

RECOMMENDED PHONE CALL

To: John Doerr

Recommended by: Nancy Hoit, Don Gips, Susan Liss, Jim Kohlenberger, Jon Schnur

Contact information: Phone: 415-233-3353. Pager: 800-300-6539

PURPOSE OF CALL: Confirm plans to announce at the family conference a new fund supporting public school reform. As part of the discussion, you should make sure that you and Doerr:

- 1) have a common understanding of how both of you will characterize the fund in announcing it at the family conference.
- 2) have a common understanding about the kind of questions about the fund you and he should be prepared to answer, respectively, on and after the 25th.
- 3) make sure that you agree on the basic parameters of the fund, and agree that staff can work together to develop important details and Q & A over the next week.

BACKGROUND:

- ▶ Doerr and OVP staff have had a number of discussions about these issues over the past few weeks. Everyone involved in these discussions -- including Doerr and the Counsel's office -- is comfortable moving ahead in the fashion described above.
- ▶ Significant issues will need to be resolved in the next two weeks. These include major substantive issues about how resources from this fund will be spent and what (if any) kind of targeting funds is planned (for example, schools that agree to take voluntary national tests, schools that are part of school districts undergoing real reform, urban schools, and/or middle schools, etc.)

TALKING POINTS:

- ▶ John, I am very pleased about working together on these education initiatives. Education is one of our top priorities, and the next few years are a critical window of opportunity for setting the direction of American education for decades. Your investment of resources and personal time can make a significant difference at a critical juncture in the history of education.
- ▶ I wanted to confirm plans for announcing at the family conference this new fund to support public school reform, and to make sure we have a common understanding about some key issues associated with the fund.

- ▶ First, I wanted you to understand how I plan to characterize the fund when we announce it at the family conference. I will essentially say that this will be a private sector fund launched by you and others as a direct result of challenges I have made to you (as well as others) to help our schools become prepared for the 21st century. The fund will support public schools working to realize basic principles of good schooling that I will outline in my family conference speech and that have emerged from my discussions over the past year with teachers, parents, and community and business leaders like yourself about what is working in education. I would announce that I have agreed to be the honorary chair (along with Mrs. Gore?) of a conference to be convened by your new organization later this year for teams of teachers, parents, and others trying to bring their schools into the 21st century.
- ▶ Second, I wanted to be sure we both understood what kinds of questions that you and I should be prepared to answer, respectively, on and after the 25th. Because I will not be formally associated with this fund, I would answer questions about my vision for 21st century schools, the nature of my discussions with you and other CEOs and the challenge I have issued to you, and why I think this is an important new initiative. You -- or your colleagues or representatives -- should be prepared to provide answers to questions about the purpose, operations, and impact of the fund. And believe me, the national press will have a lot of questions about issues like where is the funding coming from, how much will you raise, how many schools will receive support, how will the schools be selected, etc. My staff can help you with these issues, but you should be prepared to answer them.
- ▶ Third, I wanted to be sure we agreed on the basic parameters of the fund, and agree that staff can work together to develop important details and Q & A over the next week. The fund would support the “start-up” of new public schools, the “speed-up” of public schools that are doing passably but need a shot in the arm to become truly excellent, and the “turn-around” of failing public schools. The fund would also support other activities to be determined, including a community design competition making awards to the best architectural and educational school designs from around the country, awards to exemplary schools to mentor other schools, a museum and on-line exhibit about the history and the future of the American school, and the ongoing operation of the “dashboard” that I had the opportunity to see last week.
- ▶ If this all sounds good to you, I am thrilled about announcing the fund at the conference. What do you think -- can you pull it off?

AFT, 5/22, 7 PM

RECOMMENDED PHONE CALL

To: John Doerr

Don? (Date: Sometime between May 23 and May 27)

Recommended by: Don Gips, Elaine Kamarck, Nancy Hoit, Susan Liss, Jim Kohlenberger, Tim Newell, Jon Schnur

Purpose: Discuss family conference announcement, specifically to:

- ▶ Discuss and respond to John Doerr's recommendation to create a very substantial private fund (potentially \$100 million) to support school reform efforts, including the desirability of his suggestion to establish the fund with bipartisan leadership. See below for details.
- ▶ Confirm Doerr's agreement to pull together support for an initiative/organization to support families and learning, including: making available information to parents about their child's education, organizing a school design competition, providing exemplary schools with funding to mentor other schools, possible sponsorship of a traveling exhibit on the history and future of the American School, and donating voice mail, e-mail, and/or other information technologies and services.

Background: Last week, Tim Newell and Jon Schnur met with Doerr to discuss the options you approved for the family conference announcement. In this meeting, he signaled support for these options and seems agreeable to moving forward with them. However, he is particularly eager to discuss with you the possibility of creating a very large, new private fund to support school reform. The fund would provide planning money (and perhaps other support) for hundreds or even thousands of schools that would adhere to a set of general principles for good schooling. Doerr would like to pull together this fund and announce its creation at the family conference, if you agree with the concept and if it can be created with bipartisan leadership. He told staff that he would support the other options even if this fund is not announced.

Possible bipartisan leadership of fund: Because Doerr thinks bipartisan leadership will make it possible to pull together this larger fund, he recommends launching it with you and a prominent Republican serving as honorary co-chairs. While Doerr suggested Bill Bennett as a possible co-chair, other options for a prominent Republican co-chair include Tom Kean or David Kearns. We have discussed internally -- but not with Doerr -- other alternatives for demonstrating bipartisan leadership of this fund. One alternative would be launching the fund at the conference with a commitment to find a Republican co-chair later. A second alternative would be to launch the fund with you as honorary chair, and with a small group of vice-chairs including elected officials in both parties, business leaders, and educators. This group could include Senators Rockefeller and Snowe to highlight one intent of this fund to drive effective use of e-rate resources. It could also include a governor of each party -- with governors such as Hunt, Romer, or Miller along with a Leavitt or Edgar -- mayors like Daley and Riordan, and state legislative leaders. A third alternative would be a fund led by Doerr with a board consisting solely of business leaders and educators, with you and a Republican present at the kick-off but not formally affiliated with the fund.

Question whether need separate chairs

and a prominent republican business leader

renew

SUGGESTED TALKING POINTS FOR YOUR CONVERSATION WITH DOERR

- ▶ John, I am very pleased to be working with you on developing these education initiatives. Obviously, education is one of our top priorities, and these next few years are a critical window of opportunity for setting the direction of American education for decades. Your investment of resources and personal time on this issue can make a significant difference at a critical juncture in the history of education.

- ▶ I understand you met with our staff last Friday to discuss some of ~~our~~ ^{the} ideas for a set of education initiatives to be announced at ~~our~~ family conference next month.

- ▶ I wanted to ~~talk with you to~~ ^{your} confirm plans for announcing the package of activities ~~my staff~~ ^{the} discussed with you, and to spend a ~~little~~ ^{some} time talking through ~~the~~ ^{your} concept of creating a large fund to support reform and change in our public schools.

- ▶ My staff put together a one-pager summarizing the package of activities. ~~I think it reflects~~ ^{that you} ~~my discussions with them, and theirs with you. But I wanted to be sure we had a shared~~ ^{understanding of the package of activities to be announced at the conference. This includes the development of an institute or fund to support families and learning. This would be an umbrella for a number of activities, including an initiative to focus the nation's attention of constructing and designing new schools well, school design competitions, and possibly a traveling exhibition on the history and future of the American school. It would also include the creation of an on-line service providing information to parents about schools and their child's education and donations of voice mail, e-mail, and/or other information technologies and services to make teacher-parent communication easier. Do we agree on these?}

- ▶ Now, let's discuss the concept of this larger school reform fund. I think it's a really exciting concept, but wanted to hear you describe it further and to discuss the idea of bipartisan leadership for the fund....(during conversation, we suggest making the following points):

It seems critical to determine and explain how this new fund would differ in purpose and effect -- but relate to -- other private and federal school reform efforts. ~~We need to agree~~ ^{It seems to me that this fund will need} on a clearly defined niche and strategy so that ~~this private fund~~ (which would be substantial but still limited in context of the vast resources spent on K-12 education) can leverage other resources and truly have an impact on American education. We also need to be sure how this differs from -- and draws from lessons learned through -- the New American Schools effort and Walter Annenberg's \$500 million being donated to support K-12 school reform.

- ▶ Some ways this fund could really promote broad change include: leveraging \$10 billion in e-rate support by asking applicants to explain how the e-rate will support effective use of technology to improve their schools; leveraging billions of dollars in state and local school construction resources; and, asking applicants to agree to participate in rigorous accountability systems and assessments such as the new voluntary national 4th grade reading test and 8th grade math test.

(If you and he agree to do this....) We have a lot of work to do in the next few weeks...

② Tie to parental involvement

ADDITIONAL BACKGROUND ON POTENTIAL NEW FUND:

Major features of new fund: Doerr is contemplating the development of a sizable fund to provide planning money for three types of schools that would adhere to a set of general principals for good schooling: "start-up" schools, "speed-up" schools and "turn-around" schools. The start-up schools would include the newly constructed or renovated schools that would be a focus for the design competition and museum exhibit that you approved last week. The "speed-up" schools would consist of existing schools doing passably well, but needing a shot in the arm to become high-performing. The "turn-around" schools -- suggested by staff and well-received by Doerr -- would be failing or low-performing schools in need of radical change or fixing. Doerr would provide funding for the organization, allowing 100% of donations to go directly to schools. While the general principles for the schools supported by this fund need further development, they could include: making use of the e-rate to use technology effectively for learning and parental involvement, strong parental and community involvement, and high academic standards.

OVP staff reaction: While staff had initial reservations about the creation of a limited number of "new venture" schools, Doerr's current recommendation seems more appealing. He is now talking about creating a much larger fund capable of supporting reform in hundreds or even thousands of schools. He has also broadened the concept to include existing schools. Finally, the support for new schools links nicely with the school design competition and museum exhibit for designs of new schools. If designed and explained well, this could be a very visible and appealing initiative.

Possible outcomes of the fund: While the outcomes of the fund depend on its size and how it would be further developed over the next several weeks, possible outcomes include:

- ▶ supporting the start-up, speed-up, and turn-around of 1,000-3,000 schools over the next few years. Done well, this could provide incentives and support for improvement at a sizable number of schools, and provide visible models across the nation for developing new schools, speeding up reform efforts, and turning around failing schools.
- ▶ leveraging and fostering the effective use of vast resources available to schools in the next several years, including \$10 billion in support available through the e-rate and tens of billions to be spent on building and modernizing schools.
- ▶ providing a new vehicle for business leaders in high-technology and other companies to invest directly in improving and reforming schools. This can provide important new connections between this growing industry and America's schools, involving corporate leaders much more meaningfully in school reform efforts.
- ▶ providing the country with visible signs of momentum and additional investment in school reform, highlighting the role of private-public sector partnerships in improving schools. The image of the Vice-President and leading high-technology CEOs rolling up their sleeves to help improve education can reinforce the public's sense that this is a time of great opportunity and change in American education.

Family involvement

Issues to be resolved before announcing a large new school reform fund. If this fund is announced at the conference, Doerr and/or his designees will need to work with OVP to address a large number of critical issues immediately. These include:

- ▶ Finalizing the development of general principles for schools supported by the fund;
- ▶ explaining how this new fund would differ in purpose and effect -- but relate to -- other private and federal school reform efforts;
 - incorporating lessons from New American Schools and the Annenberg fund into the design of this fund;
 - agreeing on the clearly defined niche for this fund so that this sizable but still limited private fund can have an impact on the broad and complex challenges facing American education amidst much larger portions of public and private funding supporting school reform.
- ▶ working with key education groups to seek their input and buy-in into this effort;
- ▶ working through any legal or political issues relating to your association with this fund;
- ▶ establishing an organizational and governance structure to launch and sustain this fund;

Jan 21 strategy

Ad 12

teacher training through inclusion

(Draft one-pager to be given to the Vice-President and Doerr before their telephone call)

Package of education initiatives to be announced at family conference:

- ▶ creation of institute or fund to support families and learning that would be an umbrella for all of the activities below. John Doerr would oversee development of this organization and be its president.
 - ▶ launching an initiative to focus nation's attention on designing new schools well, including school design competitions and a traveling exhibition on the history and future of the American school that incorporates winning school designs and provides interactive software for children to design their own schools. The competitions would include at least two categories: 1) awards for the physical design of new schools for the 21st century, as well as the physical redesign and modernization of existing schools, and 2) awards and financial rewards for schools with outstanding school reform efforts to help other schools in need of assistance.
 - ▶ creation of on-line service providing information to parents relevant to their children's education
 - ▶ donation of voice mail, e-mail, and possibly other equipment to help families and teachers communicate about children's education.
- ~~teacher~~ teacher training related to technology, ~~parental~~ parental involvement.

Additional proposal under discussion:

- ▶ launching new private fund to support school reform that would provide planning dollars to "start-up", speed-up", and "turn-around" public schools.

DRAFT, 5:22, 7PM

ongoing rde-
Enthusiasm?

Need a clear understanding of
your principle / approach

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Shawn +
Jim can
later?

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- ▶ I understand you met with our staff last Friday to discuss some of our ideas for a set of education initiatives to be announced at our family conference next month.
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- ▶ Now, let's discuss the concept of this larger school reform fund. I think it's a really exciting concept, but wanted to hear you describe it further and to discuss the idea of bipartisan leadership for the fund....(during conversation, we suggest making the following points):
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- ▶ working with key education groups to seek their input and buy-in into this effort;
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