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# FOIA MARKER

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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Chief of Staff, White House Office of  
**Series:** Sununu, John, Files  
**Subseries:** Cabinet Agencies Files

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**OA/ID Number:** 29187  
**Folder ID Number:** 29187-001

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**Folder Title:**  
Cavazos (Education - 1989)

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Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>15</b>	<b>25</b>	<b>6</b>	<b>4</b>

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# Withdrawal/Redaction Sheet

## (George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Memo	From Lauro F. Cavazos to John Sununu Re: Recommendations for Department of Education Positions (4 pp.)	2/14/89	(b)(6)	

**Collection:**

**Record Group:** Bush Presidential Records  
**Office:** Chief of Staff, White House Office of  
**Series:** Sununu, John, Files  
**Subseries:** Cabinet Agencies Files  
**WHORM Cat.:**  
**File Location:** Cavazos (Education - 1989)

<b>Date Closed:</b> 12/2/2004	<b>OA/ID Number:</b> 29187-001
<b>FOIA/SYS Case #:</b> 1998-0004-F[1]	<b>Appeal Case #:</b>
<b>Re-review Case #:</b> 2005-0426-S	<b>Appeal Disposition:</b>
<b>P-2/P-5 Review Case #:</b>	<b>Disposition Date:</b>
<b>AR Case #:</b>	<b>MR Case #:</b>
<b>AR Disposition:</b>	<b>MR Disposition:</b>
<b>AR Disposition Date:</b>	<b>MR Disposition Date:</b>

### RESTRICTION CODES

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

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

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

PRM. Removed as a personal record misfile.

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

- (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

HIGHER ED.

ATTENDEES FOR BUSINESS ROUNDTABLE EDUCATION TASK FORCE MEETING  
WITH THE PRESIDENT; SEPTEMBER 26, 1989; ROOSEVELT ROOM

John F. Akers, Chairman  
IBM Corporation

Joseph E. Antonini, Chairman  
K mart Corporation

John L. Clendenin, Chairman  
BellSouth Corporation

David T. Kearns, Chairman  
Xerox Corporation

Robert Kennedy, Chairman  
Union Carbide Corporation

Charles E. McKittrick, Jr., Vice President  
IBM Corporation

Paul O'Neill, Chairman  
Aluminum Corporation of America (ALCOA)

Robert Price, Chairman  
Control Data Corporation

John G. Smale, Chairman  
Procter & Gamble

Edgar S. Woolard, Chairman  
E.I. du Pont de Nemours

BUSINESS ROUNDTABLE STAFF

William Lurie, President  
The Business Roundtable

Sam Maury, Executive Director  
The Business Roundtable

WHITE HOUSE STAFF

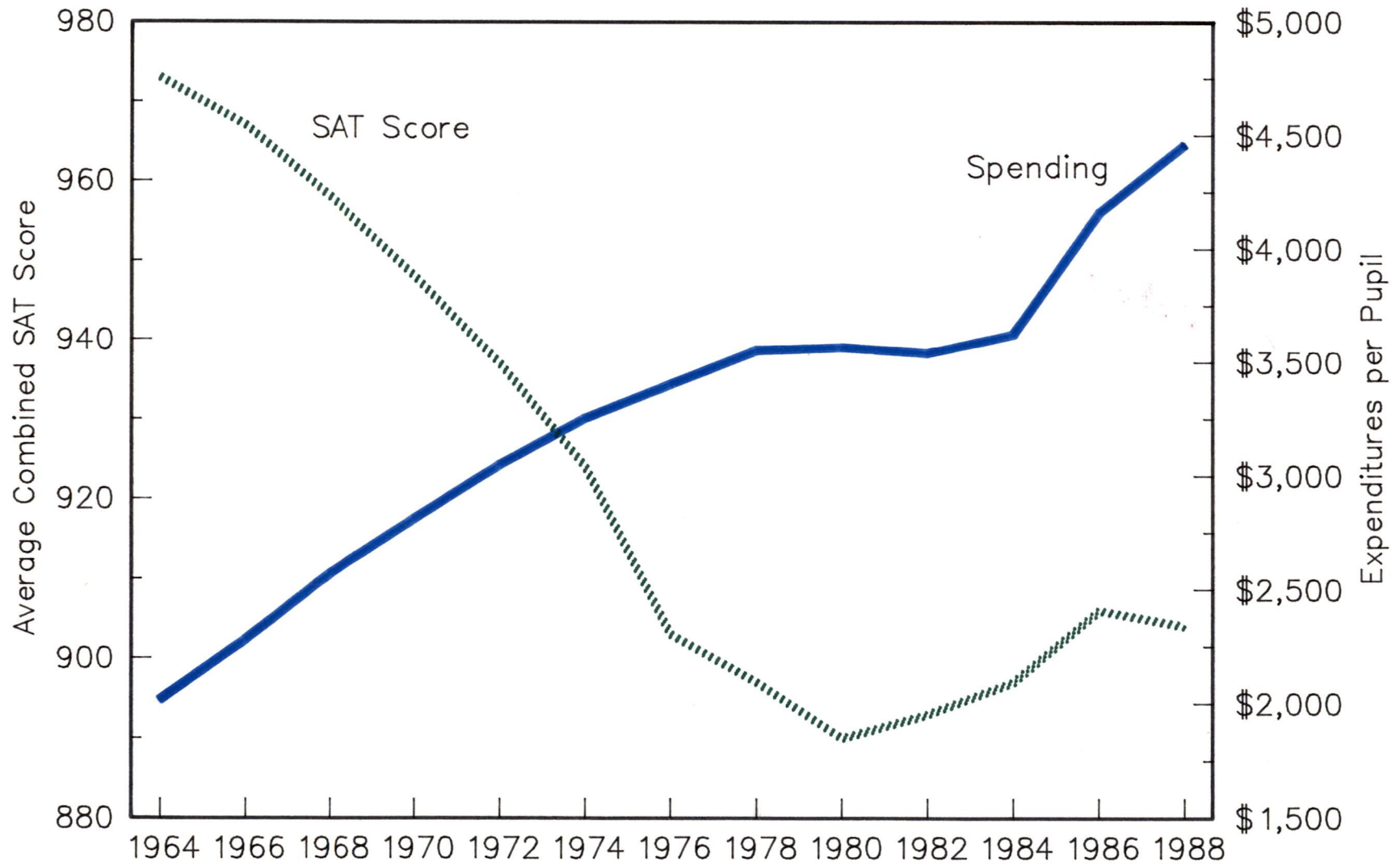
Bobbie Kilberg, Deputy Assistant to the President for Public  
Liaison

Gregg Petersmeyer, Deputy Assistant to the President for National  
Service

Scott Sutherland, Assistant Director, Office of Public Liaison

Jeff Vogt, Assistant Director, Office of Public Liaison

# EDUCATION: SPENDING VS. PERFORMANCE



Spending = expenditures per pupil in public elementary and secondary schools (1987 dollars)



December 9, 1988

Dear Ron,

Thanks so much for coming to the meeting with College Presidents on Monday. I thought the session went very well, and it was especially good to see you again.

I will have my staff review the possibility of coming to the University of Nebraska next spring. Many thanks.

Warmest best wishes,

THE VICE PRESIDENT  
WASHINGTON, D. C. 20501

Dr. Ronald Roskens  
President  
University of Nebraska  
Lincoln, Nebraska 68583-0745

PERSONAL

bcc: Governor Sununu  
Charlie Greenleaf  
Hector Irastorza

University of Nebraska  
Office of the President

L of  
Dictate

Sunday, December 4

Dear Mr. Vice President,

Tomorrow is not likely to provide an opportunity for a private moment; hence, a quick note.

First, we would like to have you address our Spring Commencement on Saturday, May 13, 1989. Since this is not a formal communication, I am merely asking if you would consider it appropriate to have your staff review the possibility?

Second, I want to thank you for the encouragement that you have given those of us in the higher education community. I have no doubt that you will be remembered for many positive reasons - among them, as The Education President.

✓  
I think, it's like to suggest that Eric Block be considered for the position of National Science Advisor. He represents all of us very effectively. (He does not have the slightest inkling that I might propose his name to you.)

Finally, Don and I were genuinely shocked as the results were faked on election night. You and Barbara are our role models for all of us - and we are grateful for your friendship.

It is my hope that I can continue the privilege of occasional communication with you. I would appreciate that to be in frequent, and I would expect no acknowledgment.

Thanks - and Happy, Happy Holidays!

Tom Robson

✓ P.S. From time to time Kay can send me a little reinforcement. She has taken far more

OFFICE OF THE PRESIDENT-ELECT  
WASHINGTON, D.C. 20270

January 9, 1989

MEMORANDUM FOR SECRETARY LAURO CAVAZOS

FROM: JOHN H. SUNUNU

SUBJECT: Lamar Alexander's Attached Recommendations

I had a very good meeting with former Governor of Tennessee Lamar Alexander last month. He passed along a memo he drafted for the President-elect. It gives several recommendations to flesh out George Bush's campaign promise to be America's "Education President".

Please review it and let me know what you think.

cc: David Q. Bates

FOR THE PRESIDENT-ELECT

From Lamar Alexander

**Subject: Following up the question  
you asked in our meeting**

YOUR QUESTION:

When you met with university presidents on December 5, you asked me:

**"What about the education conference I promised with the Governors? Should I meet with the college presidents at the same time? Will you follow-up and let me know how I should do this?"**

ANSWER:

I would say no, don't try to meet with Governors and university presidents all at once. There are too many --3400 college and university presidents, not to mention principals, teachers, their unions, etc. A big education meeting will usually become a big mess and turn itself into nothing useful.

Instead, have bite-sized meetings, usually outside Washington, on *your* agenda, on *your* terms.

The next pages suggest a way to do that.

These next pages suggest how to get quickly into being America's education President. These suggestions:

\*\*are tactical; things a busy President can actually get done;

\*\*for the most part don't cost federal dollars;

\*\*stick to your agenda, not someone else's;

\*\*will take care of your being "education President" for the next six months;

\*\*require only a few decisions on agenda and personnel;

\*\*leave you plenty of room to adjust your agenda after six months or so as you become more comfortable with the issues;

\*\* involve Mrs. Bush in a big way;

\*\*will help you fulfill several campaign promises;

\*\*if done right will really accomplish something for America and not produce merely media-event puffs of smoke.

## SUMMARY OF IDEAS: *The New Century*

These suggestions center around two main ideas, both designed to help Americans educate themselves to get ready for "*The New Century*" (the year 2000 and beyond).

I hope you will think about it this way--

\*\*Helping Americans prepare ourselves for *The New Century*--this could become the central purpose of your Presidency.

\*\*Helping America build an education system that offers *every American* the world's best possible education--this could be the crusade that would do the most to help achieve your central purpose. (Just like in war, our aim is not to leave one wounded person out there.)

### IDEA NUMBER ONE:     *THE U.S.* *LITERACY CORPS*

President and Mrs. Bush commission and inspire a new army of Presidential volunteers in 100,000 USA communities. The charge to the volunteers is: work in your home communities, help students and working adults learn basic skills, computer skills and new jobs skills--the things Americans need to know and be able to do in order to live and work in the New Century. Communities should *set their own goals* and reach them by the end of the 1990's. Governors and their spouses will help organize this.

## IDEA NUMBER TWO: SCHOOL DAYS

President Bush launches a crusade to help American schools make hard changes so our students can have the world's best educational opportunities. The President devotes a day a month to this crusade--going outside Washington, sticking to *his* agenda, celebrating those who are making the hardest and most important changes, showing others how to do make the same changes, helping to start something and leaving something tangible behind in that place after each "school day". This eight-year crusade will get America's schools ready for the demands of the New Century.

IT IS ALWAYS WORTH STOPPING FOR A MINUTE  
TO REMEMBER WHY AMERICA NEEDS AN  
EDUCATION PRESIDENT--

Because in America, education is ...

...the way you get from the back to the front of the line...

...the way you build the economy to balance the budget.....

...the way you learn to deal with change...

...the way you keep life interesting...

...the way we compete with the Japanese...

...Better schools mean better jobs.

But more than anything, education is the way the greatest country gets ready for its greatest challenge. It's the way we Americans prepare ourselves for *The New Century*.

\* \* \* \* \*

EXACTLY HOW TO GO ABOUT  
DOING IDEA NUMBER ONE:  
*THE U.S. LITERACY CORPS*

1. **Set the Mission Clearly**-- It is: Enlist and inspire a volunteer literacy corps in every one of America's 100,000 communities each of which will:

a. Set their own goals --Decide *for themselves* what students and working adults need to know and be able to do in order to live and work in the New Century

b. Help Students--Working with schools, do whatever it takes to make sure that every students knows and can meet the goals

c. Help Workers--Working with people where they have jobs, help businesses do whatever it takes to make sure that everyone with a job can meet the goals.

d. Make their own Report Cards--Develop a community report card to see whether the goals are being met.

Note: Might want to keep working on name "Literacy Corps"; I keep thinking there might be something better.

2. **Agree on characteristics of this idea:**

a. It is a crusade, not a federal program

b. Almost no federal money in it; no one has to ask Washington for permission to do anything.

c. Focus on 100,000 U.S. Literacy Corps Communities

d. There is no one way to skin the cat; almost any idea that will work is a good idea

e. Work in your own community, not someone else's

f. Set your own goals and create your own reports cards

g. Focus on schools (most young people are there) and workplaces (most adults are there).

3. **Hire some help now, during January** --I would recommend:

- a. One White House staff member to coordinate.
- b. Chairman (Two days a week) and advisory Council from outside government to oversee

4. **In the following way, invite the Governors to help:**

- a. President addresses Governors at annual National Governors' Association meeting in Washington late February. Ask Governors to:
  - (1) Organize the Literacy Corps and lead the crusade in their states;
  - (2) Select two pilot communities in each state doing the best job on literacy--these will be the first 100 pilot communities for the U.S. Literacy Corps;
  - (3) Set aside an extra day in August in Illinois before the Governors' 1989 summer meeting. You would meet with Governors. There the 100 pilot communities would be featured and the crusade would be formally launched. (This fulfills campaign commitment for Governors' conference)
  - (4) Establish now a working relationship between White House and Governors to plan for the August meeting. This planning group will recommend how to involve other educators and businesses in the crusade starting with the August meeting with Governors and to work out details that spring up and absorb ideas;
  - (5) Mrs. Bush should be very involved. Everyone admires her leadership in literacy issues. She could

visit pilot communities when President could not. She could involve Governor's spouse in each state.

5. **Number one danger to "U.S. Literacy Corps Idea"**--someone will try to make it a Washington program and tell everybody what to do from Washington; it must be kept a community-by-community effort

6. **No start-up hoopla**-- This idea doesn't need to be kicked off with a lot of noise. Just needs to be started. The hoopla will come community-by-community when volunteers from 100,000 communities get going after a few years. Everyone will say then, "Where in the world did all this come from?"

**\*\*\*\*\* *Extra bonus idea:* Announce in February to the Governors that you will deliver your first annual state of education address to them (and national TV) at the Illinois meeting of Governors in August. Main subject for 1989 address will be Literacy. (This address is something you promised to do in campaign) \*\*\*\*\***

EXACTLY HOW TO GO ABOUT

DOING IDEA NUMBER TWO:  
SCHOOL DAYS

1. **Set the mission clearly:** It is: a Presidential crusade to help American schools (and colleges) make the hard changes they must make if our students are to have the world's best education.

2. **Agree to try to make each day meet the following tests:**

a. Full Day?--President actually spends one day a month on this (some months that day could be literacy corps work); a lot of this time will be spent listening which will remind the country to listen;

b. Outside Washington?--America works community-by-community on these issues, not from inside the beltway;

c. Part of the tough reform agenda?--Stick to your own agenda for change. Idea is to help schools make hard changes, (for example, giving parents a choice of public schools) not to be a cheerleader for more of the same;

d. Does it celebrate success?--For example, go to St. Paul to celebrate Minnesota's choice plan and invite to join you as special guests the leaders of the 30 other school districts in the country doing the best job with choice;

e. Does it spread the message and, even better, does it start something?--evening news will spread the message but

this can be done even better by, for example, also inviting to St. Paul school leaders from thirty communities who want to *try* choice in their schools

f. Does it leave something behind?--While in St. Paul raise \$250,000 to establish at University of Minnesota a network for all those school districts working with choice plans.

**\*\*\*\*\* *Extra bonus idea:* At end of each "school day" gather a group of children for 30 minutes and read them a story and tape it and make it available to radio and television. Treat them as if they were your grandchildren. Help them understand the joy of reading. Mrs. Bush might do this, too. Again, don't make too big a deal of it, just do it once a month. Might do this at public libraries and organize reading clubs of children. Perhaps ask the kids to write book reports. These might be published: "children writing about reading" The children themselves occasionally could be invited to the White House.\*\*\*\*\***

3. **Number One Danger to "school day" idea** -- That someone will try to turn it into an occasional, unfocused series of in-and-out, puff-of-smoke media events. You will avoid this danger if you stick to all the tests outlined in point 2 above.

4. **Here is a suggested schedule for the first six months of school days:**

a. **January -- *Science and Math***

Go to a major research university campus, Michigan, Yale, MIT. Announce your new Assistant to the President, Science and Technology adviser. Meet there with

him/her and as many of the members of the your new Advisory Council on science and Technology as possible. Announce the new report of Educational Testing Service(coming out in January) showing American kids last in Science and Math among 12 countries. Visit model program for improving science and math teaching in elementary schools. Raise \$250,000 for a summer institute for gifted students in science and math and for teachers of science and math.

Note: This is the number one concern of the big research universities, it is a campaign promise, it doesn't cost anything, and doing it first will permit you to move quickly on to elementary and secondary school issues.

## 2. February -- *The U.S. Literacy Corps*

Meet with the Governors as described above about U.S. Literacy Corps. If you can find the time, spend a few hours outside Washington in Virginia with National Governor's Association Chairman Baliles visiting Virginia's best literacy project.

## 3. March-- *Choice of Schools*

Go to Minnesota. Celebrate success of their new plan to give students choice of public schools. Visit classrooms. Visit colleges, which high school students may also choose to attend. Invite leaders from 30 other school districts who are doing best job with choice. Invite 30 school district leaders who would like to try choice. Raise \$250,000 to start a network that will encourage choice.

Note: Choice is the most important restructuring idea for education. Hitting it early will signal that you have embraced the conservative reform movement Bill Bennett and I and others strongly believe in.

#### 4-7. April, May, June, July

There are many options, such as--

**\*\* report cards: what students know and can do-**

-If we are going to set literacy goals, what should the goals be? We want to avoid a national curricula but we need to agree on *some* goals. This would relate to the August meeting with Governors.

**\*\* Paying more for teaching well--**

Come to Tennessee. Invite the 20 other states who are trying to reward outstanding teaching. Encourage colleges of education to find ways to evaluate good teaching, which is the stumbling block. This is the other most important reform (along with choice).

**\*\* teaching shortage or college bottleneck?--**

Go to New Jersey and let Tom Kean show you how to attract into teaching men and women in mid-careers.

**\*\* Cutting the cost of going to college--**

Go to a school that is leading the way in holding down costs and invite others.

**\*\* Geography--**

work with Gil Grosvenor and the National Geographic Society to find ways to encourage geography in schools.

**\*\* Free teachers to teach: deregulating schools--**

go to California to see models of deregulation, perhaps in conjunction with meeting of American Federation of Teachers (Al Shanker) the reform-minded national teachers' union.

**\*\* Business involvement in the schools--**

Visit the best example of this, perhaps in connection with literacy.

\* *\*citizenship*—President teaches a civics class in school; involve patriotic and civil rights organizations to honor civics teachers and American values

8. **August -- *National Governors Association/ State of Education Address***

Go to Illinois. Launch U.S. Literacy Corps in 100 pilot communities, two from each state. Make the first annual nationally televised State of Education address.

**For staff:**

You will need at least one person to coordinate "school days" and a team to design Literacy Corps. To begin with, both should be in the White House.

Recommendations:

(1) Jennie Carter Thomas, Nashville--Jennie is a former teacher who worked with me in state government. Ran our community "Better Schools" task forces. Very able. Can conceptualize and get things done. Republican. Husband, Jon Thomas, was Tennessee Bush chairman in 1988.

(2) Joe Nathan, St. Paul --Joe is the staff person who is the driving force behind the Minnesota choice plan. I used him as the staff person for the National Governors'

Association "Time for Results" report. He is a self-starter, well-respected. A former principal. A Democrat but very much committed to reform agenda.

(3) Bill Bennett had several bright young people who worked for him. You may want to hire one of those.

### **Acknowledgements:**

In preparing these ideas I talked with several of the other University Presidents who were at your meeting as well as with Checker Finn, former Assistant Secretary of Education. Some of these ideas have come from them. Several, including Bill Friday (North Carolina) and Frank Rhodes (Cornell) and Checker Finn proposed something that resembled the "Literacy Corps".

All of them are enormously able people and have more good ideas and would be delighted to help you and your staff flesh out any of this and some would give you a huge amount of their time.

**Respectfully,**

**Lamar Alexander  
NASHVILLE  
December 30, 1988**