

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
--------------------------	---------------	------	-------------

001 001. note	Note to Elena Kagan (partial) (1 page)	02/28/97	P6/b(6)
------------------	--	----------	---------

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Michael Cohen (Subject Files)
OA/Box Number: 13365

FOLDER TITLE:

Education Strategy - 1997 [2]

2012-0160-S

ry1212

RESTRICTION CODES

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

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

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

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

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

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

RR. Document will be reviewed upon request.

**TRACKING PLAN
FOR
EDUCATION PRIORITIES**

February 13, 1997

SCHOOL CONSTRUCTION

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"My budget includes a new initiative -- \$5 billion to help communities finance \$20 billion in school construction over the next four years."	• Supervision: Sperling NEC Working Group. • DoEd and Treasury have done focus groups with interested parties, but certain critical areas were left vague. • DoEd has drafted legislation and sectional analysis, with several issues outstanding.	• Decision memo to POTUS • Submit legislation to Hill • Launching of initiative • Outreach to mayors, governors, others	• Discuss legislative strategy with Daschle and Gephardt • Sen. Moseley-Braun and Rep. Nita Lowey are (1) interested and (2) proprietary about this program. • Sperling met with Sen. Graham; need to follow up with him: White House-Treasury	

EDUCATIONAL STANDARDS

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
“To help schools meet the standards and measure their progress, we will lead an effort over the next two years to develop national tests of student achievement in reading and math.” “Every state should adopt high national standards, and by 1999, every state should test every 4th grader in reading and every 8th grader in math to make sure these standards are met.”	• Supervision: Reed-DPC Process Strategies: • Seek commitment from critical mass of states to participate in 1999 test administration. • Gain endorsements from key local constituencies. • Mobilize math/science community to help prepare for meeting 8th grade math standards.	• DoEd works with outside groups to develop tests • White House review DoEd proposal and provide guidance. • Highlight issue with event at Maryland legislature (2/10)	• No legislation required, though consultations with bipartisan leadership appropriate.	

MASTER TEACHERS

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"My budget will enable 100,000 more to seek national certification as master teachers."	• Supervision: Reed-DPC Process • ED submitted budget to expand support from the National Board for Professional Teaching Standards (NBPTS). • ED completes work to highlight effective practices to improve teaching. Strategies: • Spotlighting NBPTS • Spotlighting effective local practices • Major speech on teacher quality/standards • Challenge states and local districts to use NBPTS standards and certified teachers	• White House review DoEd proposal. • Consider submitting legislation • Launching of initiative	• Discuss legislative strategy with Daschle and Gephardt • ED develops legislative proposal as part of Higher Education Act Reauthorization.	

AMERICA READS

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"That's why we have just launched the America Reads initiative -- to build a citizen army of one million volunteer tutors to make sure every child can read independently by the end of the 3rd grade." "We want at least 100,000 college students to help. And tonight, I am pleased that 60 college presidents have answered my call, pledging that thousands of their work-study students will serve for one year as reading tutors."	• Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • \$2.5 billion over 5 years in FY 1998 budget • DoEd and the Corporation for National Service are actively recruiting additional universities to participate. • 70 colleges have pledged 13,000 work study one-year commitments and 32,000 other one-year commitments over next five years. Strategies: • Highlight local and state reading initiatives • Build broad grassroots coalition for early literacy. • Continue to recruit tutors from higher ed and other sectors	• Develop legislative proposal • Update memos from Rasco at DoEd • Conduct event in DC with seven local participating colleges • Outreach to mayors, governors, others	• Discuss legislative strategy with Daschle and Gephardt	• DC event: February 21 • ACE: possible challenge to college presidents -- February 24

EARLY LEARNING

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
“[The First Lady] and I are going to convene a White House Conference on Early Learning and the Brain this spring, to explore how parents and educators can best use these startling new findings.” “[T]his balanced budget expands Head Start to one million children by 2002.”	• Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • FY 1998 budget increases Head Start funding by 55%, from \$2.8 billion in FY 1993 to \$4.3 billion in FY 1998 Strategies: • Convene White House conference • Coordinate with Rob Reiner initiative and with related outreach	• Select private sector (medical and scientific community) chairs for conference • Begin list of possible participants for conference • Outreach to interest groups, mayors, governors, others for participation • Head Start events at pre-school programs	• No legislative process necessary for conference; discuss Head Start strategy with Daschle and Gephardt • Possibly involve appropriate members	

PUBLIC SCHOOL CHOICE AND CHARTER SCHOOLS

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"We should also make it possible for more parents and teachers to start charter schools." "Our plan will help America to create 3,000 of these charter schools by the next century -- nearly seven times as there are in the country today..."	• Supervision: Reed-DPC Process. • \$51 million in FY 1997 budget for charter schools Strategies: • Challenge additional states to enact charter schools legislation • Highlight effective charter school laws and effective charter schools • Major speech to clarify POTUS views on charter schools, especially regarding accountability • Release charter schools grants and reports to focus attention	• DoEd and NEC/DPC begin tracking charter school creation • Push for larger funding for charter school grants through budget process • Launching of initiative with principal conducting event at a model charter school • Outreach to mayors, governors, others	• No legislation needed; key action is appropriations	

SAFE & DISCIPLINED SCHOOLS

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"We must teach our children to be good citizens. And we must continue to promote order and discipline, supporting communities that introduce school uniforms, impose curfews, enforce truancy laws, remove disruptive students from the classroom, and have zero tolerance for guns and drugs in school."	• Supervision: Reed DPC Working Group. • \$50 million after-school program in juvenile justice bill		• Discuss legislative strategy with Daschle and Gephardt • Pursue juvenile justice bill in bipartisan leadership meetings	

OPENING THE DOORS OF COLLEGE

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"I propose America's HOPE Scholarship . . . two years of a \$1,500 tax credit for college tuition, enough to pay for the typical community college. I also propose a tax deduction of up to \$10,000 a year for all tuition after high school; an expanded IRA you can withdraw from tax free for education; and the largest increase in Pell Grant scholarships in 20 years."	• Supervision: Reed-Sperling DPC-NEC Working Group. Weekly Meetings. • Tax provisions submitted as part of FY97 budget proposal. • FY98 budget increases Pell Grant scholarships by \$1.7 billion in aid over FY97, and expanded eligibility for at least 348,000 more students.	• Event with POTUS in Georgia after SOTU (2/5) • Develop plan to stress that package helps to save tax-free for college • Develop communications plan for tax proposal (op-ed by Gov. Miller) • Outreach to all education groups (teachers, student organizations, universities, parents groups) • Possible list of college presidents endorsing	• Discuss legislative strategy with Daschle and Gephardt • Begin Hill campaign of tax cut for students and families vs. tax cut for rich	• ACE speech

LIFELONG LEARNING

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"My G.I. Bill for America's Workers will transform the confusing tangle of federal training programs into a simple skill grant to go directly into eligible workers' hands. For too long, this bill has been sitting on that desk there without action - I ask you to pass it now."	• Supervision: Working Group considering how to best propose legislation and relation to HOPE Scholarships.	• Decision memo to POTUS • Launching of initiative through principal and cabinet events; create reinvention focus for VPOTUS • Outreach to labor, business, mayors, governors, others	• Discuss legislative strategy with Daschle and Gephardt	

INTERNET: CONNECTING CLASSROOMS

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
"Last year, I challenged America to connect every classroom and library to the Internet by the year 2000, so that, for the first time in our history, children in the most isolated rural towns, the most comfortable suburbs, the poorest inner city schools, will have the same access to the same universe of knowledge."	• Supervision: Meetings held on an as-needed basis between White House (NEC, DPC, OSTP, OVP) and DoEd. • First year of appropriations for Technology Literacy Challenge Fund is approved by Congress: \$200 million approp of \$2 billion total. • DoEd is in the process of making awards. • Net Days held in more than 40 states. Half of California schools now connected.	• Increase staff at DoEd working on educational technology. • Broaden and deepen support for NetDay with business, labor, educators, state Departments of Education, elected officials, celebrities, and volunteers. • DC NetDay with First Lady or other high-level White House participation. • POTUS and VPOTUS joint radio address (2/9) • Rollout strategy on FY97 educational technology grants	• Build support for \$500 million Presidential request on educational technology, and on FCC action.	• March 5-6: CEO Forum in DC -- wants to meet with POTUS or VPOTUS. This group is developing metrics for evaluating national progress towards the President's goals. • April 19: NetDay. • May. Final action by FCC on \$2.25 billion on discounts for schools and libraries.

INTERNET: CONNECTING CLASSROOMS (continued)

State of the Union Proposal	Current Status	Internal Action Needed	Legislative Process	Deadlines
	Two CEO groups have formed to meet President's challenge: Corporate Commission on Educational Technology and CEO Forum on Educational Technology.	- Work with FCC on discounts for schools and libraries under 1996 Telecom Act (Note: some telecom companies have concerns with draft proposal, and could challenge it in courts.) - POTUS or VPOTUS meetings with CEO groups, continue to identify possible initiatives that industry could support - Develop initiatives in teacher training and content, possibly linked to "America Reads," and "first in the world in math and science." - Release PCAST (President's Council of Advisers on Science and Technology) report on ed-tech. Will recommend increasing funding for ed-tech R&D.		

DRAFT

EDUCATION STRATEGY

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

February 24, 1997

HIGHER EDUCATION STRATEGY

State of the Union Proposals:

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

Strategic Goals:

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

This Week:

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

This Month:

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

Next Month:

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

Next Six Months:

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

AMERICA READS STRATEGY

State of the Union Proposal:

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

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

Strategic Goals:

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

Intergovt
+
Congressional

This Week:

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

This Month:

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

NGA
on demand

Next Month:

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

Next Six Months:

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

SCHOOL CONSTRUCTION STRATEGY

State of the Union Proposal:

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

Strategic Goals:

- Develop and sustain bipartisan support for initiative

This Week:

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

This Month:

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

Next Month:

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

and Rep. Nita Lowey

Next Six Months:

- Continue holding events to highlight initiative

TECHNOLOGY LITERACY STRATEGY

State of the Union Proposal:

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

Strategic Goals:

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

This Week:

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

This Month:

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

Next Month:

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

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

Next Six Months:

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

EDUCATIONAL STANDARDS STRATEGY

State of the Union Proposal:

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

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

This Week:

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

This Month:

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

Next Month:

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

- Education Roundtable on standards

Next Six Months:

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

MASTER TEACHERS STRATEGY

State of the Union Proposal:

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

This Week:

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

This Month:

Next Month:

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

Next Six Months:

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

EARLY LEARNING STRATEGY

State of the Union Proposal:

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

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

This Week:

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

This Month:

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

Next Month:

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

Next Six Months:

- Convene White House conference

LIFELONG LEARNING STRATEGY

State of the Union Proposal:

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

This Week:

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

This Month:

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

Next Month:

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

Next Six Months:

PUBLIC SCHOOL CHOICE AND CHARTER SCHOOLS STRATEGY

State of the Union Proposal:

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

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

This Week:

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

This Month:

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

Next Month:

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

Next Six Months:

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

SAFE AND DISCIPLINED SCHOOLS STRATEGY

State of the Union Proposals:

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

This Week:

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

This Month:

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

Next Month:

- Pursue juvenile justice bill in bipartisan leadership meetings

Next Six Months:

draft

draft

draft

draft

draft

MEMORANDUM FOR THE PRESIDENT

FROM: BRUCE REED
MIKE COHEN

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

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

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

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

OVERVIEW OF EDUCATION STRATEGY

1. NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

Short term objectives:

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

Key Strategies:

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

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

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

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

Issues

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

Events/Activities for standards and tests

February:

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

March:

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

2. TALENTED TEACHERS IN EVERY CLASSROOM

Short term objectives:

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

Key Strategies:

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

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

Events/Activities:

April:

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

Times to be determined:

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

Presidential visit to state legislature, with focus on teaching issues

3. AMERICA READS CHALLENGE

Short term objectives:

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

Key Strategies:

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

4. EARLY LEARNING

Short term objectives:

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

Key Strategies:

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

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

5. CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

Short term objectives:

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

Key Strategies

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

Target states: Missouri, Washington

- o **Use announcements of federal charter schools grants to highlight states with strong charter schools laws and promising examples of charter schools**
- o **Produce a series of charter schools evaluations, reports and guides to focus attention**

of advocates and policymakers on key issues needing attention in the design and implementation of charter schools laws

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

6. SAFE, DISCIPLINED AND DRUG-FREE SCHOOLS

Short term objectives:

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

7. SCHOOL CONSTRUCTION

Short term objectives:

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

8. OPENING WIDE THE DOORS TO COLLEGE

Short term objectives:

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

Key Strategies:

1. Legislative Strategy

2. Post-enactment Strategy

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

9. LIFELONG LEARNING

Short term objectives:

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

10. TECHNOLOGY

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001 001. note	Note to Elena Kagan (partial) (1 page)	02/28/97	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Michael Cohen (Subject Files)
OA/Box Number: 13365

FOLDER TITLE:

Education Strategy - 1997 [2]

2012-0160-S
ry1212

RESTRICTION CODES

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

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

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

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

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

February 28, 1997

Note to Elena Kagan

Attached is a list of possible events under each of the President's ten priorities for education. As you will see, there are more options for some of these areas than for others. Mike and I plan to speak with Dennis Burke on Monday about additional possibilities under school safety, and we can do this in other areas, as well, if you think it's worthwhile.

I am also attaching a disk in case you need to work with it further/merge it with other documents, etc.

If you want to discuss this over the weekend, I will probably be in some on Saturday, and my home number is [REDACTED] [001]

Thanks.

-- Bill Kincaid

cc: Mike Cohen

(Double asterisks signify that the event has been placed on the President's schedule.)

NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

March

- ** 3/5 POTUS meeting with standards experts to discuss future directions for our effort
- ** 3/6 POTUS speech to Michigan legislature and sign-on to national test with Governor Engler
- Meet with Council of Chief State School Officers to discuss testing proposal
- Announce that Department of Defense Dependent Schools will participate in the national tests and to begin preparing students to meet those standards
- POTUS meet with newly selected testing advisory board of teachers and others (following appointment by Secretary Riley)
- Additional state endorsement events: visit states (CA, NY, or others) or hold meeting at White House with officials from 4-8 states committed to participating in national testing
- Issue Presidential directive to DPC, OSTP, Department of Education, NSF and other agencies to prepare a plan for mobilizing federal and non-federal resources to improve math and science education and prepare students to meet 8th grade math standards

April

- Possible addresses by POTUS to state legislatures in Montana, North Dakota, and Colorado
- Hold education round table on standards; could discuss examples of challenging state and voluntary national standards and could use TIMSS video to highlight good teaching to standards. Could do event in New York, where all students will soon be required to pass challenging state's Regents exams to get a diploma.
- Kick-off event with Education Excellence Partnership (BRT, NAB, AFT, NGA, ED) and Major League Baseball to highlight new PSA's urging higher standards

June

- POTUS event in DC honoring Presidential math and science teaching award winners; could combine with event kicking off effort to mobilize math/science community to help students prepare for meeting 8th grade math standards

Next Six Months

- Bipartisan meeting with key members of Congress

NOTE: NAEP and TIMSS release dates:

- 5/2 1996 NAEP Science results (national grades 4/8/12 and participating states grade 8)
- 6/10 TIMSS 4th grade math and science results)
- 7/1 TIMSS-NAEP link in math (4/8) and science (8), allowing comparisons between TIMSS countries and U.S. states

TALENTED TEACHERS IN EVERY CLASSROOM

March

- ** 3/13 POTUS event in North Carolina with Governor Hunt highlighting strategies for improving teaching
- Major speech by POTUS on teacher quality and standards before teaching organization or program that supports such a policy (local AFT or NEA), perhaps at Shanker memorial service, challenging states and local districts to use National Board for Professional Teaching Standards (NBPTS) standards and certified teachers

April

- 4/15 Secretary's conference on teacher recruitment and preparation
- 4/16-17-18 WH event for national teacher of the year, also highlighting newly board-certified teachers and ED response to directive on excellence and accountability

Next Six Months

- Visit to local union/school board program (e.g., NYC, Columbus) that removes incompetent teachers, or to other local union event: recognize existing efforts and challenge every union and local school board to do the same. Couple with guide/resource book from ED.
- Speak at summer AFT or NEA conference: focus on Board certification and on firing incompetent teachers
- Rollout of teacher preparation provisions in Higher Education Act Reauthorization proposal, focusing on role of teacher preparation
- Visit high school in Cincinnati for students interested in careers as teachers

AMERICA READS

March

- Invite Weld, Engler, Bush, and several Democratic governors to the White House for conference highlighting successful state and local tutoring programs
- School visit or WH event to rollout legislative proposal
- Announce formation of America Reads Network, a coalition of 60 national organizations ED has been working with to promote reading improvement.
- Announce new America Reads products: (1) Early Childhood Kit for parents and care givers to encourage early language development from birth through 5 years old; (2) America Reads Challenge: Read*Write*Now!, a kit of learning activities for parents to use with kids from birth through sixth grade.
- Create event in DC with George Farkus's "one-on-one" group from Texas; invite Rep. Goodling and other members of Congress

April/May:

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

Next Six Months

- In September, as part of America Goes Back to School, Cabinet members go to DC schools where there agencies have tutoring arrangements. POTUS, Riley and another cabinet head could go to a school that has partnered with a third agency, such as DOD

EARLY LEARNING

April

- Convene White House conference on early learning and the brain

May

- Conference Board and Department of Education host national conference on public and private efforts to increase family involvement in education in Boston
- Department of Education releases sequel to Employers, Family and Education

June

- VP conference on Families and Learning in June

CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

March

- Speech to state legislature on charter schools (e.g., Washington, Missouri), challenging states to adopt legislation providing for start-up of charter schools and focusing on charter school accountability; could also challenge all charter schools and charter school developers to review performance standards and raise them if they aren't high enough
- Release charter schools national study in visit to a charter school or radio address (will be available for release beginning approximately 3/10). A key finding is that the lack of access to start-up funding is the most commonly cited obstacle to starting charter schools
- Announce competition for new charter school start-up funding and challenge teachers, parents, museums, universities and others to start high-quality charter schools (scheduled to be announced first half of march)

March/April

- Release guidebook for school boards and other chartering agencies on responsibilities for reviewing and approving high-quality charter school proposals; could combine with rollout of Department of Education's new website to assist charter school developers

April

- 4/10-11/12 Deliver address to annual charter schools conference in Sacramento (California has the most charter schools of any state in the nation)

April/May

- Speak to a public school choice parent fair that the Department of Education and local district could organize in a system with charter schools and general public school choice (e.g. Boston, San Francisco). Could combine with release of Department-prepared guidebook on choosing a public school for your child

June/July

- 6/30-7/15 Announce awards of federal start-up funding for charter schools

July

- Address federally-sponsored national charter school conference targeted at schools

receiving federal start-up grants

Next six months

- Convene national meeting on fixing failing schools, with participants committing to identifying and fixing failing schools and reacting to draft report on models and principles

Fall

- Release report prepared by Department of Education on models and principles for broad public school choice efforts and announce at least 5 school districts agreeing to undertake development of model efforts (NOTE: not currently underway, so would probably need to take place in the fall)
- Ribbon-cutting of newly opened charter school, such as Henry Ford museum charter school in Dearborn, Michigan, or in Chicago, North Carolina, Florida, California, New Jersey, or one of small number of schools being opened by the NEA

SAFE, DISCIPLINED, AND DRUG-FREE SCHOOLS

March

- Release community schools guide prepared by Department of Education (timing flexible)
- Rollout of Department website for Partnership for Family Involvement in Education

April

- Release revised version of parent's guide to prevention
- Participate in satellite teleconference on effective youth and drug violence prevention strategies

June

- 6/12-6/14 Address annual meeting of The Communitarian Network

Next Six Months

- POTUS visit to a school that adopted a school uniform policy as a result of the President's encouragement and environment has improved

Next fall

- Visit Long Beach, California school that has adopted uniform policy as well as higher standards modeled on Boston Latin high school

SCHOOL CONSTRUCTION

March

- Potential events in Alabama and Florida (Sen. Graham)
- Announce submission of legislation and conduct events with Sen. Moseley-Braun and Rep. Nita Lowey

Next Six Months

- Rollout school construction clearinghouse in September

HIGHER EDUCATION

March

- March 3: Direct Loan 2000 event for VPOTUS or First Lady to attend
- Event to release letter endorsing higher education initiatives signed by hundreds of university and community college presidents

Fall

- Launch campaign on availability of college, readying PSA's and materials for students and parents.

LIFELONG LEARNING

March

- Launch legislative initiative (possible reinvention event for VP)

May

- 5/4 Commemorate anniversary of School-to-Work Opportunities Act by visiting a model program at a high school

Next Six Months

- Event with workers who would benefit from skill grants
- Visit model adult education program

TECHNOLOGY LITERACY STRATEGY

March

- March 5-6: CEO Forum will meet in DC and wants to invite POTUS or VPOTUS; the group is developing metrics for evaluating national progress towards the President's goals
- 3/24 event with Sen. Rockefeller and Secretary Riley in West Virginia highlighting importance of E-rate and technology funding request

April

- April 7-11 -- World Wide Web Conference in California: possible industry consortium to increase access to the web for people with disabilities; Dole invited; possible event for POTUS, VPOTUS, or First Lady
- NetDay

May

- May: Final action by FCC on \$2.25 billion on discounts for schools and libraries

Next six months

- Release report by PCAST (President's Council of Advisers on Science and Technology) on educational technology; will recommend increasing funding for ed tech research and development

Mike - This is a merge
of the 2 documents - to

edit yet - Jon & I are
meeting in the a.m. to
compare our paper edits
& then to do a 2nd
at.

DRAFT - Bill

EDUCATION STRATEGY

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

February 27, 1997

SCHOOL CONSTRUCTION

I. State of the Union Proposal:

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

II. Objectives:

- Enact School Construction legislation

III. Strategies:

- Develop and sustain bipartisan support for initiative

IV. Events/Activities:

February

- Decision memo to POTUS
- NEC Working Group and Legislative Affairs to review Education-drafted legislation and sectional analysis; resolve any outstanding issues
- Secretary Riley testifies on all education proposals on 2/27
- Decide how to handle Sen. Graham/4.3¢ initiative
- NEC to hold joint school construction and America Reads meeting to lay out legislative, intergovernmental, and communications strategy with White House staff, Treasury, Education, and other agency participation
- Potential Connie Lee deal-closing on 2/27
- Outreach to mayors, governors, others
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

March

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

Next Six Months

- Continue holding events to highlight initiative

NATIONAL STANDARDS OF ACADEMIC EXCELLENCE

I. State of the Union Proposal:

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

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

II. Objectives:

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

III. Strategies:

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

Initial target cities: Boston, Philadelphia, Chicago, Seattle, Houston, DC

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

Encourage Secretary Riley and appropriate senior WH and ED staff to meet with editorial boards while traveling over the next few months.
- **Use Announcements of Grant Awards, Reports and Studies to highlight Priority Issues**
Announce results of existing NAEP and TIMSS tests. Launch test development with teachers advisory committee.

IV. Events/Activities:

February

- Maryland sign-on event
- Highlight issue at ACE speech on 2/24
- Secretary Riley testifies on all education proposals on 2/27
- Continue to seek endorsements from key local constituencies to promote national efforts and to promote state and local participation
- Legislative Affairs to consult with bipartisan leadership
- Possible addresses by POTUS to state legislature in Michigan
- Release National Assessment of Education Progress national math scores at event
- Presidential Directive to OSTP, Department of Education and NSF and other agencies to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards
- Presidential Directive to Department of Defense Dependent Schools to participate

in NAEP/TIMSS and to begin preparing students to meet those standards

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

March

- State endorsement event: visit state or hold meeting at White House with officials from 4-8 states committed to participating in national testing
- Secretary Riley and others begin meeting with editorial boards
- Encourage favorable op-eds from bipartisan opinion leaders (e.g., Ravitch, Price)
- Education Department begins to work with outside groups to develop tests
- Education Roundtable on standards
- Michigan sign-on event
- POTUS meeting with standards experts to discuss future directions for our effort; enlist as many experts as possible to become advocates for our efforts.
- Presidential Directive to OSTP, ED and NSF and other agencies, to ensure that executive branch resources to support math and science education are focused nationally on preparing students to meet 8th grade math standards, and to coordinate national mobilization of scientific, mathematical and technical communities in support of preparing students to meet 8th grade math standards
- Possible Department of Defense Dependent Schools sign-on to participate in NAEP/TIMSS and to begin preparing students to meet those standards
- Meet with Council of Chief State School Officers to discuss testing proposal
- ED appoint and POTUS meet with testing advisory board of teachers and others

April

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

Next Six Months

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

TALENTED TEACHERS IN EVERY CLASSROOM

I. State of the Union Proposal:

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

II. Objectives:

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

III. Strategies:

- Identify promising practices for promoting excellence and accountability in teaching, and provide directory of federal resources available to support these practices
 - Products to be released in response to Presidential Directive
- Highlight states and districts with effective approaches to recruitment, preparation, licensure, induction, evaluation and rewarding of classroom teachers.
 - Secretary's Conference on Teacher Recruitment and Preparation
 - Continue National Awards Program for Model Professional Development
- Work with key groups, including NEA, AFT, NSBA and NASBE, CCSO, AASA, colleges of education and institutions of higher education, NCATE, NPBT, etc. to build support for effective state and local practices, and for Administration legislative proposals.

- Create Partnership for Excellence and Accountability in Teaching
- Focus ED research, development and dissemination resources on practices and policies to promote excellence and accountability in teaching

IV. Events/Activities:

February

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

March

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

April

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

Next Six Months

- Visit to local union/school board program (e.g., NYC, Columbus) that removes incompetent teachers, or to other local union event: recognize existing efforts and challenge every union and local school board to do the same. Couple with guide/resource book from ED.
- Speak at summer AFT or NEA conference: focus on Board certification and on firing incompetent teachers
- Need to spotlight the National Board for Professional Teaching Standards by using event to announce the teachers who receive NBPTS certification this spring
- Need to spotlight effective local practices through events, op-eds.
- Education Department develops legislative proposal as part of Higher Education Act Reauthorization

AMERICA READS

I. State of the Union Proposal:

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

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

II. Objectives:

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

III. Strategies:

- Build on existing Read*Write*Now effort, with special emphasis on increasing number of students in summer reading program
- State and local sign-on to America Reads, where possible tied to sign-on to national 4th grade reading test
- Develop and sustain bipartisan support for initiative, including Governors and members of Congress
- Demonstrate through events, speeches, and validation that America Reads is a serious educational proposal

IV. Events/Activities:

February

- POTUS event in Boston with Jump Start group on 2/19
- POTUS/HRC event at DC public school with 7 area college presidents on tutoring reading and college work study on 2/21
- POTUS speech to ACE conference reissuing challenge on college work study and announcing that over 80 college presidents have already pledged to participate
- Secretary Riley testifies on all education proposals on 2/27
- Intergovernmental and Legislative Affairs: *work on bipartisan letter to Congress from four governors stressing importance of passing a proposal to achieve goal of every 3rd grader reading*
- Intergovernmental and Legislative Affairs: *provide information on where bipartisan congressional and gubernatorial support for the America Reads initiative exists; invite staffs to White House to discuss the proposal*
- Legislative Affairs develops legislative proposal
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events
- NEC to hold joint school construction and America Reads meeting to lay out legislative, intergovernmental, and communications strategy with agency and White House staff participation
- Hale, Rasco, and Education staff to gather information on children's reading programs and funding levels of Republican governors (e.g., Bush, Wilson, Engler) and others (New York City School Superintendent Rudy Crews)

March

- Invite Weld, Engler, Bush, and several Democratic governors to the White House for conference highlighting successful state and local tutoring programs
- Rollout legislative proposal using success stories to validate seriousness and value of the program
- Continue to build broad grassroots coalition for early literacy through outreach to mayors, governors, educational institutions

- Create event in DC with George Farkus's "one-on-one" group from Texas; invite Rep. Goodling and other members of Congress
- Raise for discussion in budget working group meetings on the Hill
- Kick-off event for transmittal of America Reads Legislation
- Announce formation of America Reads Network, a coalition of 60 national organization ED has been working with to promote reading improvement.
- Announce new America Reads products: (1) Early Childhood Kit for parents and care givers to encourage early language development from birth through 5 years old; (2) America Reads Challenge: Read*Write*Now!, a kit of learning activities for parents to use with kids from birth through sixth grade.

April/May:

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

Next Six Months

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

EARLY LEARNING

I. State of the Union Proposal:

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

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

II. Objectives:

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

III. Strategies:

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

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

IV. Events/Activities:

February

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

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

March

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

Next Six Months

- Convene White House conference

CHOICE AND ACCOUNTABILITY IN PUBLIC EDUCATION

I. State of the Union Proposal:

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

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

II. Objectives:

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

III. Strategies

- Target states considering charter school legislation this session with visits by

President, Vice President or Secretary, where such visits can help gain enactment of legislation

- Target states: Missouri, Washington
- President's speech in at least one legislature should clearly address accountability issues pertaining to charter schools

- Use announcements of federal charter schools grants to highlight states with strong charter schools laws and promising examples of charter schools
- Produce a series of charter schools evaluations, reports and guides to focus attention of advocates and policymakers on key issues needing attention in the design and implementation of charter schools laws
- Promote accountability for performance by vigorous implementation of Title 1 requirement that states and school districts intervene in failing schools
- Hold national conference for educators, parents, business and others, focusing on effective ways of dealing with failing schools
- Provide guidance to Title 1 schools on parental involvement

IV. Events/Activities

February

- Secretary Riley testifies on all education proposals on 2/27
- Education Department and NEC/DPC begin tracking charter school creation
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

March

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

Next Six Months

- Major POTUS speech clarifying position on charter schools (especially regarding

accountability), highlighting effective charter school laws and effective charter schools, and challenging additional states to enact charter schools legislation

SAFE, DISCIPLINED, AND DRUG-FREE SCHOOLS

I. State of the Union Proposals:

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

II. Objectives:

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

III. Strategies

IV. Events/Activities

February

- Secretary Riley testifies on all education proposals on 2/27
- Education Department compiles list of all education events scheduled nationally

for next six months; begin scheduling principals or cabinet for these events

March

- Pursue juvenile justice bill in bipartisan leadership meetings

Next Six Months

HIGHER EDUCATION STRATEGY

I. State of the Union Proposals:

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

II. Objectives:

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

III. Strategies:

Legislative Strategy

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

Post-enactment Strategy

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

IV. Events/Activities

February

- Secretary Riley speech in Atlanta on 2/18
- Speech to ACE conference on 2/24
- Speech to Historically Black College and Universities (HBCU) conference on 2/24
- Follow-up outreach and discussions from Education Department and White House with HBCU leadership on Pell Grants, HOPE Scholarships, and all elements of the higher ed proposal
- Receive endorsements from ACE and community college group
- Secretary Riley meets with community college presidents and trustees on 2/24
- Secretary Riley testifies on all education proposals on 2/27
- Education Department drafts letter to be signed by hundreds of university and community college presidents endorsing higher education initiatives and gathers signatures
- Education Department compiles list of every college association and begins outreach effort to these groups
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events
- Regional op-eds by college presidents on higher education initiatives (Education)
- Release Gov. Zell Miller op-ed on how well HOPE works in Georgia
- Following up on POTUS events, press calls by Riley, Sperling, others to targeted media addressing evidence that HOPE does not cause grade or tuition inflation

March

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

- Continue outreach to college associations

Next Six Months

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

LIFELONG LEARNING STRATEGY

I. State of the Union Proposal:

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

II. Objectives

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

III. Strategy

IV. Events/Activities

February

- Secretary Riley testifies on all education proposals on 2/27
- Memo drafted by B. White laying out issues to POTUS
- Working group considering how to best propose legislation and relation to HOPE Scholarships
- Group needs to think of fast track link
- Education Department compiles list of all education events scheduled nationally for next six months; begin scheduling principals or cabinet for these events

March

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

Next Six Month

TECHNOLOGY LITERACY STRATEGY

I. State of the Union Proposal:

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

II. Objectives

III. Strategies

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

IV. Events/Activities

February

- Secretary Riley testifies on all education proposals on 2/27
- Reinstate Ed Tech working group meetings to focus on achieving broad goals
- Public Liaison, Intergovernmental, policy councils, and others continue outreach to business, labor, educators, state Departments of Education, elected officials, celebrities, and volunteers to broaden and deepen support for NetDay
- Task Education Department to develop rollout strategy for educational technology grants

March

- Outreach to two CEO groups formed to meet President's challenge: Corporate

Commission on Educational Technology and CEO Forum on Education Technology

- Legislative Affairs: develop appropriations strategy for \$500 million in funding
- March 5-6: CEO Forum will meet in DC and wants to invite POTUS or VPOTUS; the group is developing metrics for evaluating national progress towards the President's goals
- Hold DC NetDay with First Lady or other high-level White House participation

Next Six Months

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