

Final

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## EDUCATION PRIORITIES

In his 1997 State of the Union Address, the President announced that education would be the top priority of his second term. While a range of education issues will require Presidential attention and effort, DPC and NEC recommend five areas as having the greatest potential for lasting accomplishment: national standards (including reading), school reform, education technology, college access, and job training.

**1. National Standards, Testing and Achievement in Reading and Math.** The President should continue his campaign to firmly establish voluntary national standards and tests and sign up states to participate, recognizing that progress in this area will occur over the long run. This campaign should build on and strengthen state-level efforts supported by Goals 2000 and Title I to develop rigorous academic standards in the full range of core subjects. The effort must also place a sustained emphasis on raising student achievement, by passing and launching America Reads and by creating a new national partnership to boost middle school math achievement.

**2. School Reform.** A natural complement to the campaign on standards is a program of school reform that fosters a new ethic of education involving high expectations, accountability and public school choice. An important feature of this effort should be a new initiative to select a number of inner cities as Educational Opportunity Zones, in which schools would receive special assistance in exchange for adopting policies such as no social promotion, public school choice, reconstitution of failing schools, and removal of bad teachers. The school reform effort should incorporate sustained advocacy for publicly accountable charter schools nationwide, and includes the President's proposals for recruiting and training good teachers.

**3. Education Technology.** Ensuring that every child is technologically literate -- and that new technology is equitably spread -- is a critical imperative. We need to make sure that we have made progress on all four ed tech goals. The task of wiring is on track at the current funding levels (assuming the Universal Service Fund is upheld). We are proposing an additional investment (1) to provide training so that teachers can make the most effective use of technology, (2) to improve on the state-of-the-art in educational software, and (3) to evaluate the effectiveness of technology.

**4. College Access and Early Intervention.** With the tax cuts for higher education, increases in Pell Grants, and improvements in the loan programs, we are proposing a major presidential campaign to communicate that college is available to everyone at every point in their lives. A concentrated effort in low-income areas could include a program of school-college partnerships that provide mentoring and academic enrichment to children starting not later than seventh grade. We are working on this in conjunction with Chaka Fattah.

**5. Job Training.** Success is likely next year in our effort to consolidate job training programs and empower individuals with Skill Grants. We can go further in expanding training opportunities and helping the unemployed through: (1) harnessing technology for lifelong learning by funding the development of software and an Internet-based system for job training; (2) expanding the availability of unemployment insurance to more part-time and low-wage workers; and, (3) opening up more training opportunities for dislocated workers.

August 26, 1997

MEMORANDUM FOR ERSKINE BOWLES  
SYLVIA MATHEWS  
JOHN PODESTA

FROM: Bruce Reed  
Elena Kagan

SUBJECT: Long-Term Strategic Planning

In thinking about priorities for the remainder of the President's term, we think it is useful to ask five kinds of questions:

1. What are the most serious problems facing the nation today -- the issues of most genuine importance to the country's future?
2. What does the President most deeply care about? What issues speak to him and arouse his passion? What are his most intense and personal commitments?
3. In what areas can the President actually accomplish something? Where can he show real and measurable achievements? Where can he most make a difference?
4. What will he get credit for, now and in the future? What successes will people notice and care about? What successes will they attribute to the President?
5. What commitments has the President already made and what priorities has he already set?

These questions often point in different directions. An extremely serious issue may not be one the President can do anything about; an issue on which he can make real progress may not be one that moves him; an issue he cares about deeply may not be one on which others give him deserved credit; etc. In setting priorities for the remainder of his term, the President should try to determine the few issues where everything comes together: urgency, passion, the potential for accomplishment, the likelihood of recognition, and consistency with prior commitments.

Among domestic priorities (any President must and should make "American Leadership Abroad" a top priority), we think these questions point to a focus on (1) education, particularly standards and school reform initiatives; (2) health care, including entitlement reform, coverage expansion, consumer protection, and biomedical research; (3) children and family, particularly child care programs; and (4) welfare reform. We should continue to push our agenda on crimes and drugs -- especially with respect to community policing -- but should recognize that we

probably will be playing defense in this area for the next two years. We should take the President's commitment to racial reconciliation seriously -- but largely by focusing not on race itself, but on the problems of education, health care, crime, etc. felt by people in poor rural areas and inner cities.

1. *Education:* The President already has said that education -- particularly national standards -- is his first priority, and he has credibility in this area. The state of the nation's public schools demands action, and the President speaks with knowledge and feeling about these issues. The only question is whether he can make significant progress on this front, given the traditional preeminence of state and local governments over K-12 schooling. We think he can, so long as he chooses his targets with some care. He must continue to fight for voluntary national testing, recognizing that progress in this area will be measured in the long term. And he should combine this campaign with its natural complement -- a program of school reform, designed to foster a new "ethic" of education involving high expectations, accountability, and public school choice. We recommend, in particular, a program to select a number of inner cities (the places of greatest educational need) as "Educational Opportunity Zones," in which schools would receive special assistance in exchange for adopting policies of no social promotion, public school choice, reconstitution of failing schools, removal of bad teachers, etc. In addition to standards and school reform efforts, the President should continue to emphasize education technology and should propose increased mentoring and support services for poor middle- and high-school students to encourage minority enrollment in higher education.

2. *Health Care:* We are very well-positioned to make continued progress in health care, building on the gains we made in the budget. A sustained focus in this area -- where federal action is the norm and where bipartisan action is often feasible -- will leave a record of strong accomplishment. Entitlement reform is the surest route to credibility and perhaps the greatest need, but it is also the area where tangible accomplishment will be most difficult. We should work hard there, but should not ignore the rest of our health care agenda: further coverage expansions (for the 55-65 age cohort or workers in-between jobs), consumer protection reforms (to ensure quality, prevent discrimination, and protect privacy), and increased biomedical research (taking advantage of Republican support and perhaps using money from a tobacco settlement). By the close of the President's term, he can have amassed a substantial record in this area, which will make people view in an entirely different light our lack of success in passing the Health Security Act.

3. *Children and Families:* For a number of reasons -- including the passage of welfare reform, recent discoveries about early childhood development, and increased understanding of the difficulties of balancing work and family -- the issue of child care is ready to burst onto the national scene, and the President and First Lady should be in the vanguard. There is a great need for leadership (although, as in education, some resistance to *federal* leadership) to ensure that child care of decent quality is available and affordable for working Americans. Given their commitment and credibility in this area, the President and First Lady have an opportunity to push through significant reforms, perhaps including changes in the dependent care tax credit,

increased child care subsidies, and quality enhancements. An especially important feature of this package of reforms (even a promise of universal access, if we can manage it) should be after-school (but generally in-school) programs that give school-age children enriching and activity-filled afternoons.

4. *Welfare Reform:* Whatever else the President does during his term in office, he will be judged in significant measure by the success or failure of welfare reform. Welfare reform has the potential to be the greatest social policy achievement of our generation -- or to be a terribly harmful social experiment. For this reason, welfare reform must remain near the top of the President's agenda, even though actual control of the welfare system is now largely in the hands of state and local governments. The President should be actively engaged in promoting private sector hiring of welfare recipients and implementing our new \$3 billion welfare-to-work program. He should push Congress to invest more in welfare reform efforts (for example, by passing our initiative in NEXTEA for welfare-related transportation services); he should push states to make good use of TANF monies. In short, for the remainder of his term, he should maintain continuous and relentless involvement in this area.

**EDUCATION PILLAR**

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS	PRESIDENTIAL TIME COMMITMENT
National Standards and Tests	<p>Persuade 30-40+ states and 30-40+ major cities to sign up for national tests in 4th grade reading and 8th grade math by 1999.</p> <p>Enact legislation establishing independent governing board (NAGB) for tests.</p> <p>Pilot tests in 1998 and make ready for nationwide use in Spring 1999.</p> <p>Launch National Partnerships for improving reading and math achievement .</p> <p>Support, through Goals 2000 and the IASA, all States in developing common academic standards for their students.</p>	<p>April 1999</p> <p>Sept 1998</p> <p>April 1999</p> <p>Feb 1998</p> <p>Ongoing</p>	<p>Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students.</p> <p>Helps states and school districts hold schools accountable for performance.</p>	<p>No new budget authority needed.</p> <p>National tests will cost \$16 million per year to develop and \$100 million per year to administer. Congress to consider an amendment this month to deny authority to spend any funds for these purposes.</p> <p>\$620 million requested for Goals 2000 in FY 98 budget. Committees have appropriated less.</p> <p>Prospects for long-term success in most states are good but will require us to build and sustain broad nationwide support, and continue with aggressive efforts to address any local barriers to participation.</p> <p>Must prevent any legislation delaying test development.</p>	<p>Has potential for bipartisan and business support, although has attracted outspoken critics.</p> <p>Will require intensive public campaign to forge bipartisan congressional support.</p> <p>Will require hard work to maintain support within the minority community.</p>	Significant

**EDUCATION PILLAR**

<p>School Reform: Urban Education Initiative</p>	<p>Promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do.</p> <p>Possibly require Title I schools to adopt no-social-promotions and other reform policies.</p>	<p>Legislation by end of 1998.</p> <p>Program duration: 5 years</p>	<p>Reconstitute low performing schools using proven school improvement models.</p> <p>Improve use of resources by urban school systems and provide more choice for parents.</p> <p>Restore public confidence in urban public school systems.</p>	<p>Requires new legislation and budget authority</p> <p>Approximately \$320 million per year for competitive grant program for 10-15 districts ("education empowerment zones") to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management.</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish this objective.</p>	<p>May be difficult to secure Congressional support -- suburban/rural members, voucher supporters and liberals against high stakes testing may oppose.</p>	<p>Significant</p>
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**EDUCATION PILLAR**

<p>School Reform: Public School Choice</p>	<p>Create 3,000 high-quality, accountable charter schools (up from 1 in 1992 and 500 today).</p> <p>Increase the number of states with charter legislation to 35.</p>	<p>2001</p> <p>1998</p>	<p>Provides parents with options; increases accountability.</p> <p>Stimulates improvement of all schools.</p> <p>Offers intervention strategy for low performing schools.</p> <p>Increases public awareness of choices available within the public school system; decreases calls for vouchers.</p>	<p>No new budget authority needed.</p> <p>Administration's request for \$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools. Committees have appropriated less.</p> <p>Success depends on challenging state legislatures.</p>	<p>Has strong bipartisan support. Counter to Republican voucher proposals and Coverdell Amendment.</p> <p>Some in education organizations and minority community are wary or opposed.</p>	<p>Significant</p>
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**EDUCATION PILLAR**

School Reform: Training Good Teachers and Removing Bad Teachers	Recruit and prepare 10% of the new teachers needed in high poverty urban and rural schools.	Legislation by end of 1998.  Program: 5 years	Bring outstanding new teachers (including minorities) into schools with the greatest need; provide mentorship to new teachers.  Provide models and support to strengthen teacher preparation programs.	New legislation and budget authority required.  \$350 million over five years to support proposed Title V of Higher Education Act for recruiting teachers to high- poverty areas and strengthening teacher preparation.	Has bipartisan elements; recruitment initiative has strong appeal to urban constituency.	Limited. President has already announced.
	Enable 100,000 teachers to seek national certification as master teachers.	9 years	Enable every school to have at least one master teacher who can help lead improvements in the school and support teacher development.	No new budget authority needed. Administration has requested \$105 million over five years to develop content area assessments and provide access to certification process for 100,000 teachers.		Limited
	Increase the number of states/districts with programs to remove incompetent teachers.	Host roundtable discussion on effective local efforts in Fall 1997.	Facilitate the removal of incompetent teachers from the classroom and increase public confidence in public schools.	No cost	Strong public support for getting tough on incompetent teachers and increasing support from teacher organizations.	Limited

**EDUCATION PILLAR**

<p>America Reads: Tutoring for students who are behind, and related efforts</p>	<p>Launch national campaign to ensure that all children can read well and independently by age 8.</p> <p>After school tutors are a primary component; Congress is also pressing for a teacher re-training effort.</p>	<p>Major launch in summer 1998.</p> <p>Negotiations next month over appropriations are critical.</p>	<p>Helps children in communities with low reading levels, especially low income children.</p>	<p>Education Dept. Funds for 1998 included in Budget Agreement, although appropriators are balking.</p> <p>Needed increase for National Service is much more difficult to achieve.</p>	<p>Strong positive public reaction. However, support in Congress and from constituency groups is sparse.</p>	<p>Limited, but President should do a couple of events to launch program.</p>
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**EDUCATION PILLAR**

<p>School Construction</p>	<p>Provide up to 50% interest subsidy for new school construction and renovation.</p>	<p>4 years</p>	<p>Increase the amount of school construction by 25%.</p> <p>Target subsidy to urban and high-poverty districts that have the most significant needs.</p> <p>One-third of all schools facing extensive repair or replacement.</p> <p>New schools needed to address overcrowding caused by record enrollments.</p>	<p>New budget commitment necessary.</p> <p>\$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states.</p> <p>State grants ensure that rural and suburban schools will also receive interest subsidies.</p> <p>Record enrollment this fall ensures that overcrowding will continue to be an issue of great concern.</p>	<p>Strongly supported by urban constituencies.</p> <p>Growing public recognition of problem, and some potential for bipartisan support, although many Republicans vocally oppose.</p> <p>Description of initiative is based on legislation introduced last term; other policy options should be considered in order to increase chances for enactment.</p>	<p>Limited</p>
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**EDUCATION PILLAR**

<p>After School Learning Centers / Community Schools</p>	<p>See also Child Care Pillar.</p> <p>Current proposal would expand schools' capacity to address education needs by creating 500-1000 new after-school programs.</p> <p>Further expansions to be included in child care proposal.</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 p.m.</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring.</p> <p>Provides parents with safe, educational programs for children during working hours.</p>	<p>No new budget authority needed.</p> <p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but Senate committee appropriated only \$1 million.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education and childcare need.</p>	<p>Limited</p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems.</p>	<p>Ongoing</p>	<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning.</p>	<p>No new budget authority needed.</p> <p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98.</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>	<p>Limited</p>

**EDUCATION PILLAR**

<p>Safe and Drug-Free Schools</p>	<p>Improve implementation of proposal by ensuring that federal funds support the most effective investments in safety and substance abuse prevention.</p> <p>Continue implementation of zero tolerance policy for guns in schools requiring a one-year mandatory expulsion for kids who bring guns to schools.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Focus funds on the most effective interventions, increasing the number of kids free from violence and drugs.</p> <p>Will provide more models of programs that work for kids.</p> <p>In some 6,000 cases, the student population was protected by removing students who brought guns to school.</p>	<p>Department of Education reviewing options, including new legislation, for overhauling existing program. No additional budget impact is expected.</p>	<p>Efforts to improve program would address criticism that it doesn't work, but Congress could treat as excuse to attack Administration programs and efforts.</p> <p>Local districts likely to resist changes requiring more competition for funds or greater emphasis on results.</p>	<p>Limited</p> <p>Limited</p>
<p>College Access and Enrollment</p>	<p><b>** TO BE PROVIDED BY NEC</b></p>					
<p>Education Technology</p>	<p><b>** TO BE PROVIDED BY NEC</b></p>					

Final

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## EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
Education Standards	<p>Persuade 30-40+ states and 30-40+ major cities to sign up for national tests in 4th grade reading and 8th grade math by 1999.</p>	18 months	<p>Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students.</p>	<p>National tests will cost \$16 million per year to develop and \$100 million per year to administer.</p>	<p>Has strong potential for bipartisan and business support, although has attracted outspoken critics.</p>
	<p>Pilot tests in 1998 and make ready for nationwide use in Spring 1999.</p>	18 months	<p>Helps states and school districts hold schools accountable for performance.</p>	<p>\$620 million requested for Goals 2000 in FY 98 budget.</p>	<p>Will require hard work to maintain support within the minority community.</p>
	<p>Launch National Partnerships for improving reading and math achievement by early 1998.</p>	6 months		<p>In addition to the America Reads initiative, additional investments in reading and math materials, professional development and public information will be needed.</p>	
	<p>Support, through Goals 2000 and the IASA, all States in developing common academic standards for their students.</p>	Ongoing		<p>Prospects for long-term success in most states are good but will require us to build and sustain broad nationwide support, and continue with aggressive, case-by-case efforts to address any local barriers to participation.</p> <p>Must prevent any legislation delaying test development.</p>	

**EDUCATION PILLAR**

<p>Public School Choice</p>	<p>Create 3,000 high-quality, accountable charter schools (up from 1 in 1992 and 500 today).</p> <p>Increase the number of states with charter legislation to 35.</p>	<p>2001</p> <p>1998</p>	<p>Provides parents with options; increases accountability.</p> <p>Stimulates and informs improvement of all schools.</p> <p>Intervention strategy for low performing schools.</p> <p>Increases public awareness of choices available within the public school system; decreases calls for vouchers.</p>	<p>\$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools.</p> <p>Success depends on challenging state legislatures.</p>	<p>Has strong bipartisan support. Effective counter to Republican voucher proposals and Coverdell Amendment.</p> <p>Some in education organizations and minority community are wary or opposed.</p>
<p>Fixing Failing Schools / Urban Education Reform</p>	<p>Aggressively promote school reform by challenging and/or requiring urban districts to adopt our school reform agenda--no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management--and rewarding those that do.</p>	<p>5 years</p>	<p>Low performing schools reconstituted using proven school improvement models.</p> <p>Better use of resources by urban school systems and more choice for parents.</p> <p>Restore public confidence in urban public school systems.</p>	<p>\$320 million competitive grant program for 10-15 districts to end social promotions, fix failing schools, widen public school choice, fire bad teachers, and improve management.</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish.</p> <p>Possibly require Title I schools to adopt no-social-promotions and other reform policies.</p>	<p>Potential for bipartisan support if it has a strong emphasis on accountability; urban constituencies especially supportive.</p>

## EDUCATION PILLAR

<p>Talented and Dedicated Teachers</p>	<p>Recruit and prepare 10% of the new teachers needed in high poverty urban and rural schools.</p>	<p>5 years</p>	<p>Bring outstanding new teachers (including minorities) into schools with the greatest need; provide mentorship to new teachers.</p> <p>Provide models and support for improvements in higher education to strengthen teacher preparation.</p>	<p>\$350 million over five years to support proposed Title V of Higher Education Act for teacher recruitment and strengthening teacher preparation.</p>	<p>Has bipartisan elements; recruitment initiative has strong appeal to urban constituency.</p>
	<p>Enable 100,000 teachers to seek national certification as master teachers.</p>	<p>9 years</p>	<p>Enable every school to have at least one master teacher who can help lead improvements in the school and support teacher development.</p>	<p>\$105 million over five years in the balanced budget to develop content area assessments and provide access to certification process for 100,000 teachers.</p>	
	<p>Increase the number of states/districts with programs to remove bad teachers.</p>	<p>Host roundtable discussion on effective local efforts in Fall 1997.</p>	<p>Facilitate the removal of incompetent teachers from the classroom and increase public confidence in public schools.</p>	<p>No cost</p>	

**EDUCATION PILLAR**

<p>After School Learning Centers / Community Schools</p>	<p>Expand schools' capacity to address education needs by creating 500-1000 new after-school programs.</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 p.m.</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring.</p> <p>Provides parents with safe, educational programs for children during working hours.</p>	<p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but only \$1 million in the Senate.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education and childcare need.</p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems.</p>	<p>Ongoing</p>	<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning.</p>	<p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98.</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>

**EDUCATION PILLAR**

<p>Safe and Drug-Free Schools</p>	<p>Added school safety as a focus of the federal investment in 1993 and later successfully fought to increase funding despite GOP threats to cut.</p> <p>As part of new initiative, ensure that federal funds support state and school district investments in effective safety and substance abuse prevention efforts.</p> <p>Established zero tolerance policy for guns in schools requiring a one-year mandatory expulsion for kids who bring guns to schools.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Allows schools to use funds for security improvements and violence prevention.</p> <p>Provided increase in funds for prevention programs at a time when adolescent drug use increasing.</p> <p>Focus funds on the most effective interventions, increasing the number of kids free from violence and drugs.</p> <p>Will provide more models of programs that work for kids.</p> <p>In some 6,000 cases, the student population was protected by removing students who brought guns to school.</p>	<p>Department of Education reviewing options for overhauling existing program.</p>	<p>Strong public support for President's effort to preserve funding for program.</p> <p>Efforts to improve program would address criticism that it doesn't work, but Congress could treat as excuse to attack Administration programs and efforts.</p> <p>Local districts likely to resist changes requiring more competition for funds or greater emphasis on results.</p> <p>While original had bipartisan support, Republicans considering expanding to drugs, alcohol and tobacco in the juvenile crime bill. There would be significant issues associated with this change.</p>
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**EDUCATION PILLAR**

<p>School Construction</p>	<p>Provide up to 50% interest subsidy for new school construction and renovation.</p>	<p>4 years</p>	<p>Increase the amount of school construction by \$20 billion (25%).</p> <p>Subsidy targeted to urban and high-poverty districts that have the most significant needs.</p> <p>One-third of all schools facing extensive repair or replacement.</p> <p>New schools needed to address overcrowding caused by record enrollments.</p>	<p>\$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states.</p> <p>State grants do ensure that rurals and suburban schools will also receive interest subsidies.</p> <p>Record enrollment this fall ensure that overcrowding will continue to be an issue of great concern.</p>	<p>Strongly supported by urban constituencies.</p> <p>Some potential for bipartisan support, although many Republicans vocally oppose.</p>

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## EDUCATION PILLAR

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?)
America Reads: Parents-as-First-Teachers	Ensure that parents and care givers of children age 0-2 have the latest knowledge about how to promote children's learning and reading potential. This part of America Reads has not received much attention, and is a national follow-up to the Brain conference.	Campaign could begin in FY98 if funds promised in Budget Agreement are secured in appropriations bills.	Result in children who are better prepared to learn when they reach school age. Mainly helps children in low-income communities where books and other stimulants are more scarce and the literacy skills of care givers may be lower.	Can begin with funds already part of budget Agreement. Other programs should be allied with the effort: WIC, Even Start, Reading is Fundamental, Early Head Start.  Large payoff if additional investments are made in programs such as Even Start, Early Head Start, and WIC (doubling Even Start would cost only \$100 million a year; WIC expansion would cost much more).	Support in minority causes - can work closely with constituency groups and networks.  Bipartisan support (same paranoia among far-right groups concerned that Feds will regulate home-schooling).
Universal access to quality pre-school [note: Our Head Start investment is part of America Reads as described originally]	Through expansion and improvement of Head Start, Child Care block grant, and tax provisions ensure that all families in America have access to at least two years of quality pre-school care.	(FY99 budget proposed).	Results in more children starting school ready-to-learn, reducing the need for remediation.  Mainly helps low-and middle-income families who are using low-quality care or are returning to work under welfare reform. [What is the unfunded need in Head Start and /or child care].	Billions of dollars, conflict between quality and capacity. (Funds are needed for training and other program improvements, but these investments do not expand the number if slots available).	Head Start has bipartisan support. Concept attractive to both parties.

## EDUCATION PILLAR

<p>America Reads: Tutoring for students who are behind, and related efforts</p>	<p>Launch national campaign to ensure that all children can read well and independently by age 8. After school tutor are a primary component; Congress is also pressing for a teacher re-training effort.</p>	<p>Major launch for summer 1998.  Negotiation next month over appropriations details are critical.</p>	<p>Helps children in communities with low reading levels, esp. Low income.</p>	<p>Education Dept. Funds for 1998 included in Budget Agreement, although appropriators are balking.  Needed increase for National Service is much more difficult to achieve.</p>	<p>Strong positive public reaction. However, support in Congress and from constituency groups is sparse.</p>
<p>Public Education Campaign: Financial Aid for College</p>	<p>Promote college attendance by publicizing the universal availability of Federal financial aid - including the new tax credits.</p>	<p>One year major effort (perhaps starting Jan. 98), followed-up by some continuing new.</p>	<p>Should be targeted to have largest impact where college attendance is low: low-income communities. Also could be aimed at workers who may want or need to upgrade skills.</p>	<p>Modest cost for pamphlets, PSAs, conferences, and bully pulpit activity.</p>	<p>Everyone wants to take credit (they might even want to take part in the information campaign); no one should object.</p>
<p>Restore Pell Grant's Buying Power</p>	<p>Increased college cost have reduced the Pell Grant's value, even with the Administration's historic increases. An increase in the maximum award of \$1000 or more (to \$4000+) would restore the grant's buying power.</p>	<p>Higher Education reauthorization proposal or FY99 Budget request for 1999-2000 academic year.</p>	<p>Helps promote college attendance and retention by low-income individuals. (This population will not benefit significantly from the HOPE and Lifetime Learning Credits because they do not have sufficient tax liability).</p>	<p>Would costs \$3-4 billion/year or more.</p>	<p>Some Democrats and higher education groups would strongly support. Others and Republicans may attack price tag in wake if HOPE, and point out the need to prepare low-income kids better before college.</p>

## EDUCATION PILLAR

<p>Mentoring: Middle School and Beyond</p>	<p>Promote high school completion, college-going, and career orientation by rounding Mentoring, tutoring, and other support services to students at high-poverty schools, starting in middle or junior high school. Could be combined with information campaign on financial aid for college.</p>	<p>FY 99 budget request or higher education reauthorization for 1999-2000 school year.</p>	<p>Would help children and families in some of the highest-poverty areas. Evaluations indicate these efforts do make a difference.</p>	<p>Investment would need to grow to \$1 billion or more per year.</p>	<p>Constituency groups and elites would strongly support.</p>
<p>Lock-in Pell Grant for Middle Schoolers</p>	<p>Guarantee full or partial Pell Grant eligibility for children at high-poverty middle schools and junior high schools, to encourage them to finish school and consider college.</p> <p>Could be combined with the major public information campaign or mentoring effort.</p>	<p>Higher Education Act reauthorization or FY 99 Budget proposal for 1999-2000 academic year.</p>	<p>Students at high-poverty schools, where they are most in need of any message of hope.</p>	<p>Annual costs starting in 2005 (?) Could range from X-Y billion, depending on program design.</p>	<p>Bipartisan support for concept, but new entailment and out-year cost could prove difficult to pursue.</p>

## EDUCATION PILLAR

<p>Family Literacy</p>	<p>Dramatic expansion of tutoring and other efforts that promote whole families that can read and write English well and parents have high school diplomas. (Children's skills are closely related to their parents' skills).</p> <p>Would include large increases in funding for Adult Basic Education and Even Start. Addresses needs in make of welfare/immigration laws.</p>	<p>FY 99 Budget Proposal.</p>	<p>Families with low literacy skills, no high school diploma, and/or limited-English proficiency. These programs are used heavily by Hispanic community.</p>	<p>Doubling these two programs would cost additional \$450 million/year.</p>	<p>Bipartisan support.</p>
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## EDUCATION PILLAR

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)
Education: GI Bill for America's Workers	Reform and consolidate federal job training, adult ed and voc ed programs. Promote One Stop Career Centers. Empower individuals with Skill Grants	POTUS proposed in 1995. House passed legislation consistent with POTUS's principles. Senate expected to mark up legislation in Senate.	Dislocated workers, students in adult and voc ed programs will be served by a more efficient system with more accountability and individual choice.	Better than 50% chance of Senate passage this year.	If legislation passes Congress it will be overwhelmingly bipartisan. In September there may be an opportunity for the President to laud the bipartisan effort led by Senators Jeffords, DeWine, Kennedy and Wellstone.

## EDUCATION PILLAR

<p>Education: Workers in Transition</p>	<p>Expand availability of unemployment insurance to ease dislocations and stabilize the economy. <b>Currently, only 35% of unemployed workers get UI benefits, down from @ 50% in '50s.</b></p>	<p>Requires legislation. Could be proposed in FY99 Budget.</p>	<p>Depends on the specific reforms adopted. Range is from 130,000 part-time workers to 680,000 part-time and low-wage workers.</p>	<p>Cost range: \$400 million/yr to 1.8 billion/yr depending on the package of reforms. Source: State UI trust funds. Some states might initially absorb additional beneficiaries without raising tax rates.</p>	<p>This would be very difficult, but would have strong validation from the bipartisan Advisory Council on Unemployment Compensation and mainstream economists. It would also enjoy support from worker advocates and some members of the Democratic Caucus. Moreover, there are strong arguments for fixing the system: the economy has changed dramatically, businesses rely more on part time workers, workers change jobs more often and only 1/3 of unemployed workers get benefits. In addition, because of the strong economy, state UI trust funds are in surplus, so now is the time to fix the system.</p>
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## EDUCATION PILLAR

<p>Education: Workers in Transition</p>	<p>There are a range of options to complete your training reform agenda and better support dislocated workers. The broadest proposal would be to guarantee all dislocated workers training/education and income support. The most narrow proposals would be to give more dislocated workers access to Pell Grants or job training.</p>	<p>Requires legislation.</p>	<p>Would be available to all dislocated workers who can't find another job. Take up rates and eligibility screens would vary with the design of the program. Estimates of participation range from about 250,000 to 750,000.</p>	<p>More Training for Dislocated Workers: \$800 million/yr.</p> <p>Pell Grants for Dislocated Workers: estimates range from \$200 million/yr to \$1 billion/yr.</p> <p>Pell/Training &amp; Income Support: \$2.6 billion/yr.</p> <p>Feasibility: Giving dislocated workers the chance to get a Pell grant might have some bipartisan support.</p>	<p>Democrats are generally supportive of job training and education initiatives, but with the current low unemployment rate, new training ideas are likely to be a low priority for Congress.</p>
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**EDUCATION PILLAR**


## EDUCATION PILLAR

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)
Educational technology:  existing initiative	<ol style="list-style-type: none"> <li>1. Connect every classroom to Internet by 2000.</li> <li>2. Train teachers.</li> <li>3. Computers.</li> <li>4. Educational software.</li> </ol>	By "dawn of the new century."	<p>Improves student performance by making learning more exciting, hands-on.</p> <p>Prepares students for workplace of 21st century.</p> <p>Increases parental involvement.</p>	<p>President's budget has \$2 billion Technology Literacy Challenge Fund.</p> <p>Universal Service Fund has up to \$2.25 billion/year for schools and libraries for connectivity.</p> <p>Current funding adequate for connectivity goal - won't reach goals on computers &amp; teacher training without substantial match from private sector, state, local.</p>	Very popular. Potential for elite media backlash unless you can demonstrate results.
Educational technology:  new initiatives	<ol style="list-style-type: none"> <li>1. Ensure every new teacher knows how to use technology, or one "master" teacher per school</li> <li>2. High visibility content online</li> <li>3. R&amp;D on evaluation, educational software</li> </ol>	2000	<p>Teacher training critical to success of initiative.</p> <p>Need R&amp;D to improve state of the art of software, and conduct evaluation on impact of technology on student performance.</p>	Could launch credible new initiatives for several hundred million.	Popular.

THE WHITE HOUSE

WASHINGTON

August 11, 1997

MEMORANDUM FOR STRATEGY TEAM

FROM ERSKINE BOWLES AND SYLVIA MATHEWS <sup>AM &</sup> ~~SMAT~~

SUBJECT: Follow-up to Friday's Strategic Meeting

As a follow-up to last Friday's meeting, this memo details the assignments and their deadlines. A template is attached for you to use as you develop the assigned pillars. On Wednesday, a memo with your assigned pillar(s) will be due to Andrew Mayock by 5 p.m. On Thursday and Friday, Erskine will hold meetings to discuss the paper that has been produced and next week will be spent refining that paper. During the week of August 25th, Erskine and Sylvia will use the pillars as the foundation of a memo that we will send to the President on August 29th. When the President returns, we will meet with him to discuss the different choices among pillars and in some cases, within a single pillar.

PILLARS

1. Education - Reed, Sperling
2. Renewing our Cities (including sustainable development), Welfare, Underclass - Sperling, Reed, Klain
3. Environmental Protection - McGinty, Sperling, Gibbons
4. Crime/Drugs/Prisons (including perhaps, the future of young men) - Reed
5. Renewal of Family (issues like child care, balance of time, divorce, adoption, the media, family medical leave) - Verveer, Echaveste, Reed
6. Children - Sperling, Reed, Verveer, Echaveste
7. Racial Reconciliation (including civil rights enforcement, immigration, the judicial system) - Echaveste
8. International Economic Leadership - Tarullo, Summers, Sperling
9. Savings/Entitlement Reform - Sperling, Summers
10. American Leadership Abroad (including peace, defense structure, democracy) - Berger, Steinberg
11. Science/Technology (including reinvigorating the R/D budget, medical sciences, medical ethics) - Gibbons, Podesta, Gips, Sperling
12. Rego/Effectiveness of Government (like eliminating errors in Medicare or EITC) - Stone
13. Gifts to the Future (rebuilding our schools, the Millennium, museums, culture) - Verveer
14. Health Care/Improving Health Status (vaccination efforts, smoking reduction, adding years to the life span, decreasing suffering of elderly and sick, medical science improvement, more insured) - Jennings, Reed

Note: OMB and CEA will be a part of many of these issues.

There were a number of other ideas that came out of our brainstorming session. However, as the group tried to create a manageable number to produce detailed paper on, some items came off the primary list. The topics not included:

- Making Markets Work (negative ramifications of the modern economy, growing power of the corporation, new transactions, improving the framework of competition)
- Culture
- President as Teacher
- New Ethics
- Service

To help in this process, we have also attached documents that list Administration initiatives for the year 2000 and our State of the Union goals. Also, a sample and a blank template are attached so that each pillar can be summarized in a way that can be compared to others. The President will, of course, want back up memoranda describing each area summarized in the template. As you fill in the elements of your pillars, please include policies that are already being pursued. Andrew Mayock will e-mail the template to your office. If you have any questions, his number is 6 - 7492.

Once again, your assignments are due no later than 5 p.m. on Wednesday. The paper will be distributed for meetings that will be held on Thursday and Friday. Andrew will let you know in which meeting times your topic will be discussed.

**Attachments:** Clinton Administration Initiatives for the Year 2000  
1997 State of the Union - Policies Announced  
Sample Chart on Education Pillar  
Template Pillar Chart (also will be provided electronically)

**SAMPLE**

**EDUCATION PILLAR**

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?)
Educational Standards	<p>Ensure that <u>X</u> of states sign on to <del>standards</del> for 4th and 8th grades thereby establishing a goal for students to reach.</p> <p>Ensure that schools and their teachers adequately prepare our children.</p>	<u>X</u> months / years	<p>Results in better educated students in public schools (as long as "failure" group does not develop).</p> <p>Results in measurement of school performance.</p> <p>Mainly helps students in <u>X</u> situation. There are <u>Y</u> students in that situation.</p>	<p>May entail high costs to organize efforts in each state where there are differing power centers / dynamics.</p> <p>Will require work to ensure that it is not used as a tool against minorities.</p>	<p>Has strong bi-partisan element.</p> <p>Sometimes results in alienation of minority community and may cause dissension within that area of the party.</p>
Guarantee Two Years of Higher Education (Chaka Fattah Plan: 21st Century Scholars Act)	Guarantee Pell Grants to sixth-grade students from low income families.	<u>X</u> months / years	<p>Increases college participation rates for this group, and broadly instills expectation of college attendance among lower-income students. 700,000 students available for benefit in first class.</p> <p>Promotes high school completion, job readiness and lower incidence of delinquent behavior.</p>	<p>\$2.5 billion for first group of sixth-grade students.</p> <p>May create a new entitlement and will cost shift in budget priorities from one program to this one.</p> <p>May guarantee help to many non-needy students.</p> <p>Does not provide additional support like mentoring, tutoring and other support services that are critical for success.</p>	Has bi-partisan support.
Additional building blocks to be added here.					

\*Note that this example has both an old initiative that we are still developing and a new idea. Please include both in your input.

\*This template will be provided to you for incorporation of your own input.

**TEMPLATE**

<b>PILLAR</b>					
<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)

## CLINTON ADMINISTRATION INITIATIVES FOR THE YEAR 2000

The following is a list, categorized by issue, of Clinton Administration goals, pledges, and programs geared for the year 2000. This list is comprehensive, but may not be exhaustive. There are likely to be other pledges we did not find on our first review.

### Economy:

- Produce 8 million new homeowners by the year 2000. [Pres. Doc. 858, 6/12/97]
- Decrease welfare rolls by 2 million more people by the year 2000. [Pres. Doc. 136, 2/4/97]
- Move about a million more people from welfare to work by the year 2000. [Pres. Doc. 1698, 9/10/96].
- Eliminate all tariffs on computers, semiconductors, telecommunications equipment, and software products by the year 2000. [Pres. Doc. 2514, 12/16/96]

### Education:

- Expand Head Start to one million children by 2002. [Pres. Doc. 13, 2/4/97]
- Hook up every classroom and library to the Internet by the year 2000. [Pres. Doc. 903, 6/19/97]
- Double the number of full-time youth volunteers by the year 2000 by adding another 50,000 participants in AmeriCorps. [Pres. Doc. 607, 4/28/97]
- By the year 2000, every 8-year-old should be able to read on his or her own, every 12-year-old should be able to log on to the Internet, every 18-year-old should be able go on to college, and every adult should be able continue to learn for a lifetime and get the skills necessary to get good jobs. [Pres. Doc. 558, 4/20/97]
- Make 2 years of college just as universal as a high school diploma is today by the year 2000. [Pres. Doc. 558, 4/20/97]
- Increase by ten-fold the number of charter schools we have by the year 2000. [Pres. Doc. 290, 3/6/97]
- Expand work study so that one million students will be able to work their way through college by the year 2000. Have 100,000 of these new work-study students join our America Reads efforts to help make sure all our 8-year-olds can read independently by the year 2000. [Pres. Doc. 230, 2/24/97]
- Erase American illiteracy by the year 2000. [Pres. Doc. 1242, 7/2/93]
- Increase the high school graduation rate to at least 90 percent by the year 2000 [Pres. Doc. Pg. 195, 2/3/94].
- Goals 2000. By the year 2000, the United States should meet the National Education Goals which include: All children in America will start school ready to learn; the high school graduation rate will increase to at least 90 percent; all students will leave grades 4, 8, and 12 having demonstrated competency over challenging subject matter including English, mathematics, science, foreign languages, civics and government, economics, the arts, history, and geography; every adult American will be literate and will possess the knowledge and skills necessary to compete in a global economy and exercise the rights and responsibilities of citizenship; every school in the United States will be free of drugs, violence, and the unauthorized presence of firearms and alcohol and will offer a disciplined environment conducive to learning. [Education Department, Goals 2000 Progress Report, Spring 1995]

### Crime and Drugs:

- Put 100,000 more police on the streets of America's communities by the year 2000. [Pres. Doc. 1935, 9/30/96]
- By the year 2000, make every school in America free of drugs and violence. [Pres. Doc. Pg. 195, 2/3/94]
- Ensure that all state prisoners serve at least 85 percent of their sentences by the year 2000. [News & Record (Greensboro, NC), 9/22/96]

### Environment:

- Clean up 900 Superfund sites by the year 2000. [Pres. Doc. 846, 6/9/97]
- Clean up two-thirds of the existing toxic waste sites by the year 2000. [Pres. Doc. 2379, 11/12/96]
- Devote \$70 million to a total of 35 States to help them get safe running water for their people by the year 2000. [Pres. Doc. 1258, 7/16/96]
- Cut greenhouse gases to 1990 levels by the year 2000. [Pres. Doc. 865, 4/21/94]
- "I want an America in the year 2000 where no child should have to live near a toxic waste dump, where no parent should have to worry about the safety of a child's glass of water, and no neighborhood should be put in harm's way by pollution from a nearby factory. Today, I am calling for a new national commitment to help protect all communities from toxics by the year 2000." [Pres. Doc. 1567, 8/28/96]

### Healthcare:

- Extend health coverage to as many as 5 million children by the year 2000. [Pres. Doc. 531, 4/17/97]
- Makes vaccines affordable for families and improve immunization outreach, with the goal that 90 percent of all two-year-olds should be fully vaccinated by the year 2000. [Pres. Doc.; Pg. 2009, 10/7/96]
- Wipe out polio by the year 2000. [Pres. Doc. 668, 4/17/96]

### Immigration:

- Modernize our border crossing so that by the year 2000, 22 pairs of towns will be equipped with remote video systems and new technologies to give them 24-hour service. [Pres. Doc. 479, 4/8/97]
- Reach the goal of having at least 7,000 agents protecting our borders by the year 2000. [Pres. Doc. 200, 2/7/95]

### Defense/ Foreign Policy:

- Increases funding for weapons modernization 40 percent by the year 2000. [Pres. Doc. 1643, 9/3/96]
- Develop by the year 2000 a defensive system that protects America from the threat of a long-range missile attack by a rogue state. The President said this system should be deployed by 2003. [Pres. Doc. 910, 5/22/96]
- Agree with Russia to stop plutonium production by the year 2000. [Pres. Doc. 1862, 9/26/94]
- Close Chernobyl by the year 2000. [Pres. Doc. 1097, 4/20/96]

**1997 STATE OF THE UNION -- POLICIES ANNOUNCED**  
**Tuesday, February 4, 1997**

**Unfinished business:**

**Balanced budget:**

- Balance budget by 2002;

**Campaign finance reform:**

- Pass McCain-Feingold by 7/4;

**Welfare reform:**

- Finish reforming welfare -- move 2 million people from welfare to work by 2000.

**Education:**

**Standards:**

- 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;
- Teacher standards -- enable 100,000 more teachers to seek national certification as master teachers;

**Literacy:**

- America Reads -- at least 100,000 college students to volunteer as reading tutors;

**Early learning:**

- HRC conference on Early Learning and the Brain (spring);
- VP family conference on parents' involvement in learning (June);

**Public school choice:**

- Create 3,000 charter schools by the next century;

**School construction:**

- Pass \$5 billion to help communities finance \$20 billion in school construction over the next four years;

**College opportunity:**

- HOPE Scholarships;
- \$10,000 tax deduction;
- Expanded IRA's;
- Largest increase in Pell Grants in 20 years;

**Training:**

- Pass G.I. Bill for America's Workers;

**Education technology:**

- Finish connecting every classroom and library to the Internet by the year 2000.

**Science and technology:**

**Hospitals:**

- Connect every hospital to Internet;
- Challenge private sector to connect every children's hospital to Internet;

**Internet:**

- Build the second generation of the Internet;

**Medical research:**

- Reinforce commitment to medical science (AIDS vaccine).

**Stronger families:**

**Helping parents succeed at home and at work:**

- Expand Family and Medical Leave;
- Pass flextime;

**Health care:**

- Extend health coverage to up to 5 million uninsured children;
- Reform Medicare; expand Medicare to cover respite care for Alzheimer's, annual mammograms;
- Guarantee woman can stay in hospital 48 hours after mastectomy;

**Responsibility:**

- Make it a felony for parent to cross state line to flee from child support;

**Protecting children:**

- Stand firm in determination to ban advertising/marketing of cigarettes aimed at kids.

**Stronger communities:**

**Crime/drugs:**

- Finish hiring 100,000 police;
- Pass Victims Rights Amendment;
- Pass Juvenile Justice bill;
- Largest anti-drug effort ever;

**Urban agenda:**

- Empower urban communities through investment and loans (double number of empowerment zones, restore contaminated urban land and buildings, expand community development banks);
- Use empowerment approach to renew DC;

**Environment:**

- Clean up 500 more toxic waste sites;
- Make polluters pay;
- Designate 10 American Heritage Rivers this year;
- Ban worst toxic chemicals and reduce greenhouse gases;

**Service:**

- Mobilize millions of Americans to national service;

**Culture:**

- America 2000 celebration of culture and the arts.

**World leadership:**

**Undivided democratic Europe:**

- Expand NATO by 1999, strengthen NATO's Partnership for Peace;

**Asian Pacific community:**

- Together with South Korea, advance peace talks with North Korea;
- Call on Congress to fund our share of agreement under which North Korea must freeze and dismantle nuclear weapons program;
- Pursue deeper dialogue with China (invited China's President to come here);

**Global economy/trade:**

- Expand exports, especially to Asia and Latin America (need authority to conclude new trade agreements);
- Will visit Latin America in the spring;

**New security threats:**

- Ratify Chemical Weapons Convention;

**Military strength/tools:**

- Increase funding for weapons modernization by year 2000, take care of men and women in uniform;
- Pay our debts and dues to international financial institutions like the World Bank, and to a reforming United Nations.

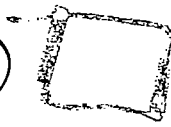
**One America:**

- ~~No specifics.~~ Race Initiative

B

EDUCATION PILLAR					
BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
Education Standards  <i>and 30-40+ major cities</i>	30-40+ states signed up for national tests in 4th grade reading and 8th grade math by 1999	18 months	Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students	National tests will cost \$16 million per year to develop and \$100 million per year to administer	<p><i>potential for</i> Has strong bipartisan element and business support</p> <p>Will require hard work to maintain support within the minority community.</p>
	Tests piloted in 1998 and ready for nationwide use in Spring 1999	18 months	Helps states and school districts hold schools accountable for performance	\$620 million requested for Goals 2000 in FY 98 budget	
	National Partnerships for improving reading and math achievement launched by early 1998	6 months		In addition to the America Reads initiative (below), additional investments in reading and math materials, professional development and public information will be needed.	
	49 States (all but Iowa) developing common academic standards for their students			State level reforms driven and supported by Goals 2000 and the Improving America's Schools Act, enacted in 1994	

MAKE THIS p.2  
(after Stds, before Teachers)



EDUCATION PILLAR					
Public School Choice	Create 3,000 high-quality, accountable charter schools (up from 1 in 1992 and 500 today) Increase the number of states with charter legislation to 35	2001  1998	Provides parents with options; increases accountability  Stimulates and informs improvement of all schools  Intervention strategy for low performing schools  Increases public awareness of choices available within the public school system; decreases calls for vouchers	\$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools. <i>Success depends on challenging Requires state legislative strategies.</i>  Requires sustained attention to ensure that schools are truly public and accountable for results.	Has strong bipartisan support. <i>Effective counter to Republican</i> Some in education organizations and minority community are wary or opposed.  <i>voucher proposals and Coverdell amendment</i>
Fixing Failing Schools / Urban Education Reform Initiative	<del>Reform</del> <i>Reform</i> <del>Ensure urban districts develop and implement effective strategies for identifying and fixing failing schools, plus improving management systems, developing school leadership, and widening school choice</del> <i>Ensure urban districts develop and implement effective strategies for identifying and fixing failing schools, plus improving management systems, developing school leadership, and widening school choice</i>	5 years  <i>schools by requiring and encouraging</i>	Low performing schools reconstituted using proven school improvement models  Better use of resources by urban school systems and more choice for parents  Restore public confidence in urban public school systems  <i>possibly</i>	\$320 million competitive grant program for 10-15 districts to fix failing schools. improve management and strengthen school leadership.  Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish  Must require <del>real change in school climate/district management or risk being viewed as subsidy for mismanaged districts</del> <i>Require Title I schools to adopt no-social-promotions and other reform policies.</i>	Potential for bipartisan support if it has a strong emphasis on accountability; urban constituencies especially supportive.

*challenging*

*Aggressively promote school reform immediately by requiring and encouraging reworking urban districts to adopt our reform agenda - no social promotions; public school choice; closing failing schools; firing bad teachers; and improving management - and rewarding those that do.*

**EDUCATION PILLAR**

<p>Talented and Dedicated Teachers</p>	<p>Recruit and prepare 10% of the new teachers needed in high poverty urban and rural schools</p> <p>Enable 100,000 teachers to seek national certification as master teachers</p> <p>Increase the number of states/districts with programs to address <del>remove bad</del> <del>persistently failing</del> teachers</p>	<p>5 years</p> <p><del>2006</del> 9 years</p> <p>Host roundtable discussion on effective local efforts in Fall 1997</p>	<p>Bring outstanding new teachers (including minorities) into schools with the greatest need; provide mentorship to new teachers</p> <p>Provide models and support for improvements in higher education to strengthen teacher preparation</p> <p>Enable every school to have at least one master teacher who can help lead improvements in the school and support teacher development</p> <p>Facilitates the removal of incompetent teachers from the classroom and increases public confidence in public schools</p>	<p>\$350 million over five years to support proposed Title V of Higher Education Act for teacher recruitment and strengthening teacher preparation.</p> <p>\$105 million over five years in the balanced budget to develop content area assessments and provide access to certification process for 100,000 teachers.</p> <p>No Cost.</p>	<p>Has bipartisan elements; recruitment initiative has strong appeal to urban constituency.</p> <p>Strong public support for getting tough on failing teachers, and increasing support from teacher organizations, in favor of peer review, but may feel alienated by strong emphasis on failing teachers.</p>
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**EDUCATION PILLAR**

<p>After School Learning Centers / Community Schools</p>	<p>Expand schools' capacity to address education needs by creating 500-1000 new after-school programs</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 pm</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring</p> <p>Provides parents with safe, educational programs for children during working hours</p>	<p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but only \$1 million in the Senate.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education need.</p> <p><i>and childcare</i></p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems</p>		<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning</p>	<p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>
<p>Safe and Drug-Free Schools</p>	<p>Ensure that federal funds support state and school district investments in effective safety and substance abuse prevention efforts</p>	<p>18 months</p>	<p>Reduces funds going to popular but ineffective interventions, increasing the number of kids free from violence and drugs</p> <p>Will provide more models of programs that work for kids</p>	<p>Department of Education reviewing options for overhauling existing program</p>	<p>Likely strong public support for serious efforts to address problems.</p> <p>Local districts likely to resist changes requiring more competition for funds or greater emphasis on results</p> <p>Conservatives could treat as excuse to attack administration programs and efforts</p>

**EDUCATION PILLAR**

Reading	[NEC to provide]				
Early Learning Opportunities	[NEC to provide]				
Higher Education	[NEC to provide]				
Education Technology	[NEC to provide]				
Training	[NEC to provide]				

E

EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
Education Standards	<p><i>Persuade</i> 30-40+ states signed up for national tests in 4th grade reading and 8th grade math by 1999</p> <p><i>Pilot</i> Tests <del>piloted</del> in 1998 and ready for nationwide use in Spring 1999</p> <p><i>Launch</i> National Partnerships for improving reading and math achievement <del>launched</del> by early 1998</p> <p><i>Support,</i> 49 States (all but Iowa) developing common academic standards for their students</p>	<p>18 months</p> <p>18 months</p> <p>6 months</p>	<p>Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students</p> <p>Helps states and school districts hold schools accountable for performance</p>	<p>National tests will cost \$16 million per year to develop and \$100 million per year to administer</p> <p>\$620 million requested for Goals 2000 in FY 98 budget</p> <p>In addition to the America Reads initiative (below), additional investments in reading and math materials, professional development and public information will be needed.</p> <p><i>I think we need to say something here about our prospects for future success in signing up states</i></p> <p><del>State level reforms driven and supported by Goals 2000 and the Improving America's Schools Act, enacted in 1994</del></p>	<p>Has strong bipartisan element.</p> <p>Will require hard work to maintain support within the minority community.</p> <p><i>well, yes + no</i></p> <p><i>Goodling, Cheney, etc. Have to at least mention</i></p>

*make*

*in*

*through Goals + IASA,*



**EDUCATION PILLAR**

<p>Public School Choice</p>	<p>Create 3,000 high-quality, accountable charter schools (up from 1 in 1992)</p> <p>Increase the number of states with charter legislation to 35</p>	<p>2001</p> <p>1998 ↓</p>	<p>Provides parents with options; increases accountability</p> <p>Stimulates and informs improvement of all schools</p> <p>Intervention strategy for low performing schools</p> <p>Increases public awareness of choices available within the public school system; decreases calls for vouchers</p>	<p>\$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools.</p> <p>Requires state legislative strategy.</p> <p>Requires sustained attention to ensure that schools are truly public and accountable for results.</p>	<p>Has strong bi-partisan support.</p> <p>Some in education organizations and minority community are wary or opposed.</p>
<p>Fixing Failing Schools / Urban Education Reform</p> <p><i>ditto</i></p>	<p>Ensure urban districts develop and implement effective strategies for identifying and fixing failing schools -- plus tightening management, developing school leadership, and widening school choice</p>	<p>5 years</p>	<p>Low performing schools reconstituted using proven school improvement models</p> <p>Better use of resources by urban school systems and more choice for parents</p> <p>Restore public confidence in urban public school systems</p>	<p>\$320 million competitive grant program for 10-15 districts to fix failing schools, [improve management and strengthen school leadership.]</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish</p> <p>Must require real change in school climate/district management or risk being viewed as subsidy for mismanaged districts</p>	<p>Potential for bipartisan support if it has a strong emphasis on accountability; urban constituencies especially supportive.</p>

*Add: removing bad teachers*

*should be same list*



**EDUCATION PILLAR**

<p>After School Learning Centers / Community Schools</p>	<p>Expand schools' capacity to address education needs by creating 500-1000 new after-school programs</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 pm</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring</p> <p>Provides parents with safe, educational programs for children during working hours</p>	<p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but only \$1 million in the Senate.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education need.</p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems</p>		<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning</p>	<p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>

**EDUCATION PILLAR**

<p>Safe and Drug-Free Schools</p>	<p>Added school safety as a focus of the federal investment in 1993 and later successfully fought to increase funding despite GOP threats to cut.</p> <p>As part of new initiative, ensure that federal funds support state and school district investments in effective safety and substance abuse prevention efforts</p> <p>Established zero tolerance policy for guns in schools requiring a one-year mandatory expulsion for kids who bring guns to schools</p>	<p>Ongoing</p> <p>Ongoing ↓</p> <p>Ongoing ↓</p>	<p>Allows schools to use funds for security improvements and violence prevention.</p> <p>Provided increase in funds for prevention programs at a time when adolescent drug use increasing.</p> <p>Focus funds on the most effective interventions, increasing the number of kids free from violence and drugs</p> <p>Will provide more models of programs that work for kids</p> <p>In some 6,000 cases, the student population was protected by removing students who brought guns to school</p>	<p>Department of Education reviewing options for overhauling existing program</p>	<p>Strong public support for President's effort to preserve funding for program.</p> <p>Efforts to improve program would address criticism that it doesn't work, but Congress could treat as excuse to attack Administration programs and efforts.</p> <p>Local districts likely to resist changes requiring more competition for funds or greater emphasis on results</p> <p>While original had bipartisan support, Republicans considering expanding to drugs, alcohol and tobacco in the juvenile crime bill. There would be significant issues associated with this change.</p>
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**EDUCATION PILLAR**

Reading	[NEC to provide]				
Early Learning Opportunities	[NEC to provide]				
Higher Education	[NEC to provide]				
Education Technology	[NEC to provide]				
Training	[NEC to provide]				

**EDUCATION PILLAR**

School Construction	Provide up to 50% interest subsidy for new school construction and renovation.	4 years	<p>Increase the amount of school construction by \$20 billion (25%).</p> <p>Subsidy targeted to urban and high-poverty districts that have the most significant needs.</p> <p>One-third of all schools facing extensive repair or replacement.</p> <p>New schools needed to address overcrowding caused by record enrollments.</p>	<p>\$5 billion grant program -- part of the funds awarded by competition for local school districts and the other part by formula to states.</p> <p>State grants do ensure that rurals and suburban schools will also receive interest subsidies.</p> <p>Record enrollment this fall ensure that overcrowding will continue to be an issue of great concern.</p>	<p>Potential for bipartisan support.</p> <p>Strongly supported by urban constituencies.</p> <p><i>Really? How come we can't get this the</i></p>
Reading Early Learning Opportunities Higher Education	<p>[NEC to provide]</p> <p>[NEC to provide]</p> <p>[NEC to provide]</p>				<p><i>last time around? Let's not be too optimistic</i></p>
Education Technology	[NEC to provide]				
Training	[NEC to provide]				

**SAMPLE**

<b>EDUCATION PILLAR</b>					
<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)
<b>Educational Standards</b>	<p>Ensure that <u>X</u> of states sign on to standards for 4th and 8th grades thereby establishing a goal for students to reach.</p> <p>Ensure that schools and their teachers adequately prepare our children.</p>	<u>X</u> months / years	<p>Results in better educated students in public schools (as long as "failure" group does not develop).</p> <p>Results in measurement of school performance.</p> <p>Mainly helps students in <u>X</u> situation. There are <u>Y</u> students in that situation.</p>	<p>May entail high costs to organize efforts in each state where there are differing power centers / dynamics.</p> <p>Will require work to ensure that it is not used as a tool against minorities.</p>	<p>Has strong bi-partisan element.</p> <p>Sometimes results in alienation of minority community and may cause dissension within that area of the party.</p>
<b>Guarantee Two Years of Higher Education (Chaka Fattah Plan: 21st Century Scholars Act)</b>	Guarantee Pell Grants to sixth-grade students from low income families.	<u>X</u> months / years	<p>Increases college participation rates for this group, and broadly instills expectation of college attendance among lower-income students. 700,000 students available for benefit in first class.</p> <p>Promotes high school completion, job readiness and lower incidence of delinquent behavior.</p>	<p>\$2.5 billion for first group of sixth-grade students.</p> <p>May create a new entitlement and will cost shift in budget priorities from one program to this one.</p> <p>May guarantee help to many non-needy students.</p> <p>Does not provide additional support like mentoring, tutoring and other support services that are critical for success.</p>	Has bi-partisan support.
Additional building blocks to be added here.					

\*Note that this example has both an old initiative that we are still developing and a new idea. Please include both in your input.

\*This template will be provided to you for incorporation of your own input.

**TEMPLATE****PILLAR**

<b>BUILDING BLOCKS OF PILLAR</b>	<b>DESCRIPTION</b>	<b>TIMELINE</b>	<b>BENEFITS</b> (e.g. Who does this help? How does it help them?)	<b>COSTS/FEASIBILITY</b> (e.g. What does it take to achieve? Who pays (\$ or capital)? What is the likelihood it will occur?)	<b>POLITICAL RAMIFICATIONS</b> (e.g. How does it affect the party?)

## CLINTON ADMINISTRATION INITIATIVES FOR THE YEAR 2000

The following is a list, categorized by issue, of Clinton Administration goals, pledges, and programs geared for the year 2000. This list is comprehensive, but may not be exhaustive. There are likely to be other pledges we did not find on our first review.

### Economy:

- Produce 8 million new homeowners by the year 2000. [Pres. Doc. 858, 6/12/97]
- Decrease welfare rolls by 2 million more people by the year 2000. [Pres. Doc. 136, 2/4/97]
- Move about a million more people from welfare to work by the year 2000. [Pres. Doc. 1698, 9/10/96].
- Eliminate all tariffs on computers, semiconductors, telecommunications equipment, and software products by the year 2000. [Pres. Doc. 2514, 12/16/96]

### Education:

- Expand Head Start to one million children by 2002. [Pres. Doc. 13, 2/4/97]
- Hook up every classroom and library to the Internet by the year 2000. [Pres. Doc. 903, 6/19/97]
- Double the number of full-time youth volunteers by the year 2000 by adding another 50,000 participants in AmeriCorps. [Pres. Doc. 607, 4/28/97]
- By the year 2000, every 8-year-old should be able to read on his or her own, every 12-year-old should be able to log on to the Internet, every 18-year-old should be able go on to college, and every adult should be able continue to learn for a lifetime and get the skills necessary to get good jobs. [Pres. Doc. 558, 4/20/97]
- Make 2 years of college just as universal as a high school diploma is today by the year 2000. [Pres. Doc. 558, 4/20/97]
- Increase by ten-fold the number of charter schools we have by the year 2000. [Pres. Doc. 290, 3/6/97]
- Expand work study so that one million students will be able to work their way through college by the year 2000. Have 100,000 of these new work-study students join our America Reads efforts to help make sure all our 8-year-olds can read independently by the year 2000. [Pres. Doc. 230, 2/24/97]
- Erase American illiteracy by the year 2000. [Pres. Doc. 1242, 7/2/93]
- Increase the high school graduation rate to at least 90 percent by the year 2000 [Pres. Doc. Pg. 195, 2/3/94].
- Goals 2000. By the year 2000, the United States should meet the National Education Goals which include: All children in America will start school ready to learn; the high school graduation rate will increase to at least 90 percent; all students will leave grades 4, 8, and 12 having demonstrated competency over challenging subject matter including English, mathematics, science, foreign languages, civics and government, economics, the arts, history, and geography; every adult American will be literate and will possess the knowledge and skills necessary to compete in a global economy and exercise the rights and responsibilities of citizenship; every school in the United States will be free of drugs, violence, and the unauthorized presence of firearms and alcohol and will offer a disciplined environment conducive to learning. [Education Department, Goals 2000 Progress Report, Spring 1995]

### Crime and Drugs:

- Put 100,000 more police on the streets of America's communities by the year 2000. [Pres. Doc. 1935, 9/30/96]
- By the year 2000, make every school in America free of drugs and violence. [Pres. Doc. Pg. 195, 2/3/94]
- Ensure that all state prisoners serve at least 85 percent of their sentences by the year 2000. [News & Record (Greensboro, NC), 9/22/96]

### Environment:

- Clean up 900 Superfund sites by the year 2000. [Pres. Doc. 846, 6/9/97]
- Clean up two-thirds of the existing toxic waste sites by the year 2000. [Pres. Doc. 2379, 11/12/96]
- Devote \$70 million to a total of 35 States to help them get safe running water for their people by the year 2000. [Pres. Doc. 1258, 7/16/96]
- Cut greenhouse gases to 1990 levels by the year 2000. [Pres. Doc. 865, 4/21/94]
- "I want an America in the year 2000 where no child should have to live near a toxic waste dump, where no parent should have to worry about the safety of a child's glass of water, and no neighborhood should be put in harm's way by pollution from a nearby factory. Today, I am calling for a new national commitment to help protect all communities from toxics by the year 2000." [Pres. Doc. 1567, 8/28/96]

### Healthcare:

- Extend health coverage to as many as 5 million children by the year 2000. [Pres. Doc. 531, 4/17/97]
- Makes vaccines affordable for families and improve immunization outreach, with the goal that 90 percent of all two-year-olds should be fully vaccinated by the year 2000. [Pres. Doc.; Pg. 2009, 10/7/96]
- Wipe out polio by the year 2000. [Pres. Doc. 668, 4/17/96]

### Immigration:

- Modernize our border crossing so that by the year 2000, 22 pairs of towns will be equipped with remote video systems and new technologies to give them 24-hour service. [Pres. Doc. 479, 4/8/97]
- Reach the goal of having at least 7,000 agents protecting our borders by the year 2000. [Pres. Doc. 200, 2/7/95]

### Defense/ Foreign Policy:

- Increases funding for weapons modernization 40 percent by the year 2000. [Pres. Doc. 1643, 9/3/96]
- Develop by the year 2000 a defensive system that protects America from the threat of a long-range missile attack by a rogue state. The President said this system should be deployed by 2003. [Pres. Doc. 910, 5/22/96]
- Agree with Russia to stop plutonium production by the year 2000. [Pres. Doc. 1862, 9/26/94]
- Close Chernobyl by the year 2000. [Pres. Doc. 1097, 4/20/96]

**1997 STATE OF THE UNION -- POLICIES ANNOUNCED**  
**Tuesday, February 4, 1997**

**Unfinished business:**

**Balanced budget:**

- Balance budget by 2002;

**Campaign finance reform:**

- Pass McCain-Feingold by 7/4;

**Welfare reform:**

- Finish reforming welfare -- move 2 million people from welfare to work by 2000.

**Education:**

**Standards:**

- 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;
- Teacher standards -- enable 100,000 more teachers to seek national certification as master teachers;

**Literacy:**

- America Reads -- at least 100,000 college students to volunteer as reading tutors;

**Early learning:**

- HRC conference on Early Learning and the Brain (spring);
- VP family conference on parents' involvement in learning (June);

**Public school choice:**

- Create 3,000 charter schools by the next century;

**School construction:**

- Pass \$5 billion to help communities finance \$20 billion in school construction over the next four years;

**College opportunity:**

- HOPE Scholarships;
- \$10,000 tax deduction;
- Expanded IRA's;
- Largest increase in Pell Grants in 20 years;

**Training:**

- Pass G.I. Bill for America's Workers;

**Education technology:**

- Finish connecting every classroom and library to the Internet by the year 2000.

**Science and technology:**

**Hospitals:**

- Connect every hospital to Internet;
- Challenge private sector to connect every children's hospital to Internet;

**Internet:**

- Build the second generation of the Internet;

**Medical research:**

- Reinforce commitment to medical science (AIDS vaccine).

**Stronger families:**

**Helping parents succeed at home and at work:**

- Expand Family and Medical Leave;
- Pass flextime;

**Health care:**

- Extend health coverage to up to 5 million uninsured children;
- Reform Medicare; expand Medicare to cover respite care for Alzheimer's, annual mammograms;
- Guarantee woman can stay in hospital 48 hours after mastectomy;

**Responsibility:**

- Make it a felony for parent to cross state line to flee from child support;

**Protecting children:**

- Stand firm in determination to ban advertising/marketing of cigarettes aimed at kids.

**Stronger communities:****Crime/drugs:**

- Finish hiring 100,000 police;
- Pass Victims Rights Amendment;
- Pass Juvenile Justice bill;
- Largest anti-drug effort ever;

**Urban agenda:**

- Empower urban communities through investment and loans (double number of empowerment zones, restore contaminated urban land and buildings, expand community development banks);
- Use empowerment approach to renew DC;

**Environment:**

- Clean up 500 more toxic waste sites;
- Make polluters pay;
- Designate 10 American Heritage Rivers this year;
- Ban worst toxic chemicals and reduce greenhouse gases;

**Service:**

- Mobilize millions of Americans to national service;

**Culture:**

- America 2000 celebration of culture and the arts.

**World leadership:**

**Undivided democratic Europe:**

- Expand NATO by 1999, strengthen NATO's Partnership for Peace;

**Asian Pacific community:**

- Together with South Korea, advance peace talks with North Korea;
- Call on Congress to fund our share of agreement under which North Korea must freeze and dismantle nuclear weapons program;
- Pursue deeper dialogue with China (invited China's President to come here);

**Global economy/trade:**

- Expand exports, especially to Asia and Latin America (need authority to conclude new trade agreements);
- Will visit Latin America in the spring;

**New security threats:**

- Ratify Chemical Weapons Convention;

**Military strength/tools:**

- Increase funding for weapons modernization by year 2000, take care of men and women in uniform;
- Pay our debts and dues to international financial institutions like the World Bank, and to a reforming United Nations.

**One America:**

- ~~No specifics.~~ Race Initiative

THE WHITE HOUSE

WASHINGTON

August 11, 1997

MEMORANDUM FOR STRATEGY TEAM

FROM ERSKINE BOWLES AND SYLVIA MATHEWS <sup>AM &</sup> ~~SMAT~~

SUBJECT: Follow-up to Friday's Strategic Meeting

As a follow-up to last Friday's meeting, this memo details the assignments and their deadlines. A template is attached for you to use as you develop the assigned pillars. On Wednesday, a memo with your assigned pillar(s) will be due to Andrew Mayock by 5 p.m. On Thursday and Friday, Erskine will hold meetings to discuss the paper that has been produced and next week will be spent refining that paper. During the week of August 25th, Erskine and Sylvia will use the pillars as the foundation of a memo that we will send to the President on August 29th. When the President returns, we will meet with him to discuss the different choices among pillars and in some cases, within a single pillar.

PILLARS

1. Education - Reed, Sperling
2. Renewing our Cities (including sustainable development), Welfare, Underclass - Sperling, Reed, Klain
3. Environmental Protection - McGinty, Sperling, Gibbons
4. Crime/Drugs/Prisons (including perhaps, the future of young men) - Reed
5. Renewal of Family (issues like child care, balance of time, divorce, adoption, the media, family medical leave) - Verveer, Echaveste, Reed
6. Children - Sperling, Reed, Verveer, Echaveste
7. Racial Reconciliation (including civil rights enforcement, immigration, the judicial system) - Echaveste
8. International Economic Leadership - Tarullo, Summers, Sperling
9. Savings/Entitlement Reform - Sperling, Summers
10. American Leadership Abroad (including peace, defense structure, democracy) - Berger, Steinberg
11. Science/Technology (including reinvigorating the R/D budget, medical sciences, medical ethics) - Gibbons, Podesta, Gips, Sperling
12. Rego/Effectiveness of Government (like eliminating errors in Medicare or EITC) - Stone
13. Gifts to the Future (rebuilding our schools, the Millennium, museums, culture) - Verveer
14. Health Care/Improving Health Status (vaccination efforts, smoking reduction, adding years to the life span, decreasing suffering of elderly and sick, medical science improvement, more insured) - Jennings, Reed

Note: OMB and CEA will be a part of many of these issues.

There were a number of other ideas that came out of our brainstorming session. However, as the group tried to create a manageable number to produce detailed paper on, some items came off the primary list. The topics not included:

- Making Markets Work (negative ramifications of the modern economy, growing power of the corporation, new transactions, improving the framework of competition)
- Culture
- President as Teacher
- New Ethics
- Service

To help in this process, we have also attached documents that list Administration initiatives for the year 2000 and our State of the Union goals. Also, a sample and a blank template are attached so that each pillar can be summarized in a way that can be compared to others. The President will, of course, want back up memoranda describing each area summarized in the template. As you fill in the elements of your pillars, please include policies that are already being pursued. Andrew Mayoock will e-mail the template to your office. If you have any questions, his number is 6 - 7492.

Once again, your assignments are due no later than 5 p.m. on Wednesday. The paper will be distributed for meetings that will be held on Thursday and Friday. Andrew will let you know in which meeting times your topic will be discussed.

Attachments: Clinton Administration Initiatives for the Year 2000  
1997 State of the Union - Policies Announced  
Sample Chart on Education Pillar  
Template Pillar Chart (also will be provided electronically)

## Education

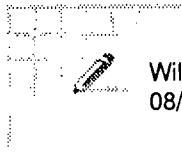
### Legislative Process

- ✓ 1. Teacher Recruitment and Preparation -- Title V of the Higher Education Act (Lead Responsibility)
2. Higher Education Act Reauthorization (participate with NEC and ED)
3. America Reads Initiative (participate with NEC/ED/CNCS)
- ✓ 4. Turn around failing schools -- (Lead Responsibility)
5. Vocational/Adult Education Reauthorization (participate with OMB/NEC/ED)

### Non-Legislative Processes

- ✓ 1. National Testing Initiative (Lead Responsibility)
  - state sign-up
  - city sign-up
  - constituency outreach
  - test development
  - appropriations
  - other standards-related issues
2. Development of Interagency Math Strategy (Lead Responsibility, with OSTP/ED/NSF) *5/20/07*
- ✓ 3. Urban Education/Race initiative (Lead Responsibility)
- (4. Hispanic Initiative (participate with NEC))
- ✓ 5. Charter Schools (lead responsibility)
- ✓ 6. National Board for Professional Teaching Standards (lead responsibility)

Building Blocks	Description	Timeline	Benefits	Costs/Fc
Education Standards	Ensure that __states sign on to give national tests in 4th and 8th grades			
Talented and Dedicated Teachers	Establish scholarships for teachers willing to teach in underserved urban and rural areas			
Third Graders Reading Independently	Mobilize 1 million reading tutors through America Reads			
Early Learning Opportunities	Expand Head Start			
Public School Choice	Create 3,000 Charter schools by next century			
School Construction	Pass \$5 billion to help communities finance \$20 billion in construction over 4 years			
Safe and Drug-Free Schools				
Higher Education Access	HOPE Scholarships Tax Deduction Pell Grant increase			
Training	Pass G.I. bill for America's Workers			
Education Technology	Connect every classroom and library to the Internet by 2000			



William R. Kincaid  
08/12/97 09:45:30 PM

Record Type: Record

To: Elena Kagan/OPD/EOP  
cc: Laura Emmett/WHO/EOP, Tanya E. Martin/OPD/EOP  
Subject: Towering Pillar of Education



EDPILLAR.5

Attached is a partial draft for the education pillar. Tanya and I met with Jon Kaplan this afternoon, and, as you will see, towards the bottom there are holes for several items that NEC plans to submit as "building blocks." We should have them in the morning and will pass them along as soon as we do (Bob Shireman was going to do several and fax them in). Some things I want to highlight:

1. Mike was out all day and at a ballgame tonight, so this represents zero input from him. We did get him the documents you handed out this morning.

2. Kaplan mentioned that one of the building blocks that Gene wanted was "2 years of preschool universal." I want to make sure that this meshes with whatever you and the others working on early childhood/childcare for DPC have in mind.

3. There are two items here that haven't been much vetted, or vetted at all, internally --a) the Urban/Fixing Failing Schools entry (talked a lot about conceptually, but not sure how much you have seen on this and struggled with how to deal with both Obey funds and FY 99 initiative that ED is developing), and b) the Safe and Drug Free schools one. ED is considering proposing to put a big chunk of the money for the program into state-level competitions (now its basically formula), and perhaps directing more of the money to safety. I'll show to Leeanne/Jose in the a.m., and see what they think.

4. So far there is nothing on school construction, and don't know if we will get from NEC.

Thanks.

-- Bill

## EDUCATION PILLAR

BUILDING BLOCKS OF PILLAR	DESCRIPTION	TIMELINE	BENEFITS	COSTS/FEASIBILITY	POLITICAL RAMIFICATIONS
Education Standards	30-40+ states signed up for national tests in 4th grade reading and 8th grade math by 1999	18 months	Raises expectations and achievement for all students in U.S. elementary and secondary schools, especially low income students	National tests will cost \$16 million per year to develop and \$100 million per year to administer	Has strong bipartisan element.  Will require hard work to maintain support within the minority community.
	Tests piloted in 1998 and ready for nationwide use in Spring 1999	18 months	Helps states and school districts hold schools accountable for performance	\$620 million requested for Goals 2000 in FY 98 budget	
	National Partnerships for improving reading and math achievement launched by early 1998	6 months		In addition to the America Reads initiative (below), additional investments in reading and math materials, professional development and public information will be needed.	
	49 States (all but Iowa) developing common academic standards for their students			State level reforms driven and supported by Goals 2000 and the Improving America's Schools Act, enacted in 1994	



**EDUCATION PILLAR**

<p>Public School Choice</p>	<p>Create 3,000 high-quality, accountable charter schools (up from 1 in 1992)</p> <p>Increase the number of states with charter legislation to 35</p>	<p>2001</p> <p>1998</p>	<p>Provides parents with options; increases accountability</p> <p>Stimulates and informs improvement of all schools</p> <p>Intervention strategy for low performing schools</p> <p>Increases public awareness of choices available within the public school system; decreases calls for vouchers</p>	<p>\$100 million appropriation for charter schools program in FY 1998 would support up to 1,100 schools.</p> <p>Requires state legislative strategy.</p> <p>Requires sustained attention to ensure that schools are truly public and accountable for results.</p>	<p>Has strong bi-partisan support.</p> <p>Some in education organizations and minority community are wary or opposed.</p>
<p>Fixing Failing Schools / Urban Education Reform Initiative</p>	<p>Ensure urban districts develop and implement effective strategies for identifying and fixing failing schools, plus improving management systems, developing school leadership, and widening school choice</p>	<p>5 years</p>	<p>Low performing schools reconstituted using proven school improvement models</p> <p>Better use of resources by urban school systems and more choice for parents</p> <p>Restore public confidence in urban public school systems</p>	<p>\$320 million competitive grant program for 10-15 districts to fix failing schools, improve management and strengthen school leadership.</p> <p>Potential for using Obey whole school reform funds in FY 98 Appropriations bill to partially accomplish</p> <p>Must require real change in school climate/district management or risk being viewed as subsidy for mismanaged districts</p>	<p>Potential for bipartisan support if it has a strong emphasis on accountability; urban constituencies especially supportive.</p>

## EDUCATION PILLAR

<p>After School Learning Centers / Community Schools</p>	<p>Expand schools' capacity to address education needs by creating 500-1000 new after-school programs</p>	<p>1-2 years</p>	<p>Increases safety and reduces risk -- youth are most at risk of committing violence or being victims between 3 and 6 pm</p> <p>Provides students with safe neighborhood learning centers to do homework and obtain tutoring and mentoring</p> <p>Provides parents with safe, educational programs for children during working hours</p>	<p>\$50 million requested in FY 1998 budget; House committee appropriated \$50 million but only \$1 million in the Senate.</p>	<p>Some bipartisan support.</p> <p>Public identifies this as key unaddressed education need.</p>
<p>School-to-Work</p>	<p>All 50 states creating comprehensive school-to-career systems</p>		<p>Provides more than half a million high school students with opportunities for work-based learning connected to high standards, preparing them for careers and further learning</p>	<p>State systems encouraged and supported by School-to-Work Opportunities Act of 1994; \$400 million requested for FY 98</p>	<p>Bipartisan support, including business community; currently under attack by far-right groups.</p>
<p>Safe and Drug-Free Schools</p>	<p>Ensure that federal funds support state and school district investments in effective safety and substance abuse prevention efforts</p>	<p>18 months</p>	<p>Reduces funds going to popular but ineffective interventions, increasing the number of kids free from violence and drugs</p> <p>Will provide more models of programs that work for kids</p>	<p>Department of Education reviewing options for overhauling existing program</p>	<p>Likely strong public support for serious efforts to address problems.</p> <p>Local districts likely to resist changes requiring more competition for funds or greater emphasis on results</p> <p>Conservatives could treat as excuse to attack administration programs and efforts</p>

**EDUCATION PILLAR**

Reading	[NEC to provide]				
Early Learning Opportunities	[NEC to provide]				
Higher Education	[NEC to provide]				
Education Technology	[NEC to provide]				
Training	[NEC to provide]				