visits by President, Vice President or Secretary, where such visits can help gain enactment of legislation**

Target states: Missouri, Washington

President's speech in at least one legislature should clearly address accountability issues pertaining to charter schools

- o **Use announcements of federal charter schools grants to highlight states with strong charter schools laws and promising examples of charter schools**

- o **Produce a series of charter schools evaluations, reports and guides to focus attention of advocates and policymakers on key issues needing attention in the design and implementation of charter schools laws**

- o **Promote accountability for performance by vigorous implementation of Title 1 requirement that states and school districts intervene in failing schools**
 - o Hold national conference for educators, parents, business and others, focusing on effective ways of dealing with failing schools

 - o Provide guidance to Title 1 schools on parental involvement

6. SAFE, DISCIPLINED AND DRUG-FREE SCHOOLS

Short term objectives:

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

7. SCHOOL CONSTRUCTION

Short term objectives:

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

8. OPENING WIDE THE DOORS TO COLLEGE

Short term objectives:

1. Enact HOPE Scholarship and tax proposals, including tax credits, tax and tax free savings
2. Enact Pell Grant increase and expanded eligibility
3. Enact Presidential Honors Scholarship
4. Enact increased appropriations for Work-Study and TRIO programs
5. Increase the number of states establishing HOPE scholarships, pre-paid tuition plans, or other measures to make college more affordable for lower- and middle-class families

Key Strategies:

1. Legislative Strategy

2. Post-enactment Strategy

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

9. LIFELONG LEARNING

Short term objectives:

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

10. TECHNOLOGY

MARCH

Stds School contruc.

HOPE
READS - 30,000

Teachers
Discipline
Mid Day 4/19

Probs ^{Gooding}
Pends - volunteers
HOPE - elites
Teachers
Hospitals

ACE M

NAEP

Michigan Mar. 5

Chief State School Officers Mar. 16-17th

→ MIKE

Alabama/Tennessee Mar. 13 → EO military

Florida Mar. 15th → or N. Carolina/Teachers

Illinois Mar. 26th (Florida or Colorado)

Colorado Mar. 25th charters (announce stds.) → ^{study/}guidebook

Ohio Teachers disruptive

draft draft draft draft draft

→ Get TIMSS video to show
HRC/PoTVS
→ TEACHING INITIATIVE

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
 MIKE COHEN

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

Attached is an overview of a proposed strategy for implementing your education agenda. It is focused on clear objectives, achievable within the next 12-18 months, that will lead to reaching the goals you established for each of the 10 challenges in your Call to Action.

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

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

OVERVIEW OF EDUCATION STRATEGY

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

1. 40+ states signed up to administer 4th and 8th grade tests in 1999
 - o 20+ states signed up by end of 1997
2. Tests are piloted in 1998, and available for nationwide use in Spring 1999
 - o Contract for test development awarded and work proceeding on schedule
 - o Licenses awarded to test publishers, states and local districts for use of test
3. National Partnerships/Mobilization efforts for improving reading and math achievement in place, by the end of 1997. These efforts, including America Reads, are designed to help students reach standards for 4th grade reading and 8th grade math by promoting use of effective practices, improving curriculum and teaching, and providing additional, after-school help to students who need it.
 - o X states have comparable efforts in place by end of 1997

Key Strategies:

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

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, Washington D.C.
- ▶ **Gain endorsements from key constituency groups to promote national efforts and to promote state and local participation:**

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

▶ **Generate Favorable Editorial Coverage (with a focus on standards/testing initiative)**

Encourage favorable op-eds from bipartisan opinion leaders (e.g., Ravitch, Price)

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

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

Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

Events/Activities for standards and tests

February:

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

STANDS?

STANDS?

March:

- State endorsement event -- visit to state, or meeting in WH with officials from 4-8 states committed to participating in national testing
- ED appoint and POTUS meet with testing advisory board of teachers and others

WHEN?

- Education Roundtable on standards (use TIMSS video to highlight good teaching to standards)
- Bipartisan meeting with key members of Congress

2. TALENTED TEACHERS IN EVERY CLASSROOM

Short term objectives:

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

Key Strategies:

- o **Identify promising practices for promoting excellence and accountability in teaching, and provide directory of federal resources available to support these practices**

Products to be released in response to Presidential Directive
- o **Highlight states and districts with effective approaches to recruitment, preparation, licensure, induction, evaluation and rewarding of classroom**

teachers.

- o Secretary's Conference on Teacher Recruitment and Preparation
- o Continue National Awards Program for Model Professional Development

- o **Work with key groups, including NEA, AFT, NSBA and NASBE, CCSO, AASA, colleges of education and institutions of higher education, NCATE, NPBTS, etc. to build support for effective state and local practices, and for Administration legislative proposals**

- o Create Partnership for Excellence and Accountability in Teaching

- o **Focus ED research, development and dissemination resources on practices and policies to promote excellence and accountability in teaching**

Events/Activities:

April:

WH event for national teacher of the year, also highlighting newly board-certified teachers and ED response to directive on excellence and accountability

Times to be determined:

Presidential visit to localities with effective approaches to rewarding and removing teachers, or other related practices

Presidential visit to state legislature, with focus on teaching issues

3. AMERICA READS CHALLENGE

Short term objectives:

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

Key Strategies:

- o **Build on existing Read*Write*Now effort, with special emphasis on increasing number of students in summer reading program**
- o **State and local sign-on to America Reads, where possible tied to sign-on to national 4th grade reading test**

4. EARLY LEARNING

Short term objectives:

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

Key Strategies:

- o **WH conference on early brain development, tied in to Reiner campaign**
- o **Make sure that all federal programs reaching parents and young children incorporate lessons from neuroscience into design and operation. Programs include Head Start PAFT, G2K Parent Resource Centers, and Education Department's Family Involvement Partnership, etc. to spread word about**

brain development

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

5. CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION**Short term objectives:**

1. Increase the number of states with charter schools legislation from 25 in 1996 to 30 by the end of 1997, and 35 by the end of 1998.
2. Increase the number of charter schools from 500 to 1,000 by the beginning of the 1998 school year.
 - o Newly chartered schools should focus on clear standards of student achievement, for which they will be accountable.
3. Secure \$100 million appropriation for charter schools program
4. Focus attention of policymakers, advocates and educators on key issues in the development of charter schools, including:
 - o effective approaches to starting and supporting charter schools
 - o the importance of strong accountability provisions for charter schools
 - o effective ways of using charter schools to stimulate and inform improvement of all schools

- o use of charter schools as one tool in intervening in low performing schools
5. Increase in the number of states and school districts that:
- o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - o require students to meet standards before moving from one school level to the next [set target]
6. Enlist 3-5 large school systems to work together to design and implement model district-wide school choice plans.

Key Strategies

- o **Target states considering charter school legislation this session with visits by President, Vice President or Secretary, where such visits can help gain enactment of legislation**

Target states: Missouri, Washington

- o **Use announcements of federal charter schools grants to highlight states with strong charter schools laws and promising examples of charter schools**

- o **Produce a series of charter schools evaluations, reports and guides to focus attention of advocates and policymakers on key issues needing attention in the design and implementation of charter schools laws**

- o **Promote accountability for performance by vigorous implementation of Title 1 requirement that states and school districts intervene in failing schools**

- o Hold national conference for educators, parents, business and others, focusing on effective ways of dealing with failing schools

- o Provide guidance to Title 1 schools on parental involvement

| ✓

| STANS

| ED?

6. SAFE, DISCIPLINED AND DRUG-FREE SCHOOLS

Short term objectives:

1. ^{Count} Increase the number of school districts which require expulsion and police notification if weapons are brought to campus
2. More effectively focus Safe and Drug-Free Schools Program funds on proven, effective practices for increasing safety and reducing drug use.
3. Secure funding for After School Learning Centers in the 21st Century Community Learning Center program, so that 800 -1,000 inner-city and rural schools can remain open in evenings and weekends to provide safe havens and increased learning opportunities, and to reduce juvenile violence and substance abuse.

Private
sector?

4. Promote schools-within-schools, mentoring programs, and other means of creating more personalized, nurturing environments for middle and high school students
5. Increase the number of: (1) high school students involved in service; (2) states and school districts that require service for high school graduation; and, (3) states and school districts that encourage and provide opportunities for service by high school students

7. SCHOOL CONSTRUCTION

Short term objectives:

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

8. OPENING WIDE THE DOORS TO COLLEGE

Short term objectives:

1. Enact HOPE Scholarship and tax proposals, including tax credits, tax and tax free savings
2. Enact Pell Grant increase and expanded eligibility
3. Enact Presidential Honors Scholarship
4. Enact increased appropriations for Work-Study and TRIO programs

5. Increase the number of states establishing HOPE scholarships, pre-paid tuition plans, or other measures to make college more affordable for lower- and middle-class families

Key Strategies:

1. Legislative Strategy

2. Post-enactment Strategy

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

9. LIFELONG LEARNING

Short term objectives:

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

Ed Sheet sub,
2-13-97

OVERVIEW OF EDUCATION STRATEGY

I. STANDARDS & TESTS / EDUCATION REFORMS:

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

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

Enlist critical mass of states and cities behind standards/testing initiative and education reforms

Initial target states for standards/testing: Maryland, Michigan, Colorado, North Carolina, Delaware, California, Ohio, *Indiana*

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

Initial target states for charter schools: Missouri, Washington

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

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

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

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

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

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

* Teachers

Catholic school support
Stds Web page
Gerstner + Gates
Parents Handbook

Citizens group
Parents for Stds
Service Summit
Chamber of Commerce
Whalley or Podesta
Microsoft

PTA

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

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

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

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

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

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

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

Events/Activities for standards and tests, education reforms

February:

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

March:

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

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

April

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

II. LEGISLATIVE EDUCATION AGENDA

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

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

1. Keep the primary focus on the national standards/testing proposal, to get it clear in the public mind, to build momentum behind it, and to make it more difficult for the opposition on the right to get a foundation for effective attack.
2. Pay period public attention to related reform agenda, as a way of speaking to different audiences, keeping those issues alive, and making news that will keep an overall focus on education
3. Do enough to keep the legislative ball moving forward on issues requiring Congressional action. (note: this piece needs to be filled in in conjunction with budget strategy and with the process following up Tuesday's meeting with the Congressional leadership and the Education Working Group Riley will head up.)

I'll call you in the morning. If you want in to conference in to the AFT meeting, I should be able to, and I would like to be part of that discussion if possible.

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Pilot tests in 1998; go nationwide in 1999
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Wire every classroom and library by 2000
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Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, Washington D.C.

Initial target states for charter schools: Missouri, Washington

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

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

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

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

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

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

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

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

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

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

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- State endorsement event -- visit to state, or meeting in WH with officials from 4-8 states committed to participating in national testing
- Speech to state legislature on charter schools (Washington, Missouri are possibilities)
- ED appoint and POTUS meet with testing advisory board of teachers and others
- Education Roundtable on standards (use TIMSS video to highlight good teaching to standards)
- Bipartisan meeting with key members of Congress

April

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

II. LEGISLATIVE EDUCATION AGENDA

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

- ▶ **Goals: Balanced budget agreement that funds key priorities: Education tax cut; \$ for literacy program; \$ for school construction**
Pass training bill that includes skill grants

- ▶ Follow-up Bipartisan leadership meeting with education working group led by Secretary Riley

- ▶ Hold Education Days at WH, giving key members and their constituencies a chance to discuss education issues

- ▶ Grass roots mobilization of constituency groups around budget, 10-point Call to Action, and specific legislative proposals

- ▶ Promote other Administration legislative priorities -- including reauthorization of Special Education and Vocational and Adult Education Acts



Bruce:

Attached is:

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

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

Mike

CHARTER MAP
 STDS MAP
 COPY OF EDUC WEEK

13 pages

PARANOM Involvement - PARENTS HANDBK.
 Govs.
 GERSMER/GATES

202 362-0493

RETAIL SALES - chiefs + gov.
 - Chief state school officer

WHAT WORKS, Inc - Best practices
 TITLE 1 -
 TIMSS. video

draft

draft

draft

draft

draft

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
MIKE COHEN

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

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

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

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

OVERVIEW OF EDUCATION STRATEGY**1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE****Short term objectives:**

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

2. TALENTED TEACHERS IN EVERY CLASSROOM

Short term objectives:

- 1. Secure appropriations for National Board for Professional Teaching Standards
- 2. Introduce legislation (as part of Higher Education Act reauthorization) to strengthen teacher preparation, recruitment and induction
- 3. Increase the number of states and school districts that effectively reward excellence in teaching and remove incompetent teachers quickly and fairly [set target]

OR

- o Identify and highlight effective approaches to rewarding excellence in teaching, and removing incompetent teachers
- 4. Identify and highlight proven, effective programs for professional development

OR

- o Increase the number of states and school districts that use proven, effective programs for professional development

OR

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

3. AMERICA READS CHALLENGE

Short term objectives:

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

4. EARLY LEARNING**short term objectives:**

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

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

5. CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

Short term objectives:

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

Pub. school choice?

6. SAFE, DISCIPLINED AND DRUG-FREE SCHOOLS

Short term objectives:

- 1. ^(Determine) Increase the number of school districts which require expulsion and police notification if weapons are brought to campus
- 2. More effectively focus Safe and Drug-Free Schools Program funds on proven, effective practices for increasing safety and reducing drug use.
- 3. Secure funding for community schools initiative, and increase the number of schools open in evenings and weekends to provide safe haven and increased learning opportunities from xxxx to yyyy.
- 4. Something on character education????
- 5. Increase in the number of high school students involved in service

OR

Increase in the number of states and school districts that require service for high school graduation

OR

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

7. SCHOOL CONSTRUCTION

Short term objectives:

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

8. OPENING WIDE THE DOORS TO COLLEGE

Short term objectives:

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

9. LIFELONG LEARNING

Short term objectives:

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

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

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

1. 40+ states signed up to administer 4th and 8th grade tests in 1999
 - o 20+ states signed up by end of 1997
2. Tests are piloted in 1998, and available for nationwide use in Spring 1999
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5. Increase in the number of states and school districts that:
 - o reward high performing or improving schools, and intervene in schools that are persistently low performing [set target]
 - o require students to meet standards before moving from one school level to the next [set target]
6. Develop proposal/options for Presidential consideration for approach to national testing at high school level

Key Strategies:

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

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

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

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

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

- ▶ **Highlight Promising National, State or Local Standards in a range of subjects and grade levels**

Highlight states, school districts, schools or significant projects that reflect high standards in reading and math, or high or improved student performance in 4th grade reading or 8th grade math.

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

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

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

Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

Events/Activities for standards and tests, education reforms

February:

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

March:

Education Strategy: Crosscutting Approaches

1. Legislative Strategy for: America Reads, School Construction, and HOPE

- ▶ Through Budget Reconciliation Process
- ▶ Education Days at WH - (iterson groups)
- oped strategy on HOPE - comm. college lobby
- ▶ Mobilization of constituency groups on 10-point plan and on specific proposals

2. State Strategy for: National Standards/Testing, Charter Schools, (Master Teachers, America Reads)

- ▶ Sign up bipartisan, critical mass of states ^{cities & groups} for testing proposal (e.g., Maryland, Michigan, N. Carolina, Colorado)
- * EOs on OSTP, DoD ~~DoD~~
- ▶ State Legislature events for charter schools
- ▶ Highlight states with tutoring initiatives, teacher standards
- * Meet w/T

3. Constituency Group Strategy

① Sign up states cities groups / Educ Reform Strategy

Key ~~states~~ target states (testing/charter)

Target cities:

Target groups: High price

Events/Actions:

- 1) App't advisory group / meet w/tech policy
- 2) DoD E.O. (5 OSTP)
- 3) NAEP gm push --
- 4) Educ. vid table / TIMSS vid eo
- 5) PDUFS write to state legis. to push tests, charter, ed tech
- 6) Bipartisan mtg w/Congress
- 7) Meet Bd. w/ly
- 8) charter writ
- 9) Discipline / After school - school uniforms

Feb

*

Mar

1

Key events

1. Standards/testing

Feb 25-27 release of NAEP math -- state event for POTUS (Michigan)

Math/Science directive

Rountable event to explain standards (TIMSS video)

Grasp endorsements

Appt advisory committee (meet w/ test makers)

2. Teacher standards

Mid march -- NBPTS ceremony for newly certified teachers; also coincides with deadline for teaching directive from October -- major speech on teaching standards/quality by POTUS

3. America Reads

tba -- President visits reading tutoring program (Delaware, Michigan, Boston....) and announces ED report on teaching kids to read, as well as reading partnership

4. Early Learning

April Conference + Rob Reiner stuff

5. Choice/ Charter Schools

April speech to state legislature (Washington)

6. Safe Schools, Values, Character Ed

7. School Construction

Visit school construction site anytime we want to

8. HOPE

9. G.I. Bill

10. Technology

Announce state technology grants as needed

May -- FCC rule on e-rate

SCHOOL CONSTRUCTION

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|---|--|--|---|-----------|
| <p>"My budget includes a new initiative -- \$5 billion to help communities finance \$20 billion in school construction over the next four years."</p> | <ul style="list-style-type: none"> • Supervision: Sperling NEC Working Group. • DoEd and Treasury have done focus groups with interested parties, but certain critical areas were left vague. • DoEd has drafted legislation and sectional analysis, with several issues outstanding. | <ul style="list-style-type: none"> • Decision memo to POTUS • Submit legislation to Hill • Launching of initiative • Outreach to mayors, governors, others | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • Sen. Moseley-Braun and Rep. Nita Lowey are (1) interested and (2) proprietary about this program. | |

EDUCATIONAL STANDARDS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|---|--|--|---|-----------|
| <p>“To help schools meet the standards and measure their progress, we will lead an effort over the next two years to develop national tests of student achievement in reading and math.”</p> <p>“Every state should adopt high national standards, and by 1999, every state should test every 4th grader in reading and every 8th grader in math to make sure these standards are met.”</p> | <p>• Supervision: Reed-DPC Process</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Seek commitment from critical mass of states to participate in 1999 test administration. • Gain endorsements from key local constituencies. • Mobilize math/science community to help prepare for meeting 8th grade math standards. | <ul style="list-style-type: none"> • DoEd works with outside groups to develop tests • White House review DoEd proposal and provide guidance. • Highlight issue with event at Maryland legislature (2/10) | <ul style="list-style-type: none"> • No legislation required, though consultations with bipartisan leadership appropriate. | |

MASTER TEACHERS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|--|---|---|-----------|
| <p>“My budget will enable 100,000 more to seek national certification as master teachers.”</p> | <ul style="list-style-type: none"> • Supervision: Reed-DPC Process • ED submitted budget to expand support from the National Board for Professional Teaching Standards (NBPTS). • ED completes work to highlight effective practices to improve teaching. <p>Strategies:</p> <ul style="list-style-type: none"> • Spotlighting NBPTS • Spotlighting effective local practices • Major speech on teacher quality/standards • Challenge states and local districts to use NBPTS standards and certified teachers | <ul style="list-style-type: none"> • White House review DoEd proposal. • Consider submitting legislation • Launching of initiative | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • ED develops legislative proposal as part of Higher Education Act Reauthorization. | |

AMERICA READS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|--|---|--|-----------|
| <p>“That’s why we have just launched the America Reads initiative -- to build a citizen army of one million volunteer tutors to make sure every child can read independently by the end of the 3rd grade.”</p> <p>“We want at least 100,000 college students to help. And tonight, I am pleased that 60 college presidents have answered my call, pledging that thousands of their work-study students will serve for one year as reading tutors.”</p> | <ul style="list-style-type: none"> • Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • \$2.5 billion over 5 years in FY 1998 budget. • DoEd and the Corporation for National Service are actively recruiting additional universities to participate. • 70 colleges have pledged 13,000 work study one-year commitments and 32,000 other one-year commitments over next five years. <p>Strategies:</p> <ul style="list-style-type: none"> • Highlight local and state reading initiatives • Build broad grassroots coalition for early literacy. • Continue to recruit tutors from higher ed and other sectors | <ul style="list-style-type: none"> • Develop legislative proposal • Update memos from Rasco at DoEd • Conduct event in DC with seven local participating colleges • Outreach to mayors, governors, others | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt | |

EARLY LEARNING

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|---|--|--|-----------|
| <p>“[The First Lady] and I are going to convene a White House Conference on Early Learning and the Brain this spring, to explore how parents and educators can best use these startling new findings.”</p> <p>“[T]his balanced budget expands Head Start to one million children by 2002.”</p> | <ul style="list-style-type: none"> • Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • FY 1998 budget increases Head Start funding by 55%, from \$2.8 billion in FY 1993 to \$4.3 billion in FY 1998 <p>Strategies:</p> <ul style="list-style-type: none"> • Convene White House conference • Coordinate with Rob Reiner initiative and with related outreach | <ul style="list-style-type: none"> • Select private sector (medical and scientific community) chairs for conference • Begin list of possible participants for conference • Outreach to interest groups, mayors, governors, others for participation • Head Start events at pre-school programs | <ul style="list-style-type: none"> • No legislative process necessary for conference; discuss Head Start strategy with Daschle and Gephardt • Possibly involve appropriate members | |

PUBLIC SCHOOL CHOICE AND CHARTER SCHOOLS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|--|---|--|-----------|
| <p>“We should also make it possible for more parents and teachers to start charter schools.”</p> <p>“Our plan will help America to create 3,000 of these charter schools by the next century -- nearly seven times as there are in the country today. . .”</p> | <ul style="list-style-type: none"> • Supervision: Reed-DPC Process. • \$51 million in FY 1997 budget for charter schools <p>Strategies:</p> <ul style="list-style-type: none"> • Challenge additional states to enact charter schools legislation • Highlight effective charter school laws and effective charter schools • Major speech to clarify POTUS views on charter schools, especially regarding accountability • Release charter schools grants and reports to focus attention | <ul style="list-style-type: none"> • DoEd and NEC/DPC begin tracking charter school creation • Push for larger funding for charter school grants through budget process • Launching of initiative with principal conducting event at a model charter school • Outreach to mayors, governors, others | <ul style="list-style-type: none"> • No legislation needed; key action is appropriations. | |

SAFE & DISCIPLINED SCHOOLS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|--|------------------------|--|-----------|
| <p>“We must teach our children to be good citizens. And we must continue to promote order and discipline, supporting communities that introduce school uniforms, impose curfews, enforce truancy laws, remove disruptive students from the classroom, and have zero tolerance for guns and drugs in school.”</p> | <ul style="list-style-type: none"> • Supervision: Reed DPC Working Group. • \$50 million after-school program in juvenile justice bill | | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • Pursue juvenile justice bill in bipartisan leadership meetings | |

OPENING THE DOORS OF COLLEGE

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|---|--|---|---|-----------|
| <p>"I propose America's HOPE Scholarship . . . two years of a \$1,500 tax credit for college tuition, enough to pay for the typical community college. I also propose a tax deduction of up to \$10,000 a year for all tuition after high school; an expanded IRA you can withdraw from tax free for education; and the largest increase in Pell Grant scholarships in 20 years."</p> | <ul style="list-style-type: none"> • Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • Tax provisions submitted as part of FY97 budget proposal. • FY98 budget increases Pell Grant scholarships by \$1.7 billion in aid over FY97, and expanded eligibility for at least 348,000 more students. | <ul style="list-style-type: none"> • Event with POTUS in Georgia after SOTU (2/5) • Develop plan to stress that package helps to save tax-free for college • Develop communications plan for tax proposal (op-ed by Gov. Miller) • Outreach to all education groups (teachers, student organizations, universities, parents groups) | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • Begin Hill campaign of tax cut for students and families vs. tax cut for rich | |

LIFELONG LEARNING

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|---|---|--|-----------|
| <p>“My G.I. Bill for America’s Workers will transform the confusing tangle of federal training programs into a simple skill grant to go directly into eligible workers’ hands. For too long, this bill has been sitting on that desk there without action - - I ask you to pass it now.”</p> | <ul style="list-style-type: none"> • Supervision: Working Group considering how to best propose legislation and relation to HOPE Scholarships. | <ul style="list-style-type: none"> • Decision memo to POTUS • Launching of initiative through principal and cabinet events; create reinvention focus for VPOTUS • Outreach to labor, business, mayors, governors, others | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt | |

INTERNET: CONNECTING CLASSROOMS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|---|--|---|--|---|
| <p>"Last year, I challenged America to connect every classroom and library to the Internet by the year 2000, so that, for the first time in our history, children in the most isolated rural towns, the most comfortable suburbs, the poorest inner city schools, will have the same access to the same universe of knowledge."</p> | <ul style="list-style-type: none"> • Supervision: Meetings held on an as-needed basis between White House (NEC, DPC, OSTP, OVP) and DoEd. • First year of appropriations for Technology Literacy Challenge Fund is approved by Congress: \$200 million approp of \$2 billion total. • DoEd is in the process of making awards. • Net Days held in more than 40 states. Half of California schools now connected. | <ul style="list-style-type: none"> • Increase staff at DoEd working on educational technology. • Broaden and deepen support for NetDay with business, labor, educators, state Departments of Education, elected officials, celebrities, and volunteers. • DC NetDay with First Lady or other high-level White House participation. • POTUS and VPOTUS joint radio address (2/9) • Rollout strategy on FY97 educational technology grants | <ul style="list-style-type: none"> • Build support for \$500 million Presidential request on educational technology, and on FCC action. | <ul style="list-style-type: none"> • March 5-6: CEO Forum in DC -- wants to meet with POTUS or VPOTUS. This group is developing metrics for evaluating national progress towards the President's goals. • April 19: NetDay. • May. Final action by FCC on \$2.25 billion on discounts for schools and libraries. |

INTERNET: CONNECTING CLASSROOMS (continued)

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|-----------------------------|---|---|---------------------|-----------|
| | <ul style="list-style-type: none"> • Two CEO groups have formed to meet President's challenge: Corporate Commission on Educational Technology and CEO Forum on Educational Technology. | <ul style="list-style-type: none"> • Work with FCC on discounts for schools and libraries under 1996 Telecom Act (Note: some telecom companies have concerns with draft proposal, and could challenge it in courts.) • POTUS or VPOTUS meetings with CEO groups, continue to identify possible initiatives that industry could support • Develop initiatives in teacher training and content, possibly linked to "America Reads," and "first in the world in math and science." • Release PCAST (President's Council of Advisers on Science and Technology) report on ed-tech. Will recommend increasing funding for ed-tech R&D. | | |

SCHOOL CONSTRUCTION

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
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| <p>"My budget includes a new initiative -- \$5 billion to help communities finance \$20 billion in school construction over the next four years."</p> | <ul style="list-style-type: none"> • Supervision: Sperling NEC Working Group. • DoEd and Treasury have done focus groups with interested parties, but certain critical areas were left vague. • DoEd has drafted legislation and sectional analysis, with several issues outstanding. | <ul style="list-style-type: none"> • Decision memo to POTUS • Submit legislation to Hill • Launching of initiative • Outreach to mayors, governors, others | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • Sen. Moseley-Braun and Rep. Nita Lowey are (1) interested and (2) proprietary about this program. | |

EDUCATIONAL STANDARDS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
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| <p>“To help schools meet the standards and measure their progress, we will lead an effort over the next two years to develop national tests of student achievement in reading and math.”</p> <p>“Every state should adopt high national standards, and by 1999, every state should test every 4th grader in reading and every 8th grader in math to make sure these standards are met.”</p> | <ul style="list-style-type: none"> • Supervision: Reed-DPC Process <p>Strategies:</p> <ul style="list-style-type: none"> • Seek commitment from critical mass of states to participate in 1999 test administration. • Gain endorsements from key local constituencies. • Mobilize math/science community to help prepare for meeting 8th grade math standards. | <ul style="list-style-type: none"> • DoEd works with outside groups to develop tests • White House review DoEd proposal and provide guidance. • Highlight issue with event at Maryland legislature (2/10) | <ul style="list-style-type: none"> • No legislation required, though consultations with bipartisan leadership appropriate. | |

MASTER TEACHERS

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AMERICA READS

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| <p>“That’s why we have just launched the America Reads initiative -- to build a citizen army of one million volunteer tutors to make sure every child can read independently by the end of the 3rd grade.”</p> <p>“We want at least 100,000 college students to help. And tonight, I am pleased that 60 college presidents have answered my call, pledging that thousands of their work-study students will serve for one year as reading tutors.”</p> | <ul style="list-style-type: none"> • Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • \$2.5 billion over 5 years in FY 1998 budget . • DoEd and the Corporation for National Service are actively recruiting additional universities to participate. • 70 colleges have pledged 13,000 work study one-year commitments and 32,000 other one-year commitments over next five years. <p>Strategies:</p> <ul style="list-style-type: none"> • Highlight local and state reading initiatives • Build broad grassroots coalition for early literacy. • Continue to recruit tutors from higher ed and other sectors | <ul style="list-style-type: none"> • Develop legislative proposal • Update memos from Rasco at DoEd • Conduct event in DC with seven local participating colleges • Outreach to mayors, governors, others | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt | |

EARLY LEARNING

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|---|--|--|-----------|
| <p>“[The First Lady] and I are going to convene a White House Conference on Early Learning and the Brain this spring, to explore how parents and educators can best use these startling new findings.”</p> <p>“[T]his balanced budget expands Head Start to one million children by 2002.”</p> | <ul style="list-style-type: none"> • Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • FY 1998 budget increases Head Start funding by 55%, from \$2.8 billion in FY 1993 to \$4.3 billion in FY 1998 <p>Strategies:</p> <ul style="list-style-type: none"> • Convene White House conference • Coordinate with Rob Reiner initiative and with related outreach | <ul style="list-style-type: none"> • Select private sector (medical and scientific community) chairs for conference • Begin list of possible participants for conference • Outreach to interest groups, mayors, governors, others for participation • Head Start events at pre-school programs | <ul style="list-style-type: none"> • No legislative process necessary for conference; discuss Head Start strategy with Daschle and Gephardt • Possibly involve appropriate members | |

PUBLIC SCHOOL CHOICE AND CHARTER SCHOOLS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|--|---|--|-----------|
| <p>“We should also make it possible for more parents and teachers to start charter schools.”</p> <p>“Our plan will help America to create 3,000 of these charter schools by the next century -- nearly seven times as there are in the country today. . .”</p> | <ul style="list-style-type: none"> • Supervision: Reed-DPC Process. • \$51 million in FY 1997 budget for charter schools <p>Strategies:</p> <ul style="list-style-type: none"> • Challenge additional states to enact charter schools legislation • Highlight effective charter school laws and effective charter schools • Major speech to clarify POTUS views on charter schools, especially regarding accountability • Release charter schools grants and reports to focus attention | <ul style="list-style-type: none"> • DoEd and NEC/DPC begin tracking charter school creation • Push for larger funding for charter school grants through budget process • Launching of initiative with principal conducting event at a model charter school • Outreach to mayors, governors, others | <ul style="list-style-type: none"> • No legislation needed; key action is appropriations. | |

SAFE & DISCIPLINED SCHOOLS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|--|------------------------|--|-----------|
| <p>“We must teach our children to be good citizens. And we must continue to promote order and discipline, supporting communities that introduce school uniforms, impose curfews, enforce truancy laws, remove disruptive students from the classroom, and have zero tolerance for guns and drugs in school.”</p> | <ul style="list-style-type: none"> • Supervision: Reed DPC Working Group. • \$50 million after-school program in juvenile justice bill | | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • Pursue juvenile justice bill in bipartisan leadership meetings | |

OPENING THE DOORS OF COLLEGE

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|---|--|---|---|-----------|
| <p>"I propose America's HOPE Scholarship . . . two years of a \$1,500 tax credit for college tuition, enough to pay for the typical community college. I also propose a tax deduction of up to \$10,000 a year for all tuition after high school; an expanded IRA you can withdraw from tax free for education; and the largest increase in Pell Grant scholarships in 20 years."</p> | <ul style="list-style-type: none"> • Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • Tax provisions submitted as part of FY97 budget proposal. • FY98 budget increases Pell Grant scholarships by \$1.7 billion in aid over FY97, and expanded eligibility for at least 348,000 more students. | <ul style="list-style-type: none"> • Event with POTUS in Georgia after SOTU (2/5) • Develop plan to stress that package helps to save tax-free for college • Develop communications plan for tax proposal (op-ed by Gov. Miller) • Outreach to all education groups (teachers, student organizations, universities, parents groups) | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt • Begin Hill campaign of tax cut for students and families vs. tax cut for rich | |

LIFELONG LEARNING

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|--|---|---|--|-----------|
| <p>"My G.I. Bill for America's Workers will transform the confusing tangle of federal training programs into a simple skill grant to go directly into eligible workers' hands. For too long, this bill has been sitting on that desk there without action - - I ask you to pass it now."</p> | <ul style="list-style-type: none"> • Supervision: Working Group considering how to best propose legislation and relation to HOPE Scholarships. | <ul style="list-style-type: none"> • Decision memo to POTUS • Launching of initiative through principal and cabinet events; create reinvention focus for VPOTUS • Outreach to labor, business, mayors, governors, others | <ul style="list-style-type: none"> • Discuss legislative strategy with Daschle and Gephardt | |

INTERNET: CONNECTING CLASSROOMS

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|---|--|---|--|---|
| <p>“Last year, I challenged America to connect every classroom and library to the Internet by the year 2000, so that, for the first time in our history, children in the most isolated rural towns, the most comfortable suburbs, the poorest inner city schools, will have the same access to the same universe of knowledge.”</p> | <ul style="list-style-type: none"> • Supervision: Meetings held on an as-needed basis between White House (NEC, DPC, OSTP, OVP) and DoEd. • First year of appropriations for Technology Literacy Challenge Fund is approved by Congress: \$200 million approp of \$2 billion total. • DoEd is in the process of making awards. • Net Days held in more than 40 states. Half of California schools now connected. | <ul style="list-style-type: none"> • Increase staff at DoEd working on educational technology. • Broaden and deepen support for NetDay with business, labor, educators, state Departments of Education, elected officials, celebrities, and volunteers. • DC NetDay with First Lady or other high-level White House participation. • POTUS and VPOTUS joint radio address (2/9) • Rollout strategy on FY97 educational technology grants | <ul style="list-style-type: none"> • Build support for \$500 million Presidential request on educational technology, and on FCC action. | <ul style="list-style-type: none"> • March 5-6: CEO Forum in DC -- wants to meet with POTUS or VPOTUS. This group is developing metrics for evaluating national progress towards the President's goals. • April 19: NetDay. • May. Final action by FCC on \$2.25 billion on discounts for schools and libraries. |

INTERNET: CONNECTING CLASSROOMS (continued)

| State of the Union Proposal | Current Status | Internal Action Needed | Legislative Process | Deadlines |
|-----------------------------|---|---|---------------------|-----------|
| | <ul style="list-style-type: none"> • Two CEO groups have formed to meet President's challenge: Corporate Commission on Educational Technology and CEO Forum on Educational Technology. | <ul style="list-style-type: none"> • Work with FCC on discounts for schools and libraries under 1996 Telecom Act (Note: some telecom companies have concerns with draft proposal, and could challenge it in courts.) • POTUS or VPOTUS meetings with CEO groups, continue to identify possible initiatives that industry could support • Develop initiatives in teacher training and content, possibly linked to "America Reads," and "first in the world in math and science." • Release PCAST (President's Council of Advisers on Science and Technology) report on ed-tech. Will recommend increasing funding for ed-tech R&D. | | |

BR

APRIL 2, 1997

MEMORANDUM TO COMMENCEMENT MEETING PARTICIPANTS

FROM: STEPHANIE STREETT

SUBJECT: PLEASE REVIEW THESE MATERIALS BEFORE THE MEETING

Commencement Meeting will be on Thursday, April 3, 1997 at ^{1000 am}~~1:30pm~~ in the Roosevelt Room.

I. Department Suggestions

A. Office of Public Liaison

Historically Black Colleges

1. Florida A&M, Tallahassee, FL
2. Morgan State Univ., Baltimore, MD
3. Morehouse Univ., Atlanta, GA
4. Spelman College, Atlanta, GA
5. Howard Univ., Washington, D.C.

B. Domestic Policy Office

Charter Schools

1. International Studies Academy, San Francisco, CA

Urban High Schools

1. Central Park East Secondary School, New York, NY
2. Chicago Vocational Essential HS, Chicago, IL
3. Hoover HS, San Diego, CA
4. St. Louis Career Academy, St. Louis, MO
5. William Turner Technical HS, Miami, FL

Turnaround Schools

1. DeWitt Clinton HS, Bronx, NY
2. Patterson HS, Baltimore, MD
3. West Mecklenburg HS, Charlotte, NC

Higher Education Schools (universities / colleges)

1. Univ. of Cincinnati, Cincinnati, OH
2. Univ. of Missouri, Columbia, MO
3. Montclair State Univ., New Jersey
4. Ohio State, Columbus, OH
5. Univ. of Texas at El Paso, El Paso, TX
6. Vanderbilt Univ., Nashville, TN

C. Political Affairs

1. Univ. of Illinois, Chicago, IL

D. Office of Public Liaison

1. Morgan State Univ., Baltimore, MD

E. National Economic Council

1. Univ. of Michigan, Ann Arbor, MI

II. Commencement Invitations for POTUS Received from Outside Sources

Options and Principles for Spring, 1997 Commencement Addresses
Draft -- March 27, 1997

This commencement season will be especially important for advancing the President's education agenda. This memo presents a brief list of considerations that should be taken into account for schools (other than the service academies) being considered for a presidential address, and provides several specific recommendations for sites that would highlight one or more aspects of the President's Call to Action for American education.

I. General Considerations

For every high school that is under consideration, we should check:

- Whether the school or district is committed to participating in the President's national tests in reading and math.

For every college or university, we should check:

- Whether the school has signed on to the President's America Reads Initiative (committing significant work study students to serve as reading tutors)?
- Whether the school supports the President's HOPE scholarship and other postsecondary education proposals?
- Whether the school is a Direct Lending institution?

II. Site Options (NOTE: some graduation dates could not be obtained this week due to school holidays; if known, these dates are shown immediately after the name of the school).

Charter Schools

A commencement speech at a charter school would highlight the President's call for more choice in public education and his budget proposal to help create 3000 charter schools nationwide. While there are plenty of good charter schools out there to visit, there are relatively few charter high schools. However, we have identified at least one good possibility for a commencement address:

- **International Studies Academy Charter School, San Francisco, CA** -- This very diverse school was formerly a regular magnet school before its teachers (led by a union activist) converted it into a district-wide charter magnet school in 1994. The school's curriculum focuses on international topics such as commerce, trade, and tourism and provides an option to pursue an International Baccalaureate diploma--an indication of high standards. Moreover, all students at the school participate in service learning projects.

Good Urban High Schools

Many Americans have grown skeptical about the possibility of substantially improving public education in urban areas. The President could help increase support for his education agenda, and give new energy to urban school improvement efforts, by attending the graduation of an excellent urban high school. Several of these schools would allow the President to highlight this administration's emphasis on school-to-careers opportunities. Perhaps the best example would be Central Park East:

- **Central Park East Secondary School, New York, NY** -- This Harlem neighborhood school serves 460 students in grades 7 - 12 and is acknowledged for its lead role in the movement towards smaller schools characterized by rigor and a sense of community. All students in grades 8 - 10 perform community service, and each must complete a 100-hour internship accompanied by a portfolio of work before graduating.

Additional examples would include:

- **Chicago Vocational Essential High School, Chicago, IL** -- Over the past five years, this large (2,700 students) school has personalized itself with eight schools within schools organized by career clusters.
- **Hoover High School, San Diego, CA** -- June 11-- Serving 1,800 students, Hoover curriculum organized around three broad career pathways. Students develop individualized learning plans and document their work in computer based portfolios that serve as electronic transcripts for college and career explorations.
- **St. Louis Career Academy, St. Louis, MO** -- Currently serving 240 students, the school offers a unique mix of computer assisted instruction and small group-based learning, with juniors and seniors participating in life sciences work internships and displaying work in portfolios and exhibitions.
- **William Turner Technical High School, Miami, FL** -- June 11-- A new school in an economically depressed section of Miami, the school integrates vocational and academic curriculum with high standards, offering students occupational certification along with high school diploma.

Turnaround Schools

The President could make the point about the ability to improve urban education even more strongly by visiting a "turnaround school;" i.e., a once-troubled school that has made dramatic strides by following some of the key principles embodied in the President's Call to Action: high standards, better teaching, more parental involvement, greater discipline. Our top recommendation in this category is DeWitt Clinton High School in the Bronx.

- **DeWitt Clinton High School, Bronx, NY -- June 25 --** Dramatic turnaround story in a large, highly ethnically diverse high school in the Bronx. Identified seven years ago as a low-achieving school by New York State, with low attendance and high dropout rates. The formerly all-male school raised expectations (expanded AP program, eliminated all non-Regents level courses, and tripled the number of students moving on from Limited English Proficient program), admitted women and substantially increased parental involvement. Dropout rates and attendance have dramatically improved, and far more students are taking and passing rigorous regents exams (although the total receiving Regents diplomas is still under 20%). Selected by Redbook magazine in 1996 as one of the five most improved high schools in the nation, and given a high rating for performance from New York Times. The school is also an example of public school choice in action -- in 1995, 8,000 students applied for the school's 3,500 seats.

The school is celebrating its Centennial this year, and boasts alumni including Daniel Schor, Bernard Kalb, A.M. Rosenthal, Neil Simon, Richard Rodgers, James Baldwin, Ralph Lauren, Fats Waller, Garry Marshall and Burt Lancaster, as well as other notables.

NOTE: Issues regarding the Voting Rights Act and legislation providing for takeover of local school districts in New York City could be an issue here, although the high schools are governed by the central board.

NOTE: The President has been invited to this commencement, as well as to Centennial commemoration on September 13.

- **Patterson High School, Baltimore, Maryland --** Formerly one of the lowest-achieving schools in Maryland, the school reorganized into smaller five schools within schools (including four career academies in the upper grades), allowing closer ties with caring adults and improved safety, discipline, and student performance.
- **West Mecklenburg High School, Charlotte, North Carolina --** Within a two year period the school raised its test scores, increased parental involvement, and had a 75% increase in students making the honor roll. It also reduced violence and the number of weapons at school. NOTE: The President spoke to the N.C. State Legislature on education in early March.

Teachers Colleges/Schools of Education

In speaking at one of these schools, the President could highlight his call for improving teacher recruitment and preparation. A speech at one of these institutions could provide a good setting for rolling out the Administration's proposed changes to teacher preparation-related provisions in the Higher Education Act, which is scheduled for reauthorization. Depending on the arrangements at each individual school, we might need to combine a speech to the larger commencement audience with a round table discussion or similar event with graduates of the education school.

- **University of Cincinnati, Cincinnati, OH -- June 13 --** Unique collaboration between university and local teachers union involves a year-long internship at half a teacher's starting salary. Could also highlight other professional development initiatives in the Cincinnati area, including innovative Mayerson training academy and the High School for Teaching professions.
- **University of Missouri at Columbia, MO -- May 17 --** All entering teacher education students required to have a laptop -- heavy emphasis on educational technology. School has an energetic dean who is connecting the school with local schools.
- **Montclair State University (New Jersey) --** Suburban education school investing heavily in difficult schools in Jersey City and Trenton. Good arts and science contributions.
- **Ohio State, Columbus, OH --** One of the top ten producers of teachers nationally. Operates professional development schools and its Dean is an outspoken proponent of this approach. Part of a consortium of districts preparing students for urban settings.
- **University of Texas at El Paso --** Strong involvement of university's education school in very poor, heavily Hispanic K-12 schools in intensive clinical program. Active participation of the university's wider arts and sciences faculty, not just ed school staff, in teacher preparation.
- **Vanderbilt University, Nashville, TN -- May 9 --** Peabody College of Education among U.S. News top-ranked education schools; very strong across the board in teacher preparation. Exceptional technology capabilities (perhaps leader in the field).