

10. Health Care/Improving Health Status - Jennings, Reed

THE HEALTH CARE BILL

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
Implementation of Children's Health Initiative	Ensure effective implementation of children's health initiative	Intensive in next six months and throughout 2nd term.	Implement strong state programs to expand health coverage to millions of uninsured children.	Already paid for in Balanced Budget Act. May require additional administrative costs for Federal oversight.	Reinforces commitment to children. Failure to significantly increase numbers of uninsured children would be highly problematic.
Implementation of Medicare Reforms in the Balanced Budget	Ensure smooth implementation of the most comprehensive Medicare reforms in the program's history. Assure that agency focuses on the new choices and benefits available to beneficiaries, making the program more market-driven and beneficiary-friendly program. Closely follow Medicare preventive benefits to see if it saves money.	Intensive in next six months and throughout 2nd term.	Implement broad-based structural reforms, new preventive benefits, and extend the life of the Trust Fund by at least a decade.	\$115 billion in savings over five years.	Reinforces commitment to Medicare reforms. Tests HCFA's ability to show that Medicare can be a viable, strong, and flexible Federal health program.
New Medicare Reforms	Consider implementing long term Medicare reforms before Commission Report. Income-related premium and intensive fraud and abuse initiative.	Next six months. Income-related premium could go in FY1999 budget.	Action-oriented approach rather than waiting for Commission recommendations. Continue to strengthen the Medicare program.	Savings for the Medicare program, which can be achieved outside of commission process.	Aging advocates and some of our Democratic base (like Gephardt) will oppose income-related premium outside of context of broader reform.

HEALTH CARE REFORM

Fraud and Abuse in Medicare and Medicaid	New actions to stop current fraud and abuse in health care system. Take action against home health care companies and other providers overbilling and defrauding Medicare and Medicaid.	More comprehensive approach in legislative bill or narrow administrative action within the next several weeks.	Stop those who continue to defraud Medicare and Medicaid, restoring confidence in these programs.	Currently working with HHS/HCFA to determine what actions can be taken right away and what might require legislative action. Significant savings possible but unlikely to be scored by CBO in a significant way.	Support from aging advocates and consumers. Providers will likely oppose.
Medicare Commission	Appoint commission to consider feasible long-term reforms for the program.	Commission appointed by Dec. 7, 1997. Report due in 1999.	Address long-term financing challenges of Medicare program.	No significant costs. Potential savings if consensus reached on broad-based Medicare reform. Commission required under the Balanced Budget Agreement.	If Commission is made up of respected politically experienced and credible members, its recommendations have the potential to have a real impact on pushing controversial, difficult but necessary reforms forward in the political arena.
Consumer Protections, Quality	Develop Administration consensus on a broad range of consumer protections. These could include appeals and grievances procedures for patients in a rapidly changing health care delivery system.	Likely to be raised in a bipartisan fashion by the Congress this fall.	Address the need for more appropriate consumer protections and quality assurances.	Costs are currently being reviewed. Should be fairly minimal.	Lots of support from consumers who worry about lack of protections in managed care environment. Opposition from managed care groups and business representatives. Could be combined with some business priorities such as voluntary purchasing cooperatives and business representatives.

HEALTH CARE REFORM

Privacy Rights	Work with HHS to finalize their statutorily-mandated report on privacy protections and develop positions on outstanding controversial issues.	Likely to be addressed in the context of consumer protection/quality debate this fall.	Develop appropriate protections as health care shifts to large network providers, managed care, and information management companies; major long-term implications for use of medical information in the computer age and is the context of unprecedented medical research advancements.	Unknown -- but likely minimal cost impact. Lots of interest in this issue. However, wide array of viewpoints particularly with regard to enforcement.	Consumers and health advocacy organizations will be supportive. Managed care companies could oppose.
Genetic Discrimination Legislation	Develop strategy to pass the President's legislation preventing health plans and employers from discriminating on the basis of genetic information.	This fall -- possibly as a part of larger consumer protections and quality reform.	As genetic information becomes more accessible, need protections to guarantee this information is used to improve health status and not to discriminate against individuals with genetic predispositions.	Minimal.	Consumers groups, women's organizations, labor groups support.
FDA Reform	Making FDA more efficient and responsive to concerns of industry, while assuring agencies strike commitment to public health.	October or soon thereafter.	Place in statute many of the reinventing government provisions we have advocated.	Likely to happen because of the industry's and Administration's interests in ensuring continued FDA user fees, which have been critically important to financing unprecedented and rapid review process.	Pharmaceutical industry and the Hill strongly supports. Consumers would be luke-warm, but generally supportive.

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Pediatric Labeling Implementation	Implementing new rule to ensure adequate testing and labeling for drugs widely used on children.	Rule proposed August. Implement in next 3 months.	Ensure that children get high quality treatment care. According to the American Academy of Pediatrics, "this is one of the most important advances for pediatric drug therapy in several decades."	Is already underway. Currently seeking public comment. Cost to industry is relatively modest.	Support from AIDS, children's, physicians groups. Concern among pharmaceutical companies due to philosophical opposition to a mandate.
21st Century Trust Fund	Set aside Trust Fund to supplement -- not supplant -- NIH budget on priority additional investments for high priority disease categories that show good potential for treatment/cure.	Could be done with potential funds from tobacco settlement.	Ensure that most promising research is expedited and life and cost-saving cures/ treatments are found. Could be dedicated to cancer to ensure association with tobacco-related research.	\$1 billion to \$3 billion per year.	Lots of bipartisan support for biomedical research.
Continued Leadership on Bioethics (consistent w/Morgan state speech)	National Bioethics Advisory Commission fall report recommending stronger protections for human subjects of unregulated research (possibly propose legislation). Ensure implementation of commitments on Tuskegee, human radiation experiments, and secret human research.	This fall.	All Americans benefit from greater participation in research, especially among minorities.	Minimal. Already expect recommendations. Determining feasibility of enacting broad-based legislation.	Lots of underlying support for ensuring protections for subjects of this research.

HEALTH CARE BILL

Race and Health	Public health campaign oriented towards improving health status in areas with disparities in race, such as asthma, cancer, infant mortality, diabetes, and heart disease.	FY1999 Budget	Reduce disparities in adverse health status of minorities and contributes to overall health initiatives.	Approximately \$500 million to \$1 billion in new investments. Could be included in our Budget, but need to secure status from OMB.	Support from health care advocates as well as from minorities. Reinforces President's overall race agenda.
Research and Training Trust Fund	Develop Trust Fund for research and training, since fewer private dollars are being allocated to this area.	Unknown	Ensures adequate investments in research and teaching. Can protect our status as leader in work in that area into the future.	Use insurance premium assessments to support this endeavor.	While lots of broad-based support for enhancing research and support from Moynihan and others on investing in teaching hospitals, raising premiums would be viewed as a tax and strongly opposed by the insurance industry.
Tobacco Settlement	Secure FY 98 appropriations. Pass tobacco legislation that: codifies FDA authority and restricts access and advertising to kids; reduces children's smoking by 50% in 7 years; and reduces overall tobacco consumption.	Frame legislative debate in a Presidential event in September. Secure approp. in September.	Potential important new investments in health care Reduces the vast amount of tobacco-related illness and death, reduces harm to children, lowers health care costs.	Whatever revenue generated from settlement is available--potentially billions of dollars (perhaps \$3-8 billion a year). Chances of success dependent on agreement on overall settlement.	Could gain bipartisan support; strong regional concerns from tobacco states.
Workers Who Change or Lose Jobs	Pay health care premiums for workers who change or lose their jobs.	Possibly in the context of tobacco settlement.	Sound policy. Helps workers and their families -- in an increasingly transient economy -- keep their health care coverage when they change or lose their job.	\$2-\$4 billion per year. Sound policy. Probably best population to target without substitution problems. Needs more positive publicity and better communication strategy to attract broader support.	Needs more publicity to elicit more broad-based support, but labor and health policy community think next logical step.

HEALTH CARE BILL

Early Retirees	To offer access into Medicare before age 65 and to provide subsidies for lower-income pre-Medicare eligibles.	Possibly in the context of the tobacco settlement.	Targets the most difficult to insure population in the country.	Costs \$3-\$5 billion per year. Tobacco settlement could offset some of these costs but probably be inadequate.	Address high priority for the labor and aging advocacy interests.
Voluntary Purchasing Cooperatives	Develop legislation to help more small businesses have access to affordable health care insurance by developing voluntary purchasing cooperatives.	FY 1999 Budget	Targets employers who have the most difficulty providing health care coverage to their workers.	Costs are minimal -- less than \$100 million per year.	Popular among business community and consumers as well.
Food Safety	Follow through on agency commitments in June report to President to issue new regulations on food safety and launch public-private initiative	This fall -- propose regulations for juice and eggs, and launch the public-private education campaign.	Improve safety of our nation's food supply.	Commitments funded by \$43 million FY98 request likely to be fully appropriated.	Bipartisan; well supported by industry and consumers.

HEALTH CARE BILLS

Needle Exchange	Lift the ban on federal funding for needle exchange. (HHS Secretary has the authority if she determines programs would not increase overall drug use.	No decision has been made.	HIV infections among injection drug users, their sexual partners, and their children are at a very high level and are increasing. Needle exchange programs have been shown to be effective in reducing the rates of needle sharing and HIV infection among participants. Would bolster support for local prevention groups and public health officials seeking to implement programs at the community level.	Relatively inexpensive.	Extremely controversial. Republican appropriators were close to rescinding the Secretary's authority to lift the restriction, but did not do so. Many national organizations, including the U.S. Conference of Mayors, the American Medical Association, and the American Bar Association, have come out in support of needle exchange.
Expand Access to HIV through Medicaid benefits.	Currently Medicaid does not pay for HIV drugs until a certain level of disability reached whereas AIDS drugs recommended as early as possible. Develop strategy for Medicaid access to drugs before disability.	VP has requested study from HCFA on feasibility of a demo. Study expected shortly.	Offers these lifesaving drugs earlier -- when they are thought to be more beneficial. Reduce pressure off other AIDS funding programs, such as AIDS Assistance Drugs Programs.	HCFA determining costs of doing as a small demonstration as well as legislation. Could be expensive.	Extremely high priority for the AIDS community.

HEALTH CARE POLICY

Making health status, rather than just coverage a priority.	Strong arguments can be made that instituting the goal of improving American's health should be focused much more on how to improve American's health status than it should be on merely improving coverage. Longer range proposals could be focused on how best to do this. They could include a much greater emphasis on prevention, health promotion research, and other public health strategies.	Throughout the remainder of the Administration.	Shifting our focus to health status -- rather than coverage -- could help improve health of many Americans.	Unknown at this time. Depends on the policy developed and whether they are federally-funded or achieved through requirements in the private sector.	Could be very popular if done with scientific validation. If not done carefully, it could be viewed as "feel good" policy that has real life impact.
AIDS Vaccine	Do everything possible to reach goal of developing vaccine in the next decade, including new AIDS vaccine center at NIH and high profile meeting with companies.	Announcement about center and meeting in next few months.	Developing a vaccine for this deadly disease plaguing millions around the world.	Paid for. Costs for vaccine center paid for in NIH budget.	Strong support from key Congressional offices and community, provided funding does not undermine other areas of AIDS investments.

11. American Leadership Abroad - Berger, Steinberg

(This section will be forwarded to you.)

12. Science / Technology - Gibbons, Podesta, Gips, Sperling

SCIENCE AND TECHNOLOGY

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Climate change initiative	Increased R&D in technologies that will reduce greenhouse gases	Possible FY99 initiative Discussion by POTUS at Kyoto summit	Reduces risks of global warming, increases energy efficiency -Also helps specific industry sectors: (e.g. photovoltaics, autos, construction)	- Initiative should be co-funded by government and specific industrial sectors - Congress has tended to reduce funding for conservation & renewables	Likely to be least controversial portion of climate change policy
Overall funding of federal R&D	- Current level of federal R&D is ~\$70 billion - Likely to decline by 15% in real terms between 1998 and 2002	Long-term	- Technology responsible for half of increase in productivity - A key "enabler" for all national goals (national security, healthier population, cleaner environment, a nation of learners)	- Hard to maintain support for R&D across the board given squeeze on discretionary spending - Could increase funding for a few key agencies (e.g. NSF, NIH, Commerce, DARPA) or topics (see below). A 7% increase(4% real) for NSF, for example, is ~\$240 million in FY99 - Tobacco settlement possible source of funding for biomedical R&D	Both parties are for R&D at rhetorical level. Is some debate on "basic" vs. "applied."

SCIENCE AND TECHNOLOGY

"Information Society"	Promote new applications of information technology through: - pilot projects - removing legal barriers - making gov't better user of IT	Long-term	- "Learning on demand" - workers - Online government - all citizens (key part of NPR) - Access for people with disabilities - Law enforcement: criminal databases, new wireless technologies - E-commerce: small & large businesses - Telemedicine, electronic medical records - patients, reduced admin. costs - Digital libraries and museums:	- Bipartisan support - Opportunities for cost-sharing - Challenge is that this is diffuse, cuts across almost all agencies - Could do a lot with cabinet leadership and small amounts of incremental funding in different agencies	Some issues are controversial (e.g. privacy, encryption) - but most are popular
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SCIENCE AND TECHNOLOGY

"Grand Challenges"	President could set small # of grand challenges to motivate R&D agenda - target additional funding	- Long-term - President should set goals, call for development of research agenda	Examples: 1. How do we learn (early childhood development to adult)? How does the brain work? 2. Is there life on other planets? 3. How can we use molecular genetics and human genome to diagnose & cure diseases? 4. Can we slow the aging process? 5. How can we balance economic growth & environment, not only in U.S. but Third World? 6. How do we sustain Information Revolution into the 21st century (e.g. supercomputer-on-a-chip, tools for turning data in to knowledge, Next Generation Internet)? 7. What technologies will make the U.S. world's best manufacturer?	- Financing depends on topic. In information technology - current R&D spending is \$1 billion - so 10 percent increase is \$100 million/year - Strong bipartisan support for R&D, although constraints on discretionary spending make increases difficult	Popular
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dominate in R&D, Eclipse Japan, and cost the economy	To ensure we continue to reap the long-term benefits of R&D, which are key to increasing U.S. productivity, commit to a growth rate in the federal non-defense R&D budget that tracks the growth rate of GDP	Starts with budget balance; endures with like-minded Administrations	American people; American businesses. R&D investments yield returns as high as 50 percent to society in terms of economic growth. New products and processes improve Americans' quality of life and enable firms to cut production costs and become more competitive in the global economy.	Beat inflation: TBD Beat GDP growth: \$30 billion over 5 years Beat Japan: TBD Similar proposals exist now in Congress, which generally views S&T investment favorably.	Reclaims a Clinton-Gore priority from the Congress. Japan plans to double their R&D spending by 2002. If U.S. trend continues, Japan will overtake the U.S. in R&D -- in total dollars, not just as a share of GDP.
climate change technology initiative	Marshall the resources of the Cabinet agencies to bring climate change response technologies (PNGV, construction, biomass, et al.) onto the market ASAP Triple fuel economy of personal vehicles. Reduce new home energy use by 50 percent. Produce 120,000 barrels of biomass fuel per day by 2005.	Announce after White House Conference 10/6. First milestones in year 2000; effort extends into the next decade and beyond	Auto industry and suppliers, drivers, energy producers and users, homebuilders, homeowners, farmers, etc. benefit An integrated environmental/energy R&D strategy will move new technologies rapidly from laboratory to marketplace, enhancing competitiveness, increasing efficiency, and reducing oil imports.	TBD (depends on scope) Partnership between industry and the federal government.	Should enjoy strong industry support.

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pollution" for Clean Energy	Implement the findings of the PCAST energy R&D strategy -- a long-term strategic vision that includes a diverse portfolio of technologies, more efficient conversion of fossil fuels, lower carbon fuel usage, greater renewable energy usage -- as Administration policy	Decades of sustained energy R&D	People of the world, particularly our grandchildren. Creating a sustainable future in which environment, economic prosperity, and quality of life are mutually reinforcing.	TBD (depends on scope)	Positive if the appropriate incentives are in place. But government funding for clean energy has been difficult to sustain in the past.
Extreme computing: crisis recasting and management	Ensure, through deployment of extreme-scale computers (10,000 times faster than the most powerful systems available today) that the U.S. can predict, plan for, and effectively manage local, regional, and global crisis events (e.g. epidemics, floods, drought, wildfire, hurricanes, earthquakes, toxic releases, displaced populations, terrorism, political and economic instability).	1998-2008 1998: Deploy 1 TeraFlop capability 1999: Predict the course of wildfire in the field. 2000: Deploy 5 Teraflop capability 2008: Deploy PetaFlop extreme capability	Visibly increase the health, well-being and security of the U.S. and world population; reduce resource and fiscal outlays due to crisis events; attract talented young people to careers in science and technology; revitalize and stabilize the U.S. supercomputer industry.	Hardware: \$2 billion over 10 years R&D: \$3 billion over 10 years Data collection: \$1 billion over 10 years.	Unambiguous credit to the Administration. U.S. leadership in the international community in reducing human suffering.

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ational onomic ssroads nsportation iciency Act EXTEA)	Highway trust fund to maintain existing highway structure; supports new sustainable transportation activity; intelligent highway system; and reshapes automated highway system using new technologies; includes new strategies for working with states and industry	6 years	Addresses climate change concerns, promotes well maintained roads, reduces congestion, adds to safety, improves emergency vehicle responses. Benefits to commuters; trucking industry; police, fire, rescue; manufacturers of new equipment (dashboard displays, highway sensors); information service providers (telecom firms, firms selling new information services to commuters).	\$21 billion annually for next six years.	No strong adversaries. More support in the Northeast and the West where states are net dollar recipient states. More opposition from donor states in South and Midwest. Disagreements over formulas for distribution of expenditures.

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Next Generation Housing	Establish private-public R&D partnership to apply advanced technologies from other manufacturing sectors to the construction industry with the goal of reducing resource use of residential and commercial buildings by a factor of two or more; more efficient and sustainable housing.	Pilot projects (5000 homes in 1998). All new housing by 2010.	Addresses climate change concerns (buildings use 1/3 of all energy consumed in the U.S. and contribute 1/3 of CO ₂ emissions); reduces construction costs; increases productivity, improves product quality in construction, reduces workplace accidents. Construction industry is 8 percent of GDP and employs 3.5 million.	May require major effort to address fragmented state and local regulation	Potential technology fix to address concerns of regulators and insurance companies. Major supporters likely to be environmental groups, labor, states prone to natural disasters such as hurricanes and earthquakes.
Next Generation Internet	Accelerate advanced network technologies; connect universities and federal institutions with highspeed network 1,000 times faster than today's; develop revolutionary applications to meet important national goals and missions.	Initial commitment to 3 years; implementation plans to 5 years	Benefits all facets of the economy: R&D, manufacturing, services, end-users. More efficient knowledge discovery and information dissemination that aids research and education.	\$105 million/year; currently before Congress for authorization and appropriation	Need to shore up bi-partisan support by distinguishing this research program from short-term technical improvements by the private sector and from connections programs. Fulfills State of the Union pledge.

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Next Generation Air Traffic Control	Implement the recommendations of the White House Commission on Aviation Safety and Security, including investment in computer and communication technology combining complex systems in satellites, ground control computers, weather sensors, and advanced avionics and control systems in aircraft.	5 years	Gains in efficiency and safety of air travel benefit air travelers/shippers, airlines, air manufacturers; markets for vendors of advanced communication and computation equipment.	\$500 million over 5 years (NASA)	Airline safety is a highly visible issue. Additional safety measures can prevent accidents.
International Space Station	Fourteen nation project to build an orbiting, permanently manned space station.	First component launched in 1998; permanent residence by 1999.	Unique, cutting edge research facility will have benefits for health care, environment, and commercial space sectors.	Estimated \$17-19 billion to develop and \$10 billion to operate for 10 years.	Program has strong bipartisan support. Core support in TX, FL, and CA. Competes in House appropriations process with other priorities, such as veterans, EPA, and HUD.
Educational Technologies Initiative	Connect every classroom to the Internet; develop educational software (large R&D component); train teachers – including a Master Teacher program; emphasize online content; evaluate the impact of technology on student performance.	Major components complete by 2000	Children (future workers; future employers); teachers.	\$100(s) millions	Popular if results are visible.

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Technology for training and lifelong learning	Promote development of software and systems architectures for instruction in business and government training markets.	~2000	Results in a more flexible, better trained workforce; increases worker accessibility to training; increases efficiency of business and government training expenditures; creates new markets for training content and delivery mechanisms; ultimate widespread local, regional, and national economic benefits, including investment incentives associated with having highly-trained workers. Benefits to all employers; opens new opportunities for small and medium employers; organized labor interested in better buy for training dollar and from portable credentials.	Able to leverage off of drive towards best commercial practice in government procurement systems. Can link government agencies and corporations to assess common training needs and help define voluntary standards that can guide acquisitions and accelerate development of a market.	Likely to garner bipartisan support.

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Improve U.S. students' academic performance in math and science	Collaboration between Department of Education and National Science Foundation and 12 other agencies with K-12 programs	Ongoing	Children (future workers; future employers) Prepares U.S. children to live and work in a society that is becoming more knowledge-based and technology-intensive.	Some redirection of Title I, Goals 2000, and Eisenhower monies. Up to \$500 million for research and evaluation of education tools	The Administration seeks a shared commitment to this investment in a collective future; however, charges of federal imposition on state and local prerogatives could be leveled.
Children's research initiative	Conduct the research to understand what specific developmental, health, educational, and social requirements that will enable children to reach their full potential	At least a decade	Every sector of society will benefit from having a healthy, educated, and productive population; major potential impacts on reducing social ills	Considerable (\$50-100 million)	Strong bipartisan support for helping children; however, resistance to funding research, particularly social sciences, may arise.

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Grand Challenges: Origins Research	We do not know how old the universe is, what it is made of, or what its fate will be. We do not know what generates mass in the basic building blocks of matter. We do not know if stars other than our own have earth-like planets capable of sustaining life, and we do not yet have the ability to detect life, or good methods of detecting planets themselves. We do not understand four-dimensional geometries of space and time. We don't know whether antimatter comes from other galaxies, or whether the universe is predominantly constituted of dark matter. We do not know how to plan a mission to Mars that would not result in a dangerously unhealthy crew.	25 years (in stages)	All Americans; spin-offs into industry likely. Helps sustain U.S. leadership across the frontiers of scientific knowledge – an economic and security imperative.	TBD (depends on scope)	Visionary. Would get bipartisan support, especially given the recent acclaim of Mars Pathfinder; generates international interest and collaboration.

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Grand challenges: Life Sciences	We do not know all the specific genes whose mutations contribute to the development and progression of cancer, nor do we understand the mechanisms by which they do it. We do not know how and why cells die. We do not know why tumor cells migrate to new sites in the body. We do not know the threshold of safe exposure of living organisms to radiation. We do not know how viruses form their elegant, geometric structures from commonly occurring protein building blocks, nor do we understand the role of these structures in the infection process. We do not know how living cells interact with molecules of nonliving materials.	Decades	All people; spinoffs into medicine, food production, other industries likely.	TBD	Noncontroversial

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Grand challenges: physical sciences	We do not know how to produce material with no waste by-products. We do not know how to convert solar energy into practical, cost-efficient fuels for a wide variety of applications, nor we do know how to create advanced fuels for nuclear fission reactors. We do not know how to extract all the energy from existing fuel sources. We do not know how to design catalysts for many important chemical reactions. We do not fully understand how "high-temperature super-conductivity works.	Decades	All people; spinoffs into medicine, food production, other industries likely.	TBD	Noncontroversial

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Grand challenges: economic, social, and behavioral sciences	We do not know why national economies grow at such different rates either at a particular moment, or over time. We do not know how best to use our information infrastructure and new media to promote learning among children. We do not know how the vast store of instantly available information can or will be understood and used. We do not know how we learn or remember, or how we think and communicate. We do not understand the relationship between language and thought. We do not know why or how it is that some children seem to learn to read with all the ease with which all children acquire language.	Decades	All people; spinoffs into medicine, food production, other industries likely.	TBD	Noncontroversial

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Use Science and Technology to Achieve Global Stability	A PDD to all agencies to develop and implement clear strategies for international engagement that supports U.S. science and technology and foreign policy goals. Top priorities for international S&T cooperation: 1) slow the pace of emerging infectious diseases, 2) achieve sustainable development in China, and 3) ease Russia's transition to a stable economy.	12 months	S&T international collaboration bolsters preventive diplomacy and promotes global stability and security while reducing costs to taxpayers.	Largely a reprioritization of agency funds.	Bipartisan support.
Technology for Arms Control	Develop technical approaches to ensuring that sophisticated conventional weapons that fall into the wrong hands do not work for long.	By July 1999	All Americans; American arms dealers	Costs for development and implementation low.	U.S. would need to provide assurances that the U.S. would continue to service the weapons purchased (legitimately) abroad. Unilateral action would be effective, but international negotiations would be needed for a larger impact. The U.S. could take the lead in a high-tech arms control strategy.

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Scientific Facilities Initiative	The next large scale research facility that will be built in this country is the National Spallation Neutron Source. Plans are well underway, but construction and operating funds are not within current outyear budgets.	Complete in 2005 (if budgets sufficient).	The facility will be an enormous boost to scientists and to industries relying on advanced materials for present and future technologies. The U.S. would finally have a neutron source competitive with those of Europe and Japan.	\$1.3 billion	The Administration has already committed to this project. However, if funds to build and operate the NSNS come out of existing DOE research budgets, there may be significant fallout from Congress and the scientific community.

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Human Genome Project/Genetic Medicine	Mapping and sequencing of the human genome are critical components of genetic medicine – the application of DNA technologies to the diagnosis, treatment, and prevention of disease. Most complicated diseases of modern life – cancer, heart disease, diabetes, arthritis, and a host of neuropsychiatric disorders – seem to result from the activities of several genes and the interactions between the human body and its environment. We can anticipate many new discoveries to follow recent identification of obesity genes, genes for aging, neurological disease genes, and cancer genes. We can also design rational therapies once gene structure is understood.	Sequence of the Human Genome by 2004 (at latest); individual genes and therapies announced one by one.	All people.	\$\$\$	Scientific elements of program are popular, but applications raise serious ethical questions.

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National Food Income Initiative	Food production is the nation's largest industry -- about 15 percent of GDP. Increasing our agricultural productivity depends on our investments in science and technology. Support for this program will result in detailed knowledge on the genetic structure of agriculturally important plants and animals. Increase U.S. exports by XX; increase agricultural productivity by XX.	10-15 years	Farmers, processors, and consumers	\$100 million per year	Strong bipartisan support for this area of research.
Integrate S&T and Social Values	Codify the National Bioethics Advisory Committee Ensure On-Line Privacy Enforce Public Interest Obligations for Digital TV	6 months 6 months; ongoing By 2000 (in tandem with introduction)	Current and future patients in the health care system. All vendors and consumers of all services. Electorate.	\$2.5 million per year for operations of the Committee. TBD TBD	Strong bipartisan support for an ethics commission confounded by tendency litmus testing of members. Strong bipartisan support. Complicated by positions on campaign finance reform.

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Reducing racism and improving Life chances	Racism prevents development of talent, full participation in the workforce, and wealth creation. This research initiative will describe the state-of-knowledge about the root causes of racism and identify research gaps. Issues such as the interaction of culture, race, and language with biology; early human development; why humans are not unique in responding to "differences;" and persistent beliefs about nature-nurture and science literacy will be examined.	6 months to 2 years	All Americans. It will help achieve better understanding of the economic as well as social costs of racism.	\$25 million annually for the research program likely to be identified by the preliminary effort. This is achievable as an integral part of the Race Initiative.	Has bipartisan support, but could engender backlash against special treatment in trying to understand barriers faced by racial/ethnic minorities. Could also engender opposition from the African American community, which is typically cautious about "race studies."

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Cancer Research Initiative	Revitalize the war on cancer by seizing upon recent advances in science to better prevent, detect, diagnose, and treat cancer.	Start in FY 1999.	Reduce cancer deaths by 10-20 percent using existing technology. Generate dozens of new specialized tools to prevent, detect, diagnose, and treat cancer, fundamentally changing the way medicine battles cancer.	TBD	Will have strong bipartisan support. Million plus person march planned for Fall 1998.
AIDS Research Initiative (to be provided 8/14)					
Children's Meningitis Vaccine Initiative (to be provided 8/14)					

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Year in celebration of science	End: Decade of the Brain. Start: Decade of the Mind End: Decade of Natural Disaster Reduction. Start: International Decade of Disaster Resilience Launch of integrated global observing system. Challenging extreme frontiers Virtual Global Science Fair.	Year 2000	Americans generally	TBD (depends on scope); could be cost-shared with State and local governments, NGOs, and industry.	Would get bipartisan support for the notion of leading the world into the coming century by pioneering advances in science and technology.

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predominate in R&D, Eclipse Japan, and boost the economy	To ensure we continue to reap the long-term benefits of R&D, which are key to increasing U.S. productivity, commit to a growth rate in the federal non-defense R&D budget that tracks the growth rate of GDP	Starts with budget balance; endures with like-minded Administrations	American people; American businesses. R&D investments yield returns as high as 50 percent to society in terms of economic growth. New products and processes improve Americans' quality of life and enable firms to cut production costs and become more competitive in the global economy.	Beat inflation: TBD Beat GDP growth: \$30 billion over 5 years Beat Japan: TBD Similar proposals exist now in Congress, which generally views S&T investment favorably.	Reclaims a Clinton-Gore priority from the Congress. Japan plans to double their R&D spending by 2002. If U.S. trend continues, Japan will overtake the U.S. in R&D -- in total dollars, not just as a share of GDP.
Climate Change Technology Initiative	Marshall the resources of the Cabinet agencies to bring climate change response technologies (PNGV, construction, biomass, et al.) onto the market ASAP Triple fuel economy of personal vehicles. Reduce new home energy use by 50 percent. Produce 120,000 barrels of biomass fuel per day by 2005.	Announce after White House Conference 10/6. First milestones in year 2000; effort extends into the next decade and beyond	Auto industry and suppliers, drivers, energy producers and users, homebuilders, homeowners, farmers, etc. benefit. An integrated environmental/energy R&D strategy will move new technologies rapidly from laboratory to marketplace, enhancing competitiveness, increasing efficiency, and reducing oil imports.	TBD (depends on scope) Partnership between industry and the federal government.	Should enjoy strong industry support.

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Apollo Mission" for Clean Energy	Implement the findings of the PCAST energy R&D strategy – a long-term strategic vision that includes a diverse portfolio of technologies, more efficient conversion of fossil fuels, lower carbon fuel usage, greater renewable energy usage -- as Administration policy.	Decades of sustained energy R&D	People of the world, particularly our grandchildren. Creating a sustainable future in which environment, economic prosperity, and quality of life are mutually reinforcing.	TBD (depends on scope)	Positive if the appropriate incentives are in place. But government funding for clean energy has been difficult to sustain in the past.
Extreme Computing: Crisis Forecasting and Management	Ensure, through deployment of extreme-scale computers (10,000 times faster than the most powerful systems available today) that the U.S. can predict, plan for, and effectively manage local, regional, and global crisis events (e.g. epidemics, floods, drought, wildfire, hurricanes, earthquakes, toxic releases, displaced populations, terrorism, political and economic instability).	1998-2008 1998: Deploy 1 TeraFlop capability 1999: Predict the course of wildfire in the field. 2000: Deploy 5 Teraflop capability 2008: Deploy PetaFlop extreme capability	Visibly increase the health, well-being and security of the U.S. and world population; reduce resource and fiscal outlays due to crisis events; attract talented young people to careers in science and technology; revitalize and stabilize the U.S. supercomputer industry.	Hardware: \$2 billion over 10 years R&D: \$3 billion over 10 years Data collection: \$1 billion over 10 years.	Unambiguous credit to the Administration. U.S. leadership in the international community in reducing human suffering.

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National Economic Crossroads Transportation Efficiency Act (NEXTEA)	Highway trust fund to maintain existing highway structure; supports new sustainable transportation activity; intelligent highway system; and reshapes automated highway system using new technologies; includes new strategies for working with states and industry	6 years	Addresses climate change concerns, promotes well maintained roads, reduces congestion, adds to safety, improves emergency vehicle responses. Benefits to commuters; trucking industry; police, fire, rescue; manufacturers of new equipment (dashboard displays, highway sensors); information service providers (telecom firms, firms selling new information services to commuters).	\$21 billion annually for next six years.	No strong adversaries. More support in the Northeast and the West where states are net dollar recipient states. More opposition from donor states in South and Midwest. Disagreements over formulas for distribution of expenditures.

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next generation housing	Establish private-public R&D partnership to apply advanced technologies from other manufacturing sectors to the construction industry with the goal of reducing resource use of residential and commercial buildings by a factor of two or more; more efficient and sustainable housing.	Pilot projects (5000 homes in 1998). All new housing by 2010.	Addresses climate change concerns (buildings use 1/3 of all energy consumed in the U.S. and contribute 1/3 of CO ₂ emissions); reduces construction costs; increases productivity, improves product quality in construction, reduces workplace accidents. Construction industry is 8 percent of GDP and employs 3.5 million.	May require major effort to address fragmented state and local regulation	Potential technology fix to address concerns of regulators and insurance companies. Major supporters likely to be environmental groups, labor, states prone to natural disasters such as hurricanes and earthquakes.
next generation internet	Accelerate advanced network technologies; connect universities and federal institutions with highspeed network 1,000 times faster than today's; develop revolutionary applications to meet important national goals and missions.	Initial commitment to 3 years; implementation plans to 5 years	Benefits all facets of the economy: R&D, manufacturing, services, end-users. More efficient knowledge discovery and information dissemination that aids research and education.	\$105 million/year; currently before Congress for authorization and appropriation	Need to shore up bi-partisan support by distinguishing this research program from short-term technical improvements by the private sector and from connections programs. Fulfills State of the Union pledge.

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Next Generation Air Traffic Control	Implement the recommendations of the White House Commission on Aviation Safety and Security, including investment in computer and communication technology combining complex systems in satellites, ground control computers, weather sensors, and advanced avionics and control systems in aircraft.	5 years	Gains in efficiency and safety of air travel benefit air travelers/shippers, airlines, air manufacturers; markets for vendors of advanced communication and computation equipment.	\$500 million over 5 years (NASA)	Airline safety is a highly visible issue. Additional safety measures can prevent accidents.
International Space Station	Fourteen nation project to build an orbiting, permanently manned space station.	First component launched in 1998; permanent residence by 1999.	Unique, cutting edge research facility will have benefits for health care, environment, and commercial space sectors.	Estimated \$17-19 billion to develop and \$10 billion to operate for 10 years.	Program has strong bipartisan support. Core support in TX, FL, and CA. Competes in House appropriations process with other priorities, such as veterans, EPA, and HUD.
Educational Technologies Initiative	Connect every classroom to the Internet; develop educational software (large R&D component); train teachers – including a Master Teacher program; emphasize online content; evaluate the impact of technology on student performance.	Major components complete by 2000	Children (future workers; future employers); teachers.	\$100(s) millions	Popular if results are visible.

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Technology for training and lifelong learning	Promote development of software and systems architectures for instruction in business and government training markets.	~2000	Results in a more flexible, better trained workforce; increases worker accessibility to training; increases efficiency of business and government training expenditures; creates new markets for training content and delivery mechanisms; ultimate widespread local, regional, and national economic benefits, including investment incentives associated with having highly-trained workers. Benefits to all employers; opens new opportunities for small and medium employers; organized labor interested in better buy for training dollar and from portable credentials.	Able to leverage off of drive towards best commercial practice in government procurement systems. Can link government agencies and corporations to assess common training needs and help define voluntary standards that can guide acquisitions and accelerate development of a market.	Likely to garner bipartisan support.

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Improve U.S. students' academic performance in Math and Science	Collaboration between Department of Education and National Science Foundation and 12 other agencies with K-12 programs	Ongoing	Children (future workers; future employers) Prepares U.S. children to live and work in a society that is becoming more knowledge-based and technology-intensive.	Some redirection of Title I, Goals 2000, and Eisenhower monies. Up to \$500 million for research and evaluation of education tools	The Administration seeks a shared commitment to this investment in a collective future; however, charges of federal imposition on state and local prerogatives could be leveled.
Children's Research Initiative	Conduct the research to understand what specific developmental, health, educational, and social requirements that will enable children to reach their full potential	At least a decade	Every sector of society will benefit from having a healthy, educated, and productive population; major potential impacts on reducing social ills	Considerable (\$50-100 million)	Strong bipartisan support for helping children; however, resistance to funding research, particularly social sciences, may arise.

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and challenges: origins research	We do not know how old the universe is, what it is made of, or what its fate will be. We do not know what generates mass in the basic building blocks of matter. We do not know if stars other than our own have earth-like planets capable of sustaining life, and we do not yet have the ability to detect life, or good methods of detecting planets themselves. We do not understand four-dimensional geometries of space and time. We don't know whether antimatter comes from other galaxies, or whether the universe is predominantly constituted of dark matter. We do not know how to plan a mission to Mars that would not result in a dangerously unhealthy crew.	25 years (in stages)	All Americans; spin-offs into industry likely. Helps sustain U.S. leadership across the frontiers of scientific knowledge – an economic and security imperative.	TBD (depends on scope)	Visionary. Would get bipartisan support, especially given the recent acclaim of Mars Pathfinder; generates international interest and collaboration.

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Grand Challenges: Life Sciences	We do not know all the specific genes whose mutations contribute to the development and progression of cancer, nor do we understand the mechanisms by which they do it. We do not know how and why cells die. We do not know why tumor cells migrate to new sites in the body. We do not know the threshold of safe exposure of living organisms to radiation. We do not know how viruses form their elegant, geometric structures from commonly occurring protein building blocks, nor do we understand the role of these structures in the infection process. We do not know how living cells interact with molecules of nonliving materials.	Decades	All people; spinoffs into medicine, food production, other industries likely.	TBD	Noncontroversial

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and challenges: physical sciences	We do not know how to produce material with no waste by-products. We do not know how to convert solar energy into practical, cost-efficient fuels for a wide variety of applications, nor we do know how to create advanced fuels for nuclear fission reactors. We do not know how to extract all the energy from existing fuel sources. We do not know how to design catalysts for many important chemical reactions. We do not fully understand how "high-temperature super-conductivity works.	Decades	All people; spinoffs into medicine, food production, other industries likely.	TBD	Noncontroversial

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Grand Challenges: Economic, Social, and Behavioral Sciences	We do not know why national economies grow at such different rates either at a particular moment, or over time. We do not know how best to use our information infrastructure and new media to promote learning among children. We do not know how the vast store of instantly available information can or will be understood and used. We do not know how we learn or remember, or how we think and communicate. We do not understand the relationship between language and thought. We do not know why or how it is that some children seem to learn to read with all the ease with which all children acquire language.	Decades	All people; spinoffs into medicine, food production, other industries likely.	TBD	Noncontroversial

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Science and Technology to Achieve Global Stability	A PDD to all agencies to develop and implement clear strategies for international engagement that supports U.S. science and technology and foreign policy goals. Top priorities for international S&T cooperation: 1) slow the pace of emerging infectious diseases, 2) achieve sustainable development in China, and 3) ease Russia's transition to a stable economy.	12 months	S&T international collaboration bolsters preventive diplomacy and promotes global stability and security while reducing costs to taxpayers.	Largely a reprioritization of agency funds.	Bipartisan support.
Technology for Arms Control	Develop technical approaches to ensuring that sophisticated conventional weapons that fall into the wrong hands do not work for long.	By July 1999	All Americans; American arms dealers	Costs for development and implementation low.	U.S. would need to provide assurances that the U.S. would continue to service the weapons purchased (legitimately) abroad. Unilateral action would be effective, but international negotiations would be needed for a larger impact. The U.S. could take the lead in a high-tech arms control strategy.

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Human Genome Project/Genetic Medicine	Mapping and sequencing of the human genome are critical components of genetic medicine – the application of DNA technologies to the diagnosis, treatment, and prevention of disease. Most complicated diseases of modern life – cancer, heart disease, diabetes, arthritis, and a host of neuropsychiatric disorders – seem to result from the activities of several genes and the interactions between the human body and its environment. We can anticipate many new discoveries to follow recent identification of obesity genes, genes for aging, neurological disease genes, and cancer genes. We can also design rational therapies once gene structure is understood.	Sequence of the Human Genome by 2004 (at latest); individual genes and therapies announced one by one.	All people.	\$\$\$X	Scientific elements of program are popular, but applications raise serious ethical questions.

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Additional Food Genome Initiative	Food production is the nation's largest industry -- about 15 percent of GDP. Increasing our agricultural productivity depends on our investments in science and technology. Support for this program will result in detailed knowledge on the genetic structure of agriculturally important plants and animals. Increase U.S. exports by XX; increase agricultural productivity by XX.	10-15 years	Farmers, processors, and consumers	\$100 million per year	Strong bipartisan support for this area of research.
Integrate S&T and Social Values	Codify the National Bioethics Advisory Committee Ensure On-Line Privacy Enforce Public Interest Obligations for Digital TV	6 months 6 months; ongoing By 2000 (in tandem with introduction)	Current and future patients in the health care system. All vendors and consumers of all services. Electorate.	\$2.5 million per year for operations of the Committee. TBD TBD	Strong bipartisan support for an ethics commission confounded by tendency litmus testing of members. Strong bipartisan support. Complicated by positions on campaign finance reform.

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Cancer research initiative	Revitalize the war on cancer by seizing upon recent advances in science to better prevent, detect, diagnose, and treat cancer.	Start in FY 1999.	Reduce cancer deaths by 10-20 percent using existing technology. Generate dozens of new specialized tools to prevent, detect, diagnose, and treat cancer, fundamentally changing the way medicine battles cancer.	TBD	Will have strong bipartisan support. Million plus person march planned for Fall 1998.
IDS Research initiative (to be provided 8/14)					
Children's meningitis vaccine initiative (to be provided 8/14)					

SCIENCE AND TECHNOLOGY PILLAR (REVIEW DRAFT: 8/13/97 PM)

LEADING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
Start in celebration of science	End: Decade of the Brain. Start: Decade of the Mind. End: Decade of Natural Disaster Reduction. Start: International Decade of Disaster Resilience Launch of integrated global observing system. Challenging extreme frontiers Virtual Global Science Fair.	Year 2000	Americans generally	TBD (depends on scope); could be cost- shared with State and local governments, NGOs, and industry.	Would get bipartisan support for the notion of leading the world into the coming century by pioneering advances in science and technology.

13. Racial Reconciliation - Echaveste

RACIAL RECONCILIATION BILLAR

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Strong civil rights enforcement	Ensure that federal civil rights laws are enforced aggressively Ensure that federal government becomes a model workplace with effective methods of resolving discrimination issues	multi-year effort	Results in renewed confidence of minority communities in federal government as protector of civil rights, such as in employment, housing, education Sends message to public that illegal acts of discrimination will not be tolerated, thereby making public more aware of unacceptability of discrimination	Would require a thorough review of current budget outlays for various civil rights enforcement agencies Would require thorough analysis of effectiveness of enforcement agencies After such analysis and review, would likely require budget increases for enforcement agencies In the federal government, would require possible negotiations with federal employee unions on EEO and grievance procedures	

RACIAL RECONCILIATION BILLAR

Fair and equitable criminal justice system	Ensure that policing strategies are both effective and race-neutral Ensure that penal system achieves goals of appropriate punishment, rehabilitation and effective deterrence in race-neutral fashion	multi-year	Results in increasing minority communities' confidence in criminal justice system Restores and renews belief in equal justice under the law Results in alternative strategies to reduce recidivism	Would require honest analysis of current criminal justice system and its racial inequalities Would require increasing public's awareness that resources spent on alternative punishment and prevention models result in lower overall costs Could be viewed as becoming soft on crime	
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RACIAL RECONCILIATION PILLAR

Fair and equitable educational opportunity	Ensure that children of all incomes and races receive a quality education	multi-year	Should reduce need for affirmative action in post-secondary education Results in minority children not having inferior sense of self	See Education Pillar/costs and feasibility analysis	
Fair Affirmative Action Programs	Ensure that programs designed to promote diversity do not create division instead	1-3 years	Results in unifying Americans in shared belief in equality of opportunity	If not carefully done, could be viewed as retreat from affirmative action Requires balance between objectives of affirmative action and costs of promoting race/gender based programs Requires finding effective strategies that result in diversity without utilizing race/gender factors which may be laudable but not feasible	
Respectful Incorporation of New Immigrants into American Society	Ensure that new legal immigrants become part of America and share its values in manner that is respectful of our cultural differences Ensure that we find effective mechanisms to	multi-year	Results in reducing fear of immigrants as changing core values of country As country becomes multi-ethnic society, reduces hostility Recognizes the positive contributions that immigrants bring to country	Could be seen as becoming soft on illegal immigration Requires development of absorption strategies that respect cultural differences--not sure it can be done Requires new approaches re language differences that do not create hostility	

14. REGO / Effectiveness of Government - Stone

REINVENT TO IMPROVE PUBLIC TRUST IN GOVERNMENT

Building Blocks of Innovation	Description	Timeline	Benefits	Costs/Feasibility	Political Ramifications
Learn from examples of reinvention to entire reinvented agencies.	NPR will work directly with 32 high-impact agencies to dramatically improve their operations. Vice President Gore has already met with agency heads involved and told them this is one of his most important initiatives.	3 years.	Focuses on more than 200 specific, concrete goals to be completed by 2000. For example, DOD will internally shift \$13 billion in resources to modernize forces by cutting administrative costs. NASA will cut payload costs from \$10,000/lb. to \$1,000/lb. and launch more satellites. FDA will cut one year from major drug approvals.	Will be done in the context of a balanced budget. Any increased costs will be borne through increased operational efficiencies. Agencies have committed to completion by 2000, with the help of NPR.	Increased public confidence in government to deliver services. Would have strong bipartisan support.
Improve customer service to the public.	Cut red tape and empower employees to better serve their customers. Agencies have already publicly committed to more than 4,000 service standards.	3 years.	Helps the public at first point of contact, which will reduce costs and errors and increase public satisfaction with services. It will also improve employee satisfaction with their jobs.	This will take concerted, sustained leadership attention to change the behavior of the bureaucracy to put customers first.	Increased public confidence in government to deliver services. Would have strong bipartisan support.
Use technology to improve public access to government.	An interagency task force has already committed to 18 specific initiatives ("Access America") that will dramatically improve citizens' interaction with government	3 years.	Technology will allow direct citizen interaction, for example paperless tax filing, instant access to environmental hazard information, and getting student loans on the Internet.	Need to solve privacy and security issues and build cooperation across agency lines.	Strong bipartisan support.

Use partnerships to reinvent regulatory systems.	Expand compliance assistance and collaboration for "good players" and better target enforcement actions on "bad players."	3 years.	Cleaner air, safer workplaces, safer food, etc.. Will also improve international competitiveness and relations with the business community -- and blunt Republican efforts to lessen the national commitment to health and safety goals.	Need to dramatically change the internal cultures in key regulatory agencies (e.g. OSHA, IRS, EPA, FDA) and bring Congress along.	Traditional stakeholders (unions, environmentalists, consumer advocates) have been wedded to the traditional approaches and are wary of more collaborative approaches.
Follow through on previous Reinvention commitments.	NPR has been charged with follow through of more than 1,500 recommendations and has completed more than half. It is committed to progress on the remainder.	3 years.	Savings have reached \$130 billion out of \$178 billion promised; downsizing has been completed 2 years ahead of schedule. This progress and sustained follow through has created the credibility needed to make the more difficult changes in agency culture.	It will be difficult to change the basic "rules of the game," especially in the budget and personnel systems. These changes would greatly enhance efforts to reinvent agency cultures to be more results-based.	There is no clear political consensus on moving forward in these difficult areas. Unions are reluctant to support personnel reform; Congress is reluctant to support budget or personnel reform.

REINVENT TO IMPROVE PUBLIC TRUST IN GOVERNMENT

Building Blocks of Pillar	Description	Timeline	Benefits	Costs/Feasibility	Political Ramifications
Go from examples of reinvention to entire reinvented agencies.	NPR will work directly with 32 high-impact agencies to dramatically improve their operations. Vice President Gore has already met with agency heads involved and told them this is one of his most important initiatives.	3 years.	Focuses on more than 200 specific, concrete goals to be completed by 2000. For example, DOD will internally shift \$13 billion in resources to modernize forces by cutting administrative costs. NASA will cut payload costs from \$10,000/lb. to \$1,000/lb. and launch more satellites. FDA will cut one year from major drug approvals.	Will be done in the context of a balanced budget. Any increased costs will be borne through increased operational efficiencies. Agencies have committed to completion by 2000, with the help of NPR.	Increased public confidence in government to deliver services. Would have strong bipartisan support.
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Use technology to improve public access to government.	An interagency task force has already committed to 18 specific initiatives ("Access America") that will dramatically improve citizens' interaction with government	3 years.	Technology will allow direct citizen interaction, for example paperless tax filing, instant access to environmental hazard information, and getting student loans on the Internet.	Need to solve privacy and security issues and build cooperation across agency lines.	Strong bipartisan support.

add human resources component

AMERICAN LEADERSHIP ABROAD					
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
UNDIVIDED EUROPE	UNDIVIDED EUROPE	UNDIVIDED EUROPE	UNDIVIDED EUROPE	UNDIVIDED EUROPE	UNDIVIDED EUROPE
NATO Enlargement Ratification	Secure Senate ratification for admitting Poland, Czech Republic and Hungary to NATO. Implement strategy on second group(s) of invitees	Introduce legislation early 1998; seek ratification by March-April. First new members admitted Spring 1999 at NATO summit in Washington. Review timing for second group in 1999, possibly invite others to begin accession talks.	Strengthens NATO to meet core mission of self-defense and to take on new missions like peacekeeping. Helps lock in gains of democracy, free markets in Central Europe and promotes stability in part of world that sparked two world wars.	Ratification likely but not assured. Will require serious effort by the President to convince individual Senators and to rally support from American people. NATO direct costs are \$9 to 12 billion for '97 through '09. US share is estimated at \$1.5 to 2 billion or \$200 million per year for the next 13 years. Allies pay about 50%; new members about 35%. Additional costs of \$8 to 10 billion for Allies and \$10 to \$13 billion for new members for certain national force enhancements.	

1998
APFC
Russia
Europe
Africa
China
UK
India-Pakistan
Middle East

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS (e.g. Who does this help? How does it help them?)	COSTS/FEASIBILITY (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	POLITICAL RAMIFICATIONS (e.g. How does it affect the party?)
NATO Adaptation and Enhancing Cooperation/Integration	Continue internal NATO adaptation (command structure; Spanish, French integration expand Euro role.)	Now through NATO ministerial in December, 1997.	Adaptation strengthens NATO's ability to meet core mission of self defense and new missions like peacekeeping.	Adaptation on course. Spanish integration likely, French integration questionable; dispute with U.S. may require occasional intervention by President.	
	Strengthen Partnership for Peace/EAPC; develop NATO-Russia & NATO-Ukraine partnerships.	Through 1998	Outreach promotes integration and stability throughout Europe.	Leads to more equitable defense burdensharing with Europe, thereby shoring up domestic support for residual defense spending and our presence in Europe.	
	Strengthen integration of the Baltics and Southeastern Europe	Through 1998			

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Advance Self-Sustaining Peace in Bosnia	Support full implementation of Dayton Accords (including: bring war criminals to justice, help refugees return, promote economic reconstruction, democratization, arms reduction, support institutions.) Complete SFOR mission on schedule. Decide on post-SFOR participation by U.S., if any, to ensure implementation continues. Build public and congressional support for continuing role. Promote democracy in Serbia and Croatia and regional and economic development.	Now through June 1998: use SFOR presence to push for full implementation of Dayton. Fall 1997 decide post SFOR presence, if any.	Strengthen self-sustaining peace in Bosnia; save countless lives; preserve stability at heart of Europe; help hundreds of thousands displaced persons return home.	SFOR likely to complete mission on schedule. But ability to advance individual components of Dayton uncertain – especially provisions on war criminals, refugee return. Will require difficult policy decisions by President, agreement with allies and could entail risks to troops. Would be difficult to build public and Congressional support for post-SFOR military presence by U.S., easier to garner support for out-of-country military effort and/or continued economic, humanitarian assistance. Either way, President would have to take lead in making case to Congress, American people. Cost? [Unknown]	

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Push to improve ties btw. Greece & Turkey	Use current promising circumstances for major effort to improve bilateral ties, building on momentum of Madrid agreement on principles to govern bilateral relations; address core issue of dispute over continental shelf.	Initial push now through end of 1997. Additional specific steps contemplated for 1998.	Opportunity to further defuse enduring and dangerous flashpoint for conflict in Europe, promote productive ties between NATO allies	Uncertain. Recent steps forward encouraging but history of conflict sobering. Would require high profile engagement by President if agreement within reach.	
Advance Resolution to Cyprus Dispute	Capitalize on appointment of Presidential emissary and initiation of UN- sponsored direct talks and urging EU accession talks to bring parties to framework negotiations and move them toward bizonal, bicomunal federation	In 1998, seek to open framework negotiations. 1999-2000: Work to overcome Turkish objections to EU membership for Cyprus	Same as above.	Same as above.	

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Russia/NIS	For NIS security, arms control and trade goals, see also above and below. Advance Minsk Group negotiations on Nagorno-Karabac toward goal of peace agreement. Play more active role in conflict resolution in Georgia/Abkhazia Encourage free and fair elections throughout region	Intensified negotiations Fall 1997 Target Phase I agreement by end of '97 Phase II agreement by '98 Negotiations process led by UN during fall 1997 Russia: Parliament '99; President '00 Ukraine Parliament March '98; President Oct. 99	Resolution of NK and Abkhazia conflicts promotes regional stability and cooperation in Caucasus and strengthens prospects of rapid energy development in Caspian Basin. Key to reinforcing principals of democracy and elections as basis for political transition in NIS.	Final push for necessary concessions for NK may require intervention by the President, together with Presidents Yeltsin and Chirac. Prospects for peace are good. Requires broad and high-level diplomatic engagement on free and fair elections; as needed, consider targeted technical assistance for electoral processes.	

	Support regional and international integration of NIS states, e.g. WTO, OECD, NATO and IFIs.	Begin in 1998	Promotes democracy by enhancing economic, political and military development.	Requires broad and high-level diplomatic engagement and trade negotiations.	
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