

I N T E R O F F I C E M E M O R A N D U M

Date: 08-Jul-1991 03:37pm EDT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee (NANCY DUBE @MSO)
CC: Remote Addressee (AL MULLIN @MSO)
CC: Remote Addressee (RUSS GULLOTTI @MKO)
Subject: Emergence of NH Business Roundtable Education Coalition

As you know, I have been working behind the scenes for a year to determine the most effective way to help a business coalition in the BRT (Business Roundtable) style. Our goal was both to satisfy our commitment on Ken's behalf to the BRT and also to have a model we might use elsewhere for Digital involvement in K-12 educational reform.

I'm pleased to report that on June 26, the informal coalition with whom I have been working for six months, concluded that it was time for a formal statewide business group to take the excellent work done to date and help move it forward. Attached is the the charter I prepared for the new group which they accepted unanimously. We all agreed we could not have done this any sooner. It had been necessary to let the warring factions in education (Governor, State Board, legislature, various programs vying for funding and attention, unions, etc.) do battle. With the major battles behind us, we can now raise the goals of reform to a higher level under the BRT banner and bring a broader group of businesses into an activist role.

We agreed that the new group should be independent from the BIA, though it might be housed there and that we had to fund a staff person.

Lew Feldstein, President of the NH Charitable Fund, and I will meet during the week of July 8 to further outline the new group's work and to see what funding is available.

The strategy group will meet again in late July. We'll invite members to participate in August and announce the coalition's formation in September as school begins.

The biggest deterrent to progress to date has been Governor Gregg's lack of leadership. Pat Duffy, of New England Telephone, asked if we could get Ken to call or call on Governor Gregg to have him support our business coalition. I told them it was possible and that I'd work on it.

My job now is to let the BRT know of our progress. They, as you know, have wanted it done their way on their timetable. My experience told me that New Hampshire would have to get organized on its' own timetable. I'm confident that the result will be the right one.

I reported to the group that through my attendance at the BRT Annual Education Conference, I learned that NH had made outstanding progress

among the states in defining educational reform goals and in beginning the process of school by school reform through the School Improvement Program.

June 26, 1991

Meeting of Informal Business Group on Education

Potential Roles for a Business Coalition:

Create an independent business group whose purpose will be to take:

- Governor's Commission Report
- BIA outcomes study
- Assessment
- School Improvement Program

and set 3/5/10 year goals plan with measurable goals. Use leverage to move schools to meet goals.

- 1) Set public expectations for results/create public accountability.
- 2) Design measurement/reward system.
- 3) Make School Improvement Program:
 - Measurable and accountable
 - Easier to proliferate without great expense
 - More competitive with reward system
- 4) Show business support for education:
 - Be positive about what needs to be done and how well we've done.
 - Don't focus on unrestricted choice as the only issue.
 - Find things on which we do agree and move forward.
- 5) Help schools and Department of Education develop measurement tools to measure how they're progressing and how to recognize success.
- 6) Create public relations plan to promote progress and success.
- 7) Assure a statewide plan for data collection - School Improvement Program, Assessments, other school improvement programs so that success and progress is measureable and quantitative.

DIGITAL - BRT INVOLVEMENT

In April a business coalition evaluated the New Hampshire School Improvement Program through its own observation and analysis assisted by an evaluation performed by Public/Private Ventures, Philadelphia, PA.

The NH legislature, in the May-June timeframe, will be voting on funding for continuation of the School Improvement Program and/or a statewide school assessment.

The BRT strategy group will meet again in May to plan the formation of a new business coalition to assure that the work of the Governor's Task Force on Education, The Business and Industry Association of New Hampshire Education Committee, and the School Improvement Program will be continued. The present goal is to create a coalition to establish a measurement process, a means by which school improvement can be spread more quickly and cost effectively to other schools, and a way to make school improvement more competitive with reward and public recognition for achievement.

Digital plans to attend the BRT annual Education Conference in lieu of the Corporate Involvement Seminar as the staff designee is well informed on topics covered in the Corporate Involvement Seminars.

Attendance at the CEO-Governor Dialogue is still under consideration.

STATE:

New Hampshire

NAME OF CEO AND COMPANY NAME AND ADDRESS:

Mr. Kenneth H. Olsen
President and Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, MA 01754

(508) 493-2301
(508) 493-8154 - FAX

**WORKING GROUP MEMBER (Staff person working on issue)
TELEPHONE NUMBERS**

Rona Zlokower, (603) 884-2961
Manager, New Hampshire Community & Government Relations

1. Has the CEO responsible for coordinating the first meeting made initial contact with CEO's in his state?

Yes, his designee has spoken to and written to the governor.

2. Has the initial meeting been scheduled? When and where?

No, thus far we have spoken by phone and corresponded.

3. Secured each CEO's designated staff person's name, address, phone and fax number?

Not relevant.

4. How does the BRT Group plan to work in the state?

- a. What is the strategy?

To work with existing groups yet focusing on education issues.

- Council of Business and Industry Leaders for Public Education
- Education Committee of the Business and Industry Association of New Hampshire.
- Alliance for Effective Schools
- State Board of Education
- Governor's Commission on Education

- b. Are there any questions or problems?
Not as yet.

- c. Will they work as a BRT group or join an existing coalition?
Be part of an existing coalition

STATE:

New Hampshire

4. How does the BRT Group plan to work in the state? (cont'd)
 - d. Which CEO will head the BRT contingent?
Russ Gullotti, Vice President of Enterprise Integration Services and New Hampshire Host Vice President representing Ken Olsen; and Rona Zlokower, Manager, New Hampshire Community and Government Relations
5. Has the Governor been contacted? If not, when is this contact planned? Has the Governor been invited to the Aspen CEO/Governor Dialogues? Does he plan to attend? When?

Yes, the Governor has been contacted. He has not been invited to the Aspen CEO/Governor Dialogues. Not certain if or when he'll be attending.
6. Does the BRT CEO plan to attend the Aspen Dialogues? When?

Uncertain

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- b. Are there any questions or problems?

Not as yet.

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Be part of an existing coalition

STATE:

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Uncertain

faxed 5/9 9:30 AM

| d | i | g | i | t | a | l |

INTEROFFICE MEMO

TO: Nancy Dube
Al Mullin

DATE: May 9, 1991
FROM: Rona Zlokower
DEPT: NNE Comm/Gov't Relations
DTN: 264-2961
DOC: 13.65

Rona

SUBJECT: Business Roundtable Seminars

Each time the NBR scores its' designated CEO's and their companies on their leadership in education reform on a state by state, it bases success to a great extent on whether the company's CEO and staff designee have attended the NBR sponsored Corporate Involvement Seminar and if the CEO and Governor have attended the CEO-Governor Dialogue (see attached scoresheet). Further, they have set national goals to assure that this happens by December 1991.

Should we reevaluate attendance by Digital and our sponsorship of Governor Gregg's participation? I'm concerned that the governors are going to begin to keep score and Gregg will feel as though we're not doing our share. Also, Ken will begin to look as though he and Digital aren't in this after all, even with all we are doing very effectively. This scorecard is being sent everywhere (Win received a copy).

I get a call a week from either the Business Roundtable, IBM or Union Carbide to ask not if we are attending, but when we will be attending. This is unfortunately how the game is being played and scored.

I can review costs with you again. We may need to reconsider.

RZ/a
encs.

RECEIVED

APR 29 1991

Winston Hordie

Drew Lewis
Chairman

James T. Lynn
Cochairman

James D. Robinson III
Cochairman

New York
200 Park Avenue
New York, New York 10166
(212) 682-6370 FAX (212) 682-0194

William L. Lurie
President

Richard W. Anthony
Executive Director-Public Information

Richard F. Kibben
Executive Director-Construction

Washington
1615 L Street, N.W.
Washington, D.C. 20036
(202) 872-1260 FAX (202) 466-3509

Samuel L. Maury
Executive Director

April 18, 1991

To Public Information Executives of Roundtable Member Companies

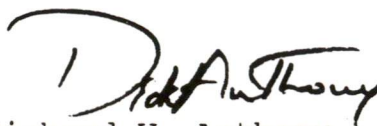
As you know, The Business Roundtable has launched an aggressive ten-year initiative to improve the nation's K-12 education system. To date, 170 Roundtable chief executive officers have volunteered their personal time and company resources to work with the nation's governors and other interested parties in developing state education policy agendas. The list of participating CEOs is attached.

The Roundtable, through the Education Task Force, has developed a nine-point set of guiding principles for the initiative entitled "The Essential Components of A Successful Education System." The principles represent an agenda framework for each of the CEO state teams as they work on education reform. They also are viable strategies to help the nation reach the national education goals developed by the President and the nation's governors. A copy is enclosed.

Also, we can still accommodate a number of public information executives at upcoming Corporate Involvement Seminars on Education. This comprehensive two-day program is designed to increase the understanding of what education restructuring means, and the role of the corporation in helping to effect change. A description of the seminar and its goals, the agenda and a registration form are enclosed.

If you would like further information, contact John Anderson, Director, Governmental Programs at IBM at 202/515-5073. There is no more critical issue facing this nation than the education of all children.

Sincerely,



Richard W. Anthony

Atts.

BRT CEO STATE CHOICES

April 5, 1991

* Coordinating CEO

** A new CEO has been invited to participate in BRT initiative.

<u>STATES</u>	<u>CEO</u>	<u>COMPANY</u>
ALABAMA	*Raymond E. Cartledge Philip E. Lippincott	Union Camp Corporation Scott Paper Company
ALASKA	*Richard J. Stegemeier James H. Ross	Unocal Corporation BP America, Inc.
ARIZONA	*George M. C. Fisher John W. Teets Douglas C. Yearley	Motorola, Inc. The Greyhound Dial Corp. Phelps-Dodge
ARKANSAS	*William O. Bourke	Reynolds Metals Co.
CALIFORNIA	*Sam L. Ginn ** Riley P. Bechtel Donald R. Beall Richard A. Clarke Lodwrick M. Cook Kenneth T. Derr Philip M. Hawley Leslie G. McCraw James R. Ukropina	Pacific Telesis So. California Edison Bechtel Group, Inc. Rockwell International Pacific Gas & Electric Atlantic Richfield Chevron Corporation Carter Hawley Hale Stores Fluor Corporation Pacific Enterprises
COLORADO	*John A. Young Stephen M. Wolf	Hewlett-Packard Company UAL Corporation
CONNECTICUT	*Robert D. Kennedy William J. Alley Edward H. Budd Robert F. Daniell George V. Grune John W. Johnstone, Jr. James T. Lynn ** John F. Welch, Jr.	Union Carbide American Brands, Inc. The Travelers Corporation United Technologies Reader's Digest Olin Corporation Aetna Life & Casualty Co. Perkin-Elmer General Electric Company
DELAWARE	*Edgar S. Woolard, Jr. John H. Croom John J. Curley	E.I. Du Pont de Nemours The Columbia Gas System Gannett Co., Inc.
FLORIDA	*James L. Broadhead John T. Hartley John F. McGillicuddy Stewart Turley	FPL Group, Inc. Harris Corporation Manufacturers Hanover Jack Eckerd Corporation

STATESCEOCOMPANY

GEORGIA

*Ronald W. Allen
Roberto C. Goizueta
T. Marshall Hahn, Jr.

Delta Air Lines, Inc.
The Coca-Cola Company
Georgia-Pacific

HAWAII

*D. Wayne Calloway

PepsiCo, Inc.

IDAHO

*John B. Fery

Boise Cascade Corporation

ILLINOIS

*Edward A. Brennan
Duane L. Burnham
John H. Bryan, Jr.
W. H. Clark
Vernon R. Loucks, Jr.
Frank W. Luerssen
William L. Weiss

Sears, Roebuck and Co.
Abbott Laboratories
Sara Lee Corp.
Nalco Chemical Company
Baxter International
Inland Steel Industries
Ameritech

INDIANA

*James E. Rogers, Jr.
A. William Reynolds

PSI Energy, Inc.
GenCorp, Inc.

IOWA

**
William D. Smithburg

Amoco Corporation
The Quaker Oats Company

KANSAS

*Robert D. Krebs
William T. Esrey

Santa Fe Pacific Corp.
United Telecommunications

KENTUCKY

*Kent C. Nelson
David A. Jones

United Parcel Service
Humana, Inc.

LOUISIANA

*Frank H. Richardson

Shell Oil Company

MAINE

*Andrew C. Sigler

Champion International

MARYLAND

*Norman R. Augustine
Edward F. Mitchell
Sanford I. Weill

Martin Marietta Corp.
Potomac Electric Power
Primerica Corporation

MASSACHUSETTS

**

Norton Company

MICHIGAN

*Joseph E. Antonini
Theodore Cooper
William E. LaMothe
Frank P. Popoff
Robert C. Stempel
David R. Whitwam

KMART Corporation
Upjohn Company
Kellogg Company
The Dow Chemical Company
General Motors Corp.
Whirlpool Corporation

STATESCEOCOMPANY

MINNESOTA

*James J. Renier
H. Brewster Atwater, Jr.
Allen F. Jacobson
Kenneth A. Macke
M. Thomas Moore
Michael W. Wright

Honeywell, Inc.
General Mills, Inc.
Minnesota Mining & Manu
Dayton Hudson Corp.
Cleveland-Cliffs Inc.
Super Valu Stores, Inc.

MISSISSIPPI

*John L. Clendenin
Edward L. Addison
John A. Georges

BellSouth Corporation
The Southern Company
International Paper

MISSOURI

*Irvine O. Hockaday, Jr.
Charles F. Knight
Richard J. Mahoney

Hallmark Cards, Inc.
Emerson Electric
Monsanto Company

MONTANA

*Drew Lewis

Union Pacific Corp.

NEBRASKA

*Charles M. Harper

ConAgra, Inc.

NEVADA

*Richard M. Rosenberg

BankAmerica Corp.

NEW HAMPSHIRE

*Kenneth H. Olsen

Digital Equipment Corp

NEW JERSEY

*P. Roy Vagelos
Robert E. Allen
Joseph L. Dionne
Ralph S. Larsen
William A. Schreyer
George J. Sella, Jr.
Charles R. Shoemate
John R. Stafford
Robert C. Winters

Merck & Company
AT&T
McGraw-Hill, Inc.
Johnson & Johnson
Merrill Lynch & Co., I
American Cyanamid
CPC International, Inc
American Home Products
The Prudential Ins. Co

NEW MEXICO

*Lawrence Perlman
John T. Ackerman

Control Data Corporati
Public Serv. Co. of NM

NEW YORK

*James W. Kinnear
Daniel B. Burke
Richard L. Gelb
Richard B. Fisher
James R. Houghton
Richard H. Jenrette
Thomas G. Labrecque
Edmund T. Pratt, Jr.
James D. Robinson III
Charles S. Sanford, Jr.
Walter V. Shipley
Frank J. Tasco
Kay R. Whitmore

Texaco, Inc.
Capital Cities/ABC, In
Bristol-Myers Squibb
Morgan Stanley
Corning Incorporated
Equitable Life Assuran
The Chase Manhattan Ba
Pfizer, Inc.
American Express Compa
Bankers Trust New York
Chemical Banking Corp.
Marsh & McLennan
Eastman Kodak Company

<u>STATES</u>	<u>CEO</u>	<u>COMPANY</u>
NORTH CAROLINA	*William S. Lee Joseph M. Clapp Nicholas J. Nicholas Sherwood H. Smith, Jr.	Duke Power Company Roadway Services, Inc. Time Warner Inc. Carolina Power
NORTH DAKOTA		
OHIO	*Joseph T. Gorman Edwin L. Artzt Tom H. Barrett John D. Ong	TRW Inc. The Procter & Gamble Co. Goodyear Tire & Rubber The BFGoodrich Company
OKLAHOMA	*Frank A. McPherson C.J. Silas (Pete) Joseph H. Williams	Kerr-McGee Corporation Phillips Petroleum The Williams Companies
OREGON	*Richard M. Rosenberg	BankAmerica Corp.
PENNSYLVANIA	*Walter F. Williams William W. Adams Dexter F. Baker Charles A. Corry ** Hamish Maxwell Wilson H. Taylor James A. Unruh Vincent A. Sarni J. Lawrence Wilson	Bethlehem Steel Corp. Armstrong World Indust. Air Products USX Corporation National Intergroup Philip Morris Companies CIGNA Corporation Unisys Corporation PPG Rohm & Haas
RHODE ISLAND	*Beverly F. Dolan	Textron
SOUTH CAROLINA	*Walter Y. Elisha Theodore H. Black Charles E. Exley, Jr. Paul E. Lego Hugh L. McColl, Jr. Roger Milliken Robert G. Schwartz	Springs Industries Ingersoll-Rand Company NCR Corporation Westinghouse Electric NCNB Corporation Milliken & Company Metropolitan Life
SOUTH DAKOTA	*John S. Reed	Citicorp
TENNESSEE	*Frederick W. Smith Michael D. Rose	Federal Express Corp. The Promus Companies

STATES**CEO****COMPANY****TEXAS**

*James L. Ketelsen
Robert Cizik
Thomas H. Cruikshank
**
William R. Howell
James L. Johnson
Jerry R. Junkins
John J. Murphy
Lawrence G. Rawl

Tenneco Inc.
Cooper Industries, Inc.
Halliburton Company
LTV Corporation
J.C. Penney Co., Inc.
GTE Corporation
Texas Instruments Inc.
Dresser Industries
Exxon Corporation

UTAH

**
Nolan D. Archibald
M. Anthony Burns

Hercules Incorporated
The Black & Decker Co.
Ryder System Inc.

VERMONT

*William C. Ferguson

NYNEX Corporation

VIRGINIA

William G. McGowan
Arnold B. McKinnon
Allen E. Murray
John W. Snow

MCI Communications Corp.
Norfolk Southern Corp.
Mobil Corporation
CSX Corporation

WASHINGTON

*Frank A. Shrontz

The Boeing Company

W. VIRGINIA

*John R. Hall
**

Ashland Oil, Inc.
American Electric Power

WISCONSIN

*Robert J. O'Toole
Donald C. Clark

A.O. Smith Corporation
Household International

WYOMING

*Robert H. Malott

FMC Corporation

**DISTRICT OF
COLUMBIA**

*Paul A. Allaire
Edward F. Mitchell

Xerox Corporation
Potomac Electric Power

SUMMARY OF CEO/GOVERNOR ACTIVITY

	<u>1991 GOAL</u>	<u>TO DATE</u>
STATE TEAMS MET WITH GOVERNOR.	100% BY JUNE	52% *
GOVERNORS ATTENDED DIALOGUE	100% BY DECEMBER	22% *
STATES HAVE SENT AT LEAST ONE CEO TO A DIALOGUE	100% BY DECEMBER	33%
COMPANIES HAVE HAD AT LEAST ONE REPRESENTATIVE ATTEND A CORPORATE INVOLVEMENT SEMINAR	100% BY DECEMBER	49%
COMPANIES WITH STAFF DESIGNEE	100% BY JUNE	91%

APRIL 3, 1991

	# CEOs	Staff %	State CEO Meeting	CEO/GOV. Meeting	Plan Development	Corporate Involvement Seminar	CEO/GOVERNOR CEO Attending	DIALOGUE Governor Attending
<u>Jane Belau</u>								
New Mexico	2	50% (1)	X	X*	-	1	1	X*
Arizona	3	100% (3)	X	-	-	2*	-	-
Utah	3	100% (3)	X	-	-	2	-	-
<u>Maureen Berman</u>								
Massachusetts	2	100% (2)	-	-	-	-	-	-
Louisiana	1	100% (1)	-	X	-	1	-	-
<u>Jim Breedlove</u>								
Georgia	3	100% (3)	-	-	-	2*	-	-
Mississippi	3	100% (3)	X	X	-	3	2	X
Alabama	2	100% (2)	X	X	-	2	-	-
<u>Gene Cartwright</u>								
Illinois	6	100% (6)	-	-	-	2	-	-
Iowa	2	50% (1)	X	X	X	1	1	X
<u>Marcia Dalrymple</u>								
Colorado	2	100% (2)	X	X	X	1	-	-
Wyoming	1	100% (1)	-	X	-	1*	1	X
<u>Nancy Deibler</u>								
Connecticut	9	100% (9)	X	X	X	2*	1	-
Maine	1	100% (1)	X	-	-	1*	-	-
New Hampshire	1	100% (1)	X	X	X	-	-	-
<u>Ronn Robinson</u>								
Washington	1	100% (1)	X	X	X	-	1	X
Alaska	2	100% (2)	-	-	-	2	1	-
Hawaii	2	50% (1)	X	X	-	1	-	-
<u>Richard Green</u>								
Minnesota	6	83% (5)	X	X	-	2*	1	X*
No. Dakota	0	-	-	-	-	-	-	-
So. Dakota	1	100%(1)	-	-	-	1	-	-

	# CEOs	Staff %	State CEO Meeting	CEO/GOV. Meeting	Plan Development	Corporate Involvement Seminar	CEO/GOVERNOR CEO Attending	DIALOGUE Governor Attending
<u>Cindy Hansen</u>								
Ohio	4	100% (4)	X	X	X	5	2	X*
Indiana	2	50% (1)	-	X	-	1*	2	X
<u>Robin Hogen</u>								
New Jersey	9	100% (9)	-	X	X	6*	5	X
Pennsylvania	10	100% (10)	X	-	-	4*	-	-
Rhode Island	1	100% (1)	-	-	-	-	-	-
<u>Charles Keller</u>								
California	10	70% (7)	X	X	-	4	-	-
Nevada	1	100% (1)	-	-	-	-	-	-
Oregon	1	100% (1)	-	-	-	-	-	-
<u>Dorothy Luebke</u>								
New York	13	92% (12)	X	X	X	8*	-	-
Texas	9	100% (9)	X	X	-	7*	1	-
Vermont	1	100% (1)	-	X	-	1	-	-
<u>Karen Paganis</u>								
Oklahoma	3	67% (2)	X	X*	-	-	1	X*
Arkansas	1	100% (1)	-	-	-	1	-	-
Tennessee	2	100% (2)	-	-	-	1	-	-
<u>Chris Perry</u>								
Delaware	3	100% (3)	X	X	X	2*	-	-
Maryland	3	100% (3)	-	X	-	-	-	-
West Virginia	2	50% (1)	X	X	-	1	1	X
<u>Bob Schneider</u>								
Dist. of Columbia	2	100% (2)	-	-	-	1	1	-
Virginia	4	100% (4)	-	-	-	3	-	-
Kentucky	2	100% (2)	X	-	X	1	-	-

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Hildy Simmons								
Montana	1	100% (1)	-	-	-	1	-	-
Idaho	1	100% (1)	-	-	-	-	-	-
Bob Stevenson								
Michigan	6	100% (6)	X	-	-	3	2	-
Wisconsin	2	50% (1)	-	-	-	-	-	-
Nebraska	1	100% (1)	-	-	-	-	-	-
Bob Thompson								
So. Carolina	7	100% (7)	X	X	X	2*	1	-
No. Carolina	4	50% (2)	-	X	-	-	-	-
Florida	4	75% (3)	-	X	-	-	-	-
Charlotte Frank								
Missouri	3	100% (3)	-	-	-	1	-	-
Kansas	2	100% (2)	X	-	-	2	-	-

CEO/GOV meeting * denotes governor no longer in office

Corporate Involvement Seminar * denotes multiple attendees from same company

CEO/GOVERNOR Dialogue * denotes governor no longer in office

I N T E R O F F I C E M E M O R A N D U M

Date: 08-May-1991 03:03pm EDT
From: ANN GAGNON @MKO
GAGNON.ANN
Dept: NH COMM/GOVT RELATIONS
Tel No: 264-2962

TO: Remote Addressee (WIN HINDLE @MLO)
CC: Remote Addressee (NANCY DUBE @MSO)
CC: Remote Addressee (RUSS GULLOTTI @MKO)
CC: Remote Addressee (AL MULLIN @MSO)

Subject: ATTACHED FROM RONA ZLOKOWER

I N T E R O F F I C E M E M O R A N D U M

Date: 08-May-1991 11:09am EDT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee (WIN HINDLE @MLO)
CC: Remote Addressee (NANCY DUBE @MSO)
CC: Remote Addressee (AL MULLIN @MSO)
CC: Remote Addressee (RUSS GULLOTTI @MKO)

Subject: Business Roundtable Role in New Hampshire

Attached are copies of summaries of our progress to date as Business Roundtable designee for New Hampshire in the BRT educational reform initiative.

Russ Gullotti represents Ken in New Hampshire and I am the staff designee.

We have been moving steadily but cautiously here as educational reform efforts had begun before the Business Roundtable initiative was announced. Our goal, as stated in the attached memos, is to help to organize a business coalition to strengthen and further the excellent work which has already begun.

On behalf of Digital, I attended a meeting of all the New England staff designees in March. I feel confident that we are in step with or ahead of the other New England states in our planning.

I have presented our progress and strategy to the NH Site Management Group which is chaired by Russ Gullotti. I have promised to come back to them in Q1 FY93 with further plans. They have committed to

helping me assemble a group of senior managers who would act as a resource and support group for Russ and I as we represent Ken.

I'd be glad to supply any other information you may need.

I N T E R O F F I C E M E M O R A N D U M

Date: 20-Dec-1990 03:15pm EDT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee
Subject: NBR K-12 Education Initiative

(NANCY DUBE @MSO)

I have had a tough time taking this very amorphous program and breaking it down into an action plan for Digital in New Hampshire. Not only is the NBR program unstructured and open ended, but the education issues and attempts at reform in NH are mired in politics. While I have not sent reports, I've been busy laying the groundwork. Here is my view of the overall effort and more specifically, our NH plan.

The NBR K-12 Education Initiative is an effort to get businesses to collaborate to influence educational reform across the country, state by state. The prevailing opinion is that so much needs to happen in educational reform, that these efforts can only help the process. Moreover, it is intended to help businesses act on educational reform in a focused way.

The progress has varied depending on: (1) how many NBR members are involved, (2) on the awareness and experience of the business involved, and (3) on what other business activity has occurred already.

According to Wade Sayer, National Alliance of Business (NAB) consultant to the NBR program, a number of groups in other states raced off and became highly active immediately, only to find their membership experiencing severe burnout.

The NAB was hired by the NBR to write The Business Roundtable Participation Guide: A Primer for Business and Education. They are also working as consultants to some state NBR member consortia.

In New England, the NAB is bringing together all assigned NBR designees to a meeting on January 29, 1991 in Auburn, Mass. to share experiences. I will be invited and will be able to bring four others from NH. In NH, Digital is the only official member of the NBR. We contacted Governor Gregg following our designation as the NBR designee explaining that we would begin working with him and his staff as soon as we received NBR materials. We received NBR materials in August as the Governor was going into the final stretch of his re-election campaign.

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Also, I have meetings scheduled with Eleanor Freeman, NH Alliance for Effective Schools, Claire Van Ummersen, Chancellor, University System of NH, Charles Marston, State Commissioner of Education, Judy Thayer, Chair of the State Board of Education, and the heads of the state school administrator associations. The meetings will be for the purpose of understanding where they stand on reform, but also to introduce to them the concept of a business consortium.

I will be inviting the Governor and his staff designee to meetings offered by the NBR which give them background on education, and educational reform initiatives.

Will provide you with monthly updates on activity. Given your participation on the Mass. Business Roundtable, we can collaborate. Also, I'll soon be aware of Maine and Vermont's activity and can advise on whether we should join activity there.

| d | i | g | i | t | a | l |

INTEROFFICE MEMO

TO: Al Mullin
Nancy Dube
CC: Russ Gullotti

DATE: February 11, 1991
FROM: Rona Zlokower
DEPT: NNE Community/Government
Relations
DTN: 264-2961
LOC/MAIL STOP: MKO1-2/E15
DOC. #: 13.31

SUBJECT: Update on NBR Education Reform and our role in New Hampshire

Since my last update, I represented Digital at a New England meeting of the Business Roundtable staff designees and their guests, arranged by the New England regional staff of the National Alliance for Business (NAB).

The meeting was extremely useful. From it, I gained a better understanding of the Business Roundtable Education Public Policy Agenda, as well as an understanding of what is going on in other states. Based on what I heard as well as reactions to my report, I feel confident that our course of action in New Hampshire is appropriate.

Also, my research, reading, and experience will help me provide you with recommendations for how we need to be involved as a corporation in a number of areas of educational reform in addition to science, math and technology where we have primarily concentrated to date.

New Hampshire's Report

Pat Duffy, Vice President, New England Telephone, and Kathy Eneguess, Education Manager, Business and Industry Association of New Hampshire (BIA) accompanied me to the meeting. I explained that the Governor's Task Force on Education (chaired by Pat) had center stage at the moment as the Governor had just publicly released their report and had assigned the task of implementation to a special team. Pat then explained the report which contained a significant amount of work by the BIA Committee on Education.

Prior to the NAB meeting, I had convinced Pat, Kathy, John Crosier and Lew Feldstein, President, NH Charitable Fund to discuss how the NBR effort could be effective in NH to further the work of the educational reform. We concluded that any attempts at implementing the Governor's Task Force Report or any other reform would fail unless there was an environment for change. Were the schools, the public and government ready to change? Could they adapt to and benefit from change?

My work plan for NH is:

- 1) Meet with an informal alliance before convening formal coalition of business (completed). Have that group create the platform for a

formal coalition (in progress).

- 2) Meet with key NH leaders and influencers of reform (in progress) including the Governor (Russ Gullotti will join me), Commissioner of Education, Chair of the State Board of Education, Director of the Alliance for Effective Schools, etc. to understand their perspectives and create alliance and mutual respect (January - April).
- 3) Use of expertise of others. We invited Michael Bailin (author of many of the educational reform reports and a consultant to NAB and NBR) to speak to our informal alliance in February.
- 4) Informal alliance to create plan for a statewide business coalition (March/April).
- 5) Business Coalition announced and activated in support of specific goals (May/June).

You will be interested in knowing that Nancy Diebler (of Union Carbide) prefaced her comments by apologizing to everyone at the New England meeting for her lack of support to the New England NBR representatives.

Nancy, I will send to you material from the other states. Though each state differs in politics, state of educational reform, and business influence on public policy, there is much to be gained from examining each other's models. A number of coalitions admit mistakes along with successes.

The New England Business Roundtable staff designees along with the business association representatives enthusiastically called for another meeting in late March. At the first meeting we all gave our reports. At the next meeting, we want to get further into NBR resources, policy, and how to make local, state and national educational goals converge and support each other.

I pointed out there was a major gap between President Bush's goals and NBR goals and the states' perceptions of their need for reform. Everyone at the meeting concurred and the NBR staff agreed, that they needed to provide public relations support to all the business coalitions.

I'll forward another update after the late March meeting and as I make progress in New Hampshire.

You can advise me as to how to keep Ken briefed or involved.

DIGITAL PUBLIC POLICY AGENDA - '91

EDUCATION - NEW HAMPSHIRE

BACKGROUND:

- BUSINESS ROUNDTABLE COMMITS TO STATE LEVEL EDUCATIONAL REFORM
. THROUGH MEMBERS WORKING WITH GOVERNORS

- DIGITAL AND KEN OLSEN ASSIGNED TO NH

- RUSS GULLOTTI REPRESENT KEN
. RONA ZLOKOWER - STAFF DESIGNEE

GOAL:

AS NH BUSINESS ROUNDTABLE DESIGNEE, PROVIDE LEADERSHIP ROLE IN
BUSINESS COMMUNITY FOR EDUCATIONAL REFORM (K-12).

DIGITAL PUBLIC POLICY AGENDA - '91

EDUCATION - NEW HAMPSHIRE

PROGRESS:

RESEARCH ALL EXISTING EFFORTS, COALITIONS, AND REPORTS

- . GOVERNOR'S TASK FORCE ON EDUCATION
- . NH ALLIANCE FOR EFFECTIVE SCHOOLS: SCHOOL IMPROVEMENT PROGRAM
- . BIA EDUCATION COMMITTEE REPORT: "WHAT SHOULD THEY KNOW"
- . ASSESS POLITICAL DYNAMICS AND THEIR ROLE

MEETINGS WITH LEADERS IN EDUCATION

MEETINGS WITH GOVERNOR AND STAFF

MEETINGS WITH BUSINESS ROUNDTABLE COMPANY REPS OF N.E. STATES

FORMED INFORMAL STRATEGY GROUP:

BUSINESS & INDUSTRY ASSOCIATION

NEW ENGLAND TELEPHONE

> MET WITH CONSULTANTS AND

NEW HAMPSHIRE CHARITABLE FUND

OTHER BUSINESS LEADERS

BECAME MEMBER SCHOOL IMPROVEMENT PROGRAM EVALUATION COMMISSION

DIGITAL PUBLIC POLICY AGENDA - '91

EDUCATION - NEW HAMPSHIRE

DIGITAL ACTION:

- AWAIT EVALUATION OF SCHOOL IMPROVEMENT PROGRAM (APRIL 22)

- REFINE STRATEGY

- HELP FORM BUSINESS COALITION WITH ECONOMIC, BUSINESS/EDUCATION
THEME

- FORM DIGITAL MANAGEMENT SUPPORT TEAM TO SUPPLY LEADERSHIP AND
RESOURCES TO BUSINESS COALITION

DIGITAL PUBLIC POLICY AGENDA - '91

EDUCATION - NEW HAMPSHIRE

PROPOSED BUSINESS COALITION STRATEGY:

- ENCOURAGE STATE BOARD OF EDUCATION TO CONDUCT STATEWIDE ASSESSMENT

- EVALUATE STATE OF EDUCATION BASED ON ASSESSMENTS

- BUSINESS COALITION HELPS EDUCATORS DEVELOP 3/5/10 YEAR PLANNING PROCESS FOR HOW TO GET SCHOOLS TO WHERE THEY SHOULD BE:
 - . HELP DEVELOP CRITERIA USING: EVALUATION OF SIP ASSESSMENT, STATEWIDE ASSESSMENT RESULTS, GOVERNOR'S COMMISSION REPORT, BIA REPORT, AND NBR GOALS

 - . DEVELOP MEASUREMENTS OF IMPROVEMENT AND PROGRESS

 - . PROMOTE SUCCESSES

 - . MAKE BEST USE OF BUSINESS RESOURCES

I N T E R O F F I C E M E M O R A N D U M

Date: 09-May-1991 03:45pm EDT
From: NANCY DUBE
DUBE.NANCY AT al at witness at

pko

Dept: Corp. Comm. Relations
Tel No: 223-2221

TO: See Below

Subject: The Business Roundtable's Education Task Force

THIS MEMO IS FROM AL MULLIN AND NANCY DUBE

Last fall, the Business Roundtable requested member companies to actively participate geographically in the Roundtable's education initiative. Digital (Ken Olsen) agreed to head up the New Hampshire effort. Each company was asked to drive the program in one state. At that time, it was our understanding that, under the auspices of the Massachusetts Business Roundtable, Ira Stepanian, CEO of the Bank of Boston, and now Nader Darehshori, CEO of Houghton Mifflin, and chairman of the Massachusetts Business Roundtable (MBR) Education task force, were identified as being the representation for Massachusetts. As a member of the MBR Education task force, Nancy believes that this is the plan, although this task force is still in the information gathering stage of the process.

We are very comfortable that Rona is on the right track in New Hampshire and contacts with the Governor and his office are very positive. Ken should be "comfortable" with Digital's role as represented to the Roundtable and elsewhere. As her report to you indicates, the Business Roundtable has had a difficult time getting this activity underway nationally. Rona and New Hampshire are very well positioned and ahead of many of the current efforts. Rona presented her progress to the EIRB where it was very well received.

As Dallas pointed out Peter Koch is participating in the formation of an education reform proposal sponsored by the Massachusetts Business Alliance for Education. Digital's involvement there was sponsored by John Sims. This proposal has been shared with a number of groups, including the MBR, and with the EIRB as well. It is only recently beginning to receive press. It has yet to be actively embraced by the business associations.

Our recommendation is that we continue with our New Hampshire leadership role, and that we continue to participate in the Massachusetts process through Nancy's membership on the MBR Education Task Force.

Regards,

Al and Nancy

Distribution:

TO: WIN HINDLE @MLO
CC: RONA ZLOKOWER @MKO
CC: DALLAS KIRK @MLO
CC: MARK CONWAY @MLO
CC: JACK MCCREDIE @MLO
CC: ALBERT E. MULLIN, JR.

(MULLIN.AL AT al at witnes at pko)

I N T E R O F F I C E M E M O R A N D U M

Date: 08-May-1991 03:55pm EDT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee
Subject: RE: Education Proposal Message

(NANCY DUBE @MSO)

Just a reminder, you mentioned that you would want to send your own note to "the group" regarding the meeting.

Rona

*Rona -
see attached
A.*

*bcc sent to
Ann Jenkins*

I N T E R O F F I C E M E M O R A N D U M

Date: 13-Nov-1991 02:10pm EST
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee
CC: Remote Addressee
CC: Remote Addressee
CC: Remote Addressee
Subject: Business Roundtable Briefing

(WIN HINDLE @MLO)
(NANCY DUBE @MSO)
(AL MULLIN @MSO)
(RUSS GULLOTTI @MKO)

I appreciated the opportunity to brief you on our representation of Ken in the formation of the New Hampshire Business Roundtable on Education.

This has been a very complex assignment due to the number of political issues involved in state educational reform and our own commitment to build on what is already in progress rather than to create a new program.

We are checking on the status of the Governor/CEO dialogue sessions to see who has attended and to see if it makes sense for us to participate. I will discuss the findings with Nancy Dube and make recommendations to you. As we get closer to announcing the roundtable, I will suggest a plan for Ken's participation, either through an appearance or phone calls.

I met Charlie Clough at a reception a few days after I met with you. Charlie speaks very highly of you and values the time spent with you. I mentioned the roundtable progress and the possibility of his participation or leadership. He's interested and looks forward to hearing more.

Coincidentally, Jim Keaney, sales rep. to Nashua Corp. spoke with me regarding our potential sale to Nashua Corp. He expressed appreciation for your assistance and hopes that Digital, too, will continue to buy disks from Nashua rather than switching to a different vendor.

Again thanks for your support. Nancy and I will continue to keep you briefed.

*List for
Phone Calls*

This letter has been sent to:

John D. Crosier, President
Business & Industry Association of NH

Patrick Duffy, Vice President, NH
New England Telephone

Katharine Eneguess, Vice President
Business & Industry Association of NH

Lewis Feldstein, President
NH Charitable Fund

Kimon S. Zachos, Esquire
Sheehan, Phinney, Bass & Green

Similar letter has been sent to:

Kennett (Skip) R. Kendall, Jr., President
Kendall Insurance Company/Corroon & Black Corp.

Richard Ferrari, President
Davidson Interior Trim Division

May 21, 1991

Mr. Patrick Duffy
Vice President, New Hampshire
New England Telephone
1155 Elm Street
Numerica Building, 7th Floor
Manchester, NH 03101

Dear Pat:

When we first met in March to discuss a strategy for forming a business coalition to promote educational reform, using the National Business Roundtable model, we agreed that a number of events needed to occur before we would take next steps. With the exception of the legislative funding decisions on the School Improvement Program (SIP) and assessment, other events are behind us including the publication of the Governor's Task Force on Education report, the implementation team start-up, and the SIP evaluation.

It is now time for us to look at broadening the group into an effective statewide business coalition which can keep the excellent progress on track, look at the issue of how to make all the progress more public and help the education system track its' progress against agreed on goals with benchmarks. All of us may not choose to be in the group or be its' leaders, but we can consult to such a group's formation and assure that all of the work done to date is the foundation.

I propose that we plan a one and one half hour meeting during the week of June 3 or June 10 and will call you to set up a time. I will also contact John Crosier, Kathy Eneguess, Lew Feldstein and Kim Zachos to participate in this meeting. Please let me know if there is anyone else we should include.

Sincerely,

Rona Zlokower
Manager,
Northern New England Community & Government Relations

RZ/a

cc: Russ Gullotti
Ken Olsen

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

May 30, 1991

digital

Mr. Kennett R. Kendall, Jr., President
Kendall Insurance Company/Corroon & Black Corp.
90 South Main Street
P.O. Box 1840
Rochester, NH 03867

Dear Skip:

Pat Duffy, John Crosier, Kathy Eneguess and I met in March to discuss a strategy for forming a business coalition to promote educational reform using the National Business Roundtable model. We agreed that a number of events needed to occur before we would take the next steps. With the exception of the legislative funding decisions on the School Improvement Program (SIP) and assessment, other events are behind us including the publication of the Governor's Task Force on Education report, the implementation team start-up, and the SIP evaluation.

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I propose that we plan a one and one half hour meeting during the week of June 24 and will call you to set up a time. In addition to Pat, John, and Kathy, I will also be contacting Lew Feldstein, Dick Ferrari and Kim Zachos to participate in the meeting. Please let me know if there is anyone else we should include.

Sincerely,



Rona Zlokower
Manager,
Northern New England Community & Government Relations

RZ/a



The Business:

Drew Lewis
Chairman
James T. Lynn
Co-chairman
James D. Robins
Co-chairman

*Al has spoken of
Marty Hoffman
& shared your
Rep's of him.
Al & I have
discussed
m*

VED

1991

IN, JR.

January 20, 1990

January D.

New York
200 Park Avenue
New York, New York 10166
(212) 682-6370 FAX (212) 682-0194
William L. Lurie
President
Richard W. Anthony
Executive Director-Public Information
Richard F. Kibben
Executive Director-Construction
Washington
1615 L Street, N.W.
Washington, D.C. 20036
(202) 872-1260 FAX (202) 466-3509
Samuel L. Maury
Executive Director

Mr. Kenneth H. Olsen
President and Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Ken:

With the elections complete, this is an ideal time to meet with Governor Judd Gregg on The Business Roundtable K-12 education initiative. Governors are developing their legislative agenda, and education will be a high priority in every state.

As you know, the BRT initiative has completed its first year. We have made encouraging progress and are gaining momentum. However, we need your help in making the initiative a success.

There are many tough challenges ahead. In 1991, our major goal is to get each CEO state team actively working with its governor on education reform.

If you would like help in getting started, the Education Task Force and working group can provide assistance. Mr. Robert D. Kennedy, chairman, president, and chief executive officer, Union Carbide Corporation, is our contact for your state and is available to provide assistance and guidance.

Thank you for your continuing commitment to improving the quality of education for the nation's children.

Sincerely,

Rona
John F. Akers
John F. Akers

JFA:ems

cc: Mr. R. D. Kennedy

Let's discuss
hurry - they've
should contact
show we are doing
something & getting
him on KHo's back.
At some point ask
Rona if Ken should
make a ceremonial call
on Gregg re: Edu.

I N T E R O F F I C E M E M O R A N D U M

Date: 20-Dec-1990 03:15pm EST
From: RONA ZLOKOWER
 ZLOKOWER.RONA
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

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directions were
faxed to Nancy
on 3/12.

2/19

✓ CC: NANCY DUBE



New England Telephone

A NYNEX Company

1155 Elm Street
Manchester, New Hampshire 03101
Phone (603) 641-1660

Patrick Duffy
Vice President - NH

February 7, 1991

RONA ZLOKOWER

FEB 08 1991

Ms. Rona Zlokower, Mgr., Community & Government Relations
Digital Equipment Corporation
Continental Boulevard
Merrimack, NH 03054

COMMUNITY RELATIONS

Dear Rona:

You are cordially invited to attend an informal meeting with other business and education leaders in the state on February 19, 1991 at 10:00am in my office in Manchester. The purpose of this meeting is to make you aware of the existing education initiatives and afford you an opportunity to share your thoughts on these with others.

We will be joined by Michael Bailin, Public/Private Ventures, who will share with us what is happening elsewhere around the country.

Attached is a copy of the proposed agenda, and more particulars on the meeting location. For planning purposes, please call my assistant, Joan, no later than Friday, February 15th as to whether or not you will be joining us.

Very truly yours,


Patrick Duffy

Attachments

Education and Business in New Hampshire

Agenda

February 19, 1991

New England Telephone Company
1155 Elm Street, 7th Floor
Manchester, NH 03101

10:00am - 2:00pm

1. Overview of education in New Hampshire
Lewis Feldstein
New Hampshire Charitable Fund

2. Business initiatives

Governor's Task Force on Education
Patrick Duffy
New England Telephone Company

Business and Industry Association Education Report
John Crosier
Business and Industry Association

Business Round Table initiatives
Rona Zlokower
Digital Equipment Corporation

*are there conditions for changes
can schools use learnings & data
Public Relations*

3. What can business do? Lessons learned from other state initiatives
Michael Bailin
Public Private Ventures

4. Discussion

5. Next Steps

Michael A. Bailin has been President of Public/Private Ventures (PPV) since July 1, 1983. As one of the founders of PPV along with Graham Finney and Rick deLone, Bailin has been the corporation's Vice President of Operations, Vice President for Development and Executive Vice President. A graduate of Yale Law School, he has a broad administrative background in human resource and community programs. He has taught government at Dartmouth College and served as Director of its Jersey City Urban Education Program. He has also practiced law, held positions as Vice President of Franconia College in New Hampshire, Deputy Director and Counsel of the South Street Seaport Museum, Director of a community oriented legal services demonstration in five cities, and a human resource consultant to the City of New York and The Ford Foundation.

Mtg w/ Mike Bailin 2/19/91
Kendra O'Donnell

Can we make partnerships 3 way -
business - public - private education
Allies in Education report - get copy

School/Business Partnerships Phases

- I. '80's adopt schools - laid groundwork for next phase
- mostly PR - no systemic improvements
 - no affect on dropouts
- II. Collaborative relationships -
Boston (1) 1st 5 yrs
goals to reduce dropout - actually increased
Set new goals but never changed the system
Business left it to school to figure
out how to change outcomes
(2) 2nd 5 yrs
- III. Business getting fed up -
Chicago - Bus. helped change structure
Business involved with plan, timetables,
goals, measurement, using data. -

Advocacy role -

role -

planning
monitoring -

be neutral convenors -
to check progress

setting of broad vision for changes
in education - leadership has to
articulate that -

assessment - what is there now?
how to you measure improvement
and progress

- ① over 10 yr period - create plan
- ② first five years - all schools
moving towards implementing process
changes
- ③ next five years begin -
measurement

Worktree
Investment in Children -
use as umbrella

Strategy -

— State Bd accepts/adopts - Student outcomes
— Adapting assessment to NH -

~~_____~~
— School improvement strategy -

— SIP - need to change identities

— Create intermediary - Business group

, Data collection

, Reporting mechanism - PR -

, Hold coalition together

monitor progress -

, promote success -

Legislative Dupont / Bass
Economic Dept - Mike Kitch

ATTENDEES

FEBRUARY 19, 1991

BUSINESS ROUNDTABLE EDUCATION EFFORTS

MAURICE AREL, PENNICHUCK WATER WORKS

MIKE BAILIN, PRIVATE/PUBLIC VENTURE CORP. -

JOHN CROSIER, BIA -

KATHY ENEGUESS, BIA

LEW FELDSTEIN, NH CHARITABLE FUND

JIM KOONTZ, KINGSBURY MACHINE TOOL

KENDRA O'DONNELL, PHILLIPS EXETER

DOUG PEARSON, NSS

RONA ZLOKOWER, DIGITAL EQUIPMENT CORPORATION

data use -

PR -

environment for change

1067A

original

| d | i | g | i | t | a | l |

INTEROFFICE MEMO

TO: Al Mullin
Nancy Dube

CC: Russ Gullotti

DATE: February 11, 1991
FROM: Rona Zlokower
DEPT: NNE Community/Government
Relations
DTN: 264-2961
LOC/MAIL STOP: MKO1-2/E15
DOC. #: 13.31

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Also, my research, reading, and experience will help me provide you with recommendations for how we need to be involved as a corporation in a number of areas of educational reform in addition to science, math and technology where we have primarily concentrated to date.

New Hampshire's Report

Pat Duffy, Vice President, New England Telephone, and Kathy Eneguess, Education Manager, Business and Industry Association of New Hampshire (BIA) accompanied me to the meeting. I explained that the Governor's Task Force on Education (chaired by Pat) had center stage at the moment as the Governor had just publicly released their report and had assigned the task of implementation to a special team. Pat then explained the report which contained a significant amount of work by the BIA Committee on Education.

Prior to the NAB meeting, I had convinced Pat, Kathy, John Crosier and Lew Feldstein, President, NH Charitable Fund to discuss how the NBR effort could be effective in NH to further the work of the educational reform. We concluded that any attempts at implementing the Governor's Task Force Report or any other reform would fail unless there was an environment for change. Were the schools, the public and government ready to change? Could they adapt to and benefit from change?

My work plan for NH is:

- 1) Meet with an informal alliance before convening formal coalition of business (completed). Have that group create the platform for a formal coalition (in progress).
- 2) Meet with key NH leaders and influencers of reform (in progress) including the Governor (Russ Gullotti will join me), Commissioner of Education, Chair of the State Board of Education, Director of the Alliance for Effective Schools, etc. to

understand their perspectives and create alliance and mutual respect (January - April).

- 3) Use of expertise of others. We invited Michael Bailin (author of many of the educational reform reports and a consultant to NAB and NBR) to speak to our informal alliance in February.
- 4) Informal alliance to create plan for a statewide business coalition (March/April).
- 5) Business Coalition announced and activated in support of specific goals (May/June).

You will be interested in knowing that Nancy Diebler (of Union Carbide) prefaced her comments by apologizing to everyone at the New England meeting for her lack of support to the New England NBR representatives.

Nancy, I will send to you material from the other states. Though each state differs in politics, state of educational reform, and business influence on public policy, there is much to be gained from examining each other's models. A number of coalitions admit mistakes along with successes.

The New England Business Roundtable staff designees along with the business association representatives enthusiastically called for another meeting in late March. At the first meeting we all gave our reports. At the next meeting, we want to get further into NBR resources, policy, and how to make local, state and national educational goals converge and support each other.

I pointed out there was a major gap between President Bush's goals and NBR goals and the states' perceptions of their need for reform. Everyone at the meeting concurred and the NBR staff agreed, that they needed to provide public relations support to all the business coalitions.

I'll forward another update after the late March meeting and as I make progress in New Hampshire.

You can advise me as to how to keep Ken briefed or involved.

RZ/a
encs.

EXECUTIVE SUMMARY

ESSENTIAL COMPONENTS OF A SUCCESSFUL EDUCATION SYSTEM

**The Business Roundtable
Education Public Policy Agenda**

America's ability to compete, our democratic system and the future of our children depend upon all our children being educationally successful.

The Business Roundtable, representing some 200 corporations, supports the national education goals developed by President Bush and the nation's Governors. The achievement of those goals is vital to the nation's well-being.

These are the essential components, or characteristics, that the Roundtable believes are needed to provoke the degree of systemic change that will achieve the national goals through successful schools:

1. The new system is committed to four operating assumptions:
 - All students can learn at significantly higher levels
 - We know how to teach all students successfully
 - Curriculum content must reflect high expectations for all students, but instructional time and strategies may vary to assure success
 - Every child must have an advocate
2. The new system is performance or outcome based.
3. Assessment strategies must be as strong and rich as the outcomes.
4. School success is rewarded and school failure penalized.
5. School-based staff have a major role in making instructional decisions.
6. Major emphasis is placed on staff development.
7. A high-quality pre-kindergarten program is established, at least for all disadvantaged students. *Content*
8. Health and other social services are sufficient to reduce significant barriers to learning.
9. Technology is used to raise student and teacher productivity and to expand access to learning.

ESSENTIAL COMPONENTS OF A SUCCESSFUL EDUCATION SYSTEM

The Business Roundtable
Education Public Policy Agenda

America's ability to compete, our democratic system and the future of our children depend upon all our children being educationally successful.

In the fall of 1989, The Business Roundtable accepted President Bush's challenge to help produce systemic change in the way teaching and learning are practiced in the nation's elementary and secondary schools. Chief executive officers of Roundtable member companies have made a 10-year commitment of personal time and company resources to this effort. We have been learning more about the issues, generating additional and deeper commitment on many fronts, and working with the President, the Governors, and other interested parties in the formulation of the announced national education goals.

We support the goals. Their achievement is vital to the nation's well-being. Now it is time to begin implementation -- state-by-state -- recognizing that no single improvement will bring about the systemic change that is needed. The effort requires a comprehensive approach that utilizes the knowledge and resources of broadly based partnerships in each state.

The next step is to agree on action plans for a public policy agenda that defines the characteristics of a successful school system. This paper identifies those essential system components, which we see as the requirements for provoking the degree of change necessary for achieving the national goals through successful schools.

Individual Roundtable CEOs and the Governors have teamed up to institute these components in state policy. The action plan for each state will be measured against how the plan contributes to or detracts from these essential components. The nine components should be considered as a comprehensive and integrated whole. While their implementation should be strategically phased in, if any one is left unattended, the chances of overall success will be sharply reduced.

If, however, every state aggressively creates a school system reflecting all nine components, this nation will raise a generation prepared to reestablish leadership in the international marketplace and reaffirm the strength of our democracy.

There are nine essential components:

I. The new system is committed to four operating assumptions:

A. All students can learn at significantly higher levels. We must share this belief if we hope to achieve much higher levels of performance from all students, including those with whom we have historically failed. We must seek to bring out the very best, not just the lowest common denominator of performance. Without this assumption, we are destined for continued failure as our expectations become self-fulfilling prophecies.

If one expects a certain number of students to fail or perform poorly, the first student who has difficulty will be identified as one of those who can never learn when measured against demanding criteria. That student will be literally or figuratively abandoned, and will be joined by more and more failed children. Soon we will have failed as many as we have today.

B. We know how to teach all students successfully. Many teachers and schools across the United States are successfully serving children who are rich and poor; children of every color; the disabled and those who are not; those who have been raised to speak English and those who have not. What works is a matter of knowledge, not opinion. The challenge is not to invent new ways, it is to identify the successful practices and then train all school staff in that knowledge and skill.

In affirming we know what works, we do not suggest we know all we need and want to know. We should continue to push the frontiers of knowledge about teaching and learning. The point is that we know far more than we practice about how to teach significantly more students at a much higher level. The schools' product must reflect that fact.

- C. Curriculum content must lead to higher order skills, and instructional strategies must be those that work. What children learn should be commonly challenging. We must focus them on thinking, problem solving, and integration of knowledge. We should provide a rigorous curriculum to all, not a narrow, watered down curriculum for some.

However, we should also recognize that how we teach, where and when teaching and learning occur, and who teaches, should be different for different students, classrooms and schools. The differences should be governed by what works in having each child succeed at significantly higher levels. When we fail with a single child or a class or school, we must recognize we do not yet have the proper mix of how, where, when, and who.

- D. Every child must have an advocate. No one succeeds or maintains success without help. Children need to be read to and talked to, nurtured and cared for; others must guide them to a healthy lifestyle. All children need to be secure. School objectives require support beyond the schoolhouse. Each child must know that education is valued by one or more persons whose opinion the child values.

The parent is the best source of such help. Renewed and urgent attention to strengthening the family is important because a strong family will increase the ease of school success significantly. Where parental support does not exist, an advocate for the child must be found in the extended family, a youth-serving organization, a mentor, or someone from the school.

- II. The new system is performance or outcome based, in contrast to our present reliance on inputs. Too often, our school staffs are asked, "Did you do what you were told?" The right question is, "Did it work?" Trying hard is not enough. What students actually know and can do is what counts. Thus, we must define, in measurable terms, the outcomes required for achieving a high-productivity economy and for maintaining our democratic institutions.

III. Assessment strategies must be as strong and rich as the outcomes. We need to reexamine how student performance is assessed in the United States. Tests and other assessment strategies must reflect an emphasis on higher expectations, thinking and integration of knowledge, understanding main ideas, and problem solving. We must abandon strategies that do otherwise, such as those that emphasize the ability of recall or recognition.

The ability to compare student performance at international, national, state, district and school levels is also important. But in making those comparisons, student performance should be tested against objective criteria, not by normed tests. Criterion-referenced testing reveals what a student actually knows or can do, while testing a student against norms simply tells us what he or she knows or can do in relationship to others.

Assessment inevitably influences what is taught. Thus, whether our strategies are performance based, or multiple choice, they must adequately measure the skills, knowledge, attitudes and abilities we expect our schools to produce in their students.

IV. School success is rewarded and school failure penalized. When a school succeeds, rarely is the staff or school rewarded. When a school fails, rarely is the staff or school penalized. A system built on outcomes requires a system of rewards and penalties.

In measuring success, the school's performance, not that of individual teachers, should be the unit of measurement. Performance should be defined by the progress a school makes in having all its students succeed, based on a rigorous outcome standard when measured against the school's past performance. For instance, a successful school would be one in which the proportion of its successful students, including its at-risk students, is increased by a prescribed amount since the previous relevant assessment period.

There should be a range of rewards and sanctions. The challenge is to have alternatives and use them in ways that are more sensitive and less blunt, making certain that all parties understand the rewards and sanctions and the circumstances that give rise to each. The successful should be rewarded, but the unsuccessful must be helped more than punished.

V. School-based staff have a major role in making instructional decisions. Who among us is willing to be held accountable for our actions if we have little control over those actions? Who among us can legitimately deny our accountability if we have the authority and means to act? School-based accountability for outcomes and school-based authority to decide how to achieve the outcomes are intertwined parts of the same proposition. Meaningful authority could include:

- A. Real involvement in the selection of school staff, where the instructional staff help select the principal, the principal helps select teachers, and the principal and instructional staff help select non-certified personnel;
- B. Significant budgetary control and the authority to determine curriculum, instructional practices, disciplinary measures, the school's calendar, and student and teacher assignments.

VI. Major emphasis is placed on staff development. Staff quality heavily influences school outcomes. An adequately prepared staff will require at least four things:

- A. Pre-service teacher training programs that give greater emphasis to subject matter, field experience and effective use of technology in addition to classroom-based pedagogy;
- B. Alternative certification opportunities for career changers and well-qualified non-education majors;
- C. A strong staff development and training effort that includes:
 - 1. a significant research and development capacity to identify systematically those schools and instructional practices that work with all children and youth; and
 - 2. a training system of adequate depth with staff having sufficient time to participate; and
- D. Selection, preparation and upgrading programs for administrators, instructional support staff and other non-teaching personnel to assure leadership and assistance that contribute to improved student achievement.

VII. A high-quality pre-kindergarten program is critical, at least for all disadvantaged four-years-olds. While it is not a silver bullet, the evidence is very strong that a quality, developmentally appropriate pre-school program for disadvantaged children can significantly reduce teen pregnancy, poor school performance, criminal arrest rates, drop-outs, incidence of student placement in special education and other negative and/or costly factors that reflect far too much student behavior today.

VIII. Health and other social services are sufficient to reduce significant barriers to learning. Raising our expectations for educational performance will not produce the needed improvement unless we also reduce the barriers to learning that are represented by poor student health, criminal behavior in schools, and inadequate physical facilities. Education is work, and the conditions needed for successful effort are no less important in the learning environment than in the American workplace.

Pre-natal care, good nutrition for young mothers and children, preventive health care, and safe child care are prerequisites for children and youth to perform at the expectation level necessary for a high-productivity economy.

At the same time, students and educators cannot be expected to perform at high levels in a work environment where drugs, crime, or poorly maintained physical facilities interfere with discipline and concentration.

Providing the needed health, social and other services will require an unprecedented measure of collaboration between agencies and/or the realignment of governance responsibility for delivering the services successfully.

IX. Technology is used to raise student and teacher productivity and to expand access to learning. Technology is not a panacea. It cannot, for instance, serve as a child's advocate or give school-based staff a major role in instructional decisions. Yet technology is a critical part of a program of systemic change, for it provides the means to improve productivity and access to learning.

Several examples illustrate the point:

- A. The development of skills in problem solving and critical thinking requires all students to push at their own pace beyond historical expectations. Only technology will permit the necessary breadth and, simultaneously, depth of intellectual engagement by masses of students working at different stages of development in different disciplines.

- B. Many disabled students and other students at risk, who often require greater individual attention from teachers, will find access to learning through technology.
- C. The need for access to, and management of, information will likely be greater in an outcome-oriented, student-based educational system, thus increasing the reliance on technology for both education and administration.
- D. Technology will be needed to extend the breadth and depth of staff development and productivity at a time when staff are performing to meet higher expectations.

List of Invitees to 1/29/91 Meeting

Mr. Jeffery Graham
Deputy Director
Gov't and Community Affairs
Bank of Boston
P.O. Box 2016, M S 011704
Boston, MA 02106

Mr. Charles A. Butts
Vice President
External Affairs
Houghton Mifflin Company
One Beacon Street
Boston, MA 02108

Mr. Alan Macdonald ✓
President
Mass. Business Roundtable
250 Boylston Street
Boston, MA 02116

Mr. Richard L. Averbuch ✓ *
Vice President
Mass. Business Roundtable
250 Boylston Street
Boston, MA 02116

Mr. Palmer Swanson ✓
V P, Public Affairs
Polaroid Corporation
549 Technology Square
Cambridge, MA 02139

Mr. Paul Reville ✓
Executive Director
Mass. Business Alliance of
Education (MBAE)
405 Grove Street
Worcester, MA 01605

* attended NBR conference on
education

Ms. Maxine N. Brandenburg ✓ *
President
Vermont Business Roundtable
Courthouse Plaza
199 Main Street
Burlington, VT 05401

Mr. R. Allan Paul
President
Paul, Frank & Collins, Inc.
P.O. Box 1307
Burlington, VT 05402-1307

Mr. Andrew R. Rockwell ✓ *
Vice President - Vermont
New England Telephone Co.
P.O. Box 250
So. Burlington, VT 05402

Mr. Ross R. Anderson ✓
Chairman of the Board
Anco Inc.
P.O. Box 1100
Burlington, VT 05402-1100

Mr. Chris Kapsalis (on loan from IBM) ✓
c/o Vermont Dept. of Ed
120 State Street
Montpelier, VT 05602

Ms. Andrea Maker ✓
Director, Public Affairs
Champion International Corp.
P.O. Box 2769 - 286 Water Street
Augusta, ME 04338-2769

Ms. Rona Zlokower ✓
Manager, No. New England
Community Affairs
Digital Equipment Corp.
Continental Boulevard
Merrimack, NH 03054

Mr. John Crosier
President
B.I.A. of New Hampshire
122 North Main Street
Concord, NH 03301

Mr. Patrick Duffy ✓
V P, New Hampshire
New England Telephone Co.
1155 Elm Street - Numerick Building, 7th Fl.
Manchester, NH 03101

Mr. Lewis Feldstein
President
New Hampshire Charitable Fund
P.O. Box 1335
Concord, NH 03302-1335

Ms. Barbara McKay ✓
Director
Providence Education Fund
112 Union Street, Suite 502
Providence, RI 02903

Mr. Arthur Robbins
President
Robbins Property
10-12 Orms Street
Providence, RI 02903

Ms. Nancy Deibler ✓
Senior State Manager, " *Tell Al Muller*
Regional Public Affairs *Have been behind on reporting*
Union Carbide Corporation *what's going on in N. England states*
39 Old Ridgebury Road
Danbury, CT 06817-0001

Mr. James Orr
Chairman, CEO
UNUM
2211 Congress Street
Portland, ME 04122

Ms. Janice Hird ✓
Director, Corporate Public
Involvement

UNUM
2211 Congress Street
Portland, ME 04122

Mr. Henry Bourgeois ✓
Director
Maine Development Foundation
45 Memorial Circle
Augusta, ME 04330

Thomas McBriarty
Vice President, Maine
New England Telephone Company
One Davis Farm Road
Portland, ME 04103

Ms. Carol Grant
Vice President/General Manager
New England Telephone Company
234 Washington Street
Providence, RI 02904

Henry S. Woodbridge, Jr. ✓
Executive Director
Rhode Island Workforce 2000
100 North Main Street
Providence, RI 02903

Kathy Eneguess ✓
Education Coordinator
BIA of New Hampshire
122 North Main Street
Concord, NH 03301

David Haselkorn ✓
^{President}
Recruiting New Teachers
385 Concord Ave
Belmont, MA 02178
(617) 489-6000

Digital Equipment Corporation
Continental Boulevard
Merrimack, New Hampshire 03054-0430

May 21, 1990

digital

The Honorable Judd Gregg
Governor of New Hampshire
State House
Concord, NH 03301

Dear Governor Gregg:

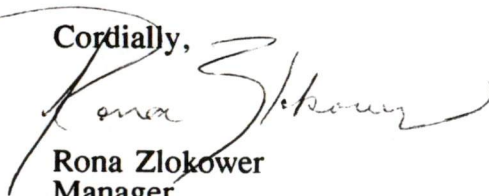
You have received a letter from John Akers of IBM regarding the ten year commitment of The Business Roundtable to assist in developing a K-12 education reform agenda and helping to implement the national education goals being developed by President Bush and the nation's governors.

In New Hampshire, Digital has been assigned to be your National Business Roundtable (NBR) partner and Ken Olsen as your CEO partner. Our role is to be the liaison between the NBR and you and your staff. We do not intend to create a new group, study, or organization. Rather, we will work with you and the Governor's Commission on Education, the State Board of Education, the Alliance for Effective Schools, the Council of Business and Industry Leaders for Public Education, and the Education Committee of the Business and Industry Association of New Hampshire.

I have been asked to represent Digital to you and your staff as we continue to work in this partnership with you and other groups on education issues and programs.

As soon as we have materials or other resources from The Business Roundtable to share with you, I will contact your staff.

Cordially,



Rona Zlokower
Manager,
New Hampshire Community and Government Relations

RZ/a

cc: Brian Gripp
Russ Gullotti
Ken Olsen

May 21, 1990

digital

The Honorable Judd Gregg
Governor of New Hampshire
State House
Concord, NH 03301

Dear Governor Gregg:

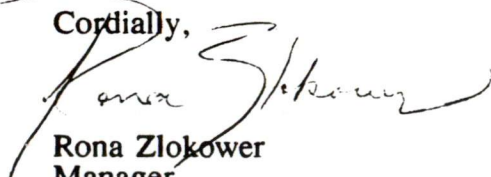
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Cordially,



Rona Zlokower
Manager,
New Hampshire Community and Government Relations

RZ/a

cc: Brian Gripp
Russ Gullotti
Ken Olsen

original

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 018959
Date: 20-Dec-1990 12:08 EST
From: RONA ZLOKOWER
ZLOKOWER.RONA AT A1 at CGHUB a
Dept: NH COMM/GOV'T RELATIONS
Tel No: 264-2961

t MKO

TO: NANCY DUBE @MSO

Subject: NBR K-12 Education Initiative

I have had a tough time taking this very amorphous program and breaking it down into an action plan for Digital in New Hampshire. Not only is the NBR program unstructured and open ended, but the education issues and attempts at reform in NH are mired in politics. While I have not sent reports, I've been busy laying the groundwork. Here is my view of the overall effort and more specifically, our NH plan.

The NBR K-12 Education Initiative is an effort to get businesses to collaborate to influence educational reform across the country, state by state. The prevailing opinion is that so much needs to happen in educational reform, that these efforts can only help the process. Moreover, it is intended to help businesses act on educational reform in a focused way.

The progress has varied depending on: (1) how many NBR members are involved, (2) on the awareness and experience of the business involved, and (3) on what other business activity has occurred already.

According to Wade Sayer, National Alliance of Business (NAB) consultant to the NBR program, a number of groups in other states raced off and became highly active immediately, only to find their membership experiencing severe burnout.

The NAB was hired by the NBR to write The Business Roundtable Participation Guide: A Primer for Business and Education. They are also working as consultants to some state NBR member consortia.

In New England, the NAB is bringing together all assigned NBR designees to a meeting on January 29, 1991 in Auburn, Mass. to share experiences. I will be invited and will be able to bring four others from NH. In NH, Digital is the only official member of the NBR. We contacted Governor Gregg following our designation as the NBR designee explaining that we would begin working with him and his staff as soon as we received NBR materials. We received NBR materials in August as the Governor was going into the final stretch of his re-election campaign.

In the meantime, a specially assigned Governor's Task Force on Education (chaired by Pat Duffy, Vice President, N. E. Telephone), had completed its recommendations on needed reforms. The Governor chose to sit on it through the campaign and still has not allowed its findings to be made public until he understands the political and economic liability involved.

I recontacted the Governor's education staffer in November. She was leaving, a new person was being assigned to the role, and this person asked for a month's delay on a meeting until she got oriented in her job.

I've called a meeting with John Crosier, President of the BIA, Kathy Eneguess (also of the BIA), Lew Feldstein, President of the NH Charitable

Fund, and Pat Duffy, Vice President, N. E. Telephone, for Friday, December 21 to decide first steps for forming a business consortium on educational reform. The BIA, through its education committee, chaired by Pat, has done excellent work on what outcomes we should expect from K-12 education.

Following that meeting, I will arrange a meeting between Russ Gullotti or John Alexanderson, Governor Gregg and I, to see how the Governor wants to work with us.

Also, I have meetings scheduled with Eleanor Freeman, NH Alliance for Effective Schools, Claire Van Ummersen, Chancellor, University System of NH, Charles Marston, State Commissioner of Education, Judy Thayer, Chair of the NH School Administrators Association, and the heads of the state school administrator associations. The meetings will be for the purpose of understanding where they stand on reform, but also to introduce to them the concept of a business consortium.

I will be inviting the Governor and his staff designee to meetings offered by the NBR which give them background on education, and educational reform initiatives.

Will provide you with monthly updates on activity. Given your participation on the Mass. Business Roundtable, we can collaborate. Also, I'll soon be aware of Maine and Vermont's activity and can advise on whether we should join activity there.

|d|i|g|i|t|a|l|
|_|_|_|_|_|_|_|_|

INTEROFFICE MEMORANDUM

TO: Rona Zlokower ✓
CC: Carol Burke
Mark Conway
Jane Hamel
Audrey Smith-Whitaker

DATE: 22 January 1990
FROM: Nancy Dube
DEPT: Corporate Community
Relations
EXT: 223-2221
LOC/MS: MSO/K10

SUBJECT: The Business Roundtable - K-12 Education

Attached is the response from John Akers on behalf of the Business Roundtable's K-12 education initiative referencing Digital's commitment to working education issues in the state of New Hampshire. This letter is in response to Al's letter of 14 November 1989 referencing Digital's interest and involvement in both Massachusetts and New Hampshire.

Both Al and I agree that this commitment to work in New Hampshire represents our continuation of ongoing activities and "business as usual". As some point, I am sure that the Roundtable will request an update on our programs and activities in New Hampshire.

If you have any questions, please give a call.

Regards, Nancy

RONA ZLOKOWER

JAN 25 1990

COMMUNITY RELATIONS

RECEIVED

WIN HANDLE

JAN 03 1990

Kenneth H. Olsen

New York
200 Park Avenue
New York, New York 10166
(212) 682-6370

William L. Lurie
President

Richard W. Anthony
Executive Director-Public Information

Richard F. Kibben
Executive Director-Construction

Washington
1615 L Street, N.W.
Washington, D.C. 20036
(202) 872-1260

Samuel L. Maury
Executive Director

December 21, 1989

RECEIVED
JAN 08

A. E. MULLIN, JR

Edmund T. Pratt, Jr.
Chairman

John F. Akers
Cochairman

James T. Lynn
Cochairman

James D. Robinson III
Cochairman

Mr. Kenneth H. Olsen
President and
Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

Dear Ken:

The response from The Business Roundtable CEOs to my letter regarding working at the state level on K-12 education reform has been very positive. I have discussed it with several governors and they are enthusiastic.

I am pleased you have agreed to work in New Hampshire with Governor Judd Gregg.

As you know, the BRT initiative is a ten year CEO and company partnership with governors on education reform. The purpose is to assist in developing an education reform agenda and implementing national education goals being developed by the White House and the nation's governors. In states where formal business governor partnerships on education exist, we hope you will join and help lead the effort.

We realize the enormity of the commitment required to make this effort a success. How you pursue this endeavor with the political leadership of your state is obviously your call. However, the following recommendations might be helpful in getting started:

- Designate a staff person who can devote a significant amount of time to the project. Please send me the name, address, and phone number of your the designee.
- Familiarize yourself with education data regarding your state. You may want to begin with the attached analysis and build upon it to include various political and business considerations.
- Early in 1990, you (and if applicable, the other assigned CEOs) should meet with the governor to discuss the education reform strategy for the state.

Mr. Kenneth H. Olsen
Page 2
December 21, 1989

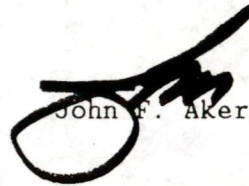
To further assist you, the BRT is sponsoring several support activities:

- A series of one and a half day dialogues have been scheduled bringing together CEOs and their matched governors with experts on education reform. The schedule is attached. Please invite your governor to attend with you during your initial meeting.
- Corporate involvement seminars will be convened for staff. The dates will be announced in January.
- Two publications will be distributed in March on coalition building and the elements of education system change.

Again, thank you for your participation. If your staff has any questions, they may call Mr. Charles E. McKittrick, Jr. at (202) 778-5057.

Sincerely,

V.P. [unclear] [unclear]



John F. Akers

JFA/jcc
Attachments

NEW HAMPSHIRE K-12 PUBLIC EDUCATION

New Hampshire spent \$707 million for K-12 public education last year from state, local, and federal sources; public education is the largest state and local function in New Hampshire. 155,000 youngsters attend New Hampshire Public Schools.

Over the last 15 years, New Hampshire per pupil expenditures have increased 381% while per pupil spending nationally has increased 253%. This compares with inflation of 134%.

While there has been no demonstrated correlation of school outcomes with expenditures, the comparisons below are nevertheless of interest:

	<u>New Hampshire</u>	<u>Index To Total U.S.</u>
Per Pupil Spending (current expense)	\$ 4,563	100
Average Teacher Compensation	\$27,448	89
Per Capita Personal Income	\$17,529	113

The only measurement of pupil achievement which provides state comparisons is the performance of college-bound high school seniors on tests used for college admissions. In New Hampshire, the most commonly used test is the SAT (Scholastic Aptitude Test), and New Hampshire students score 933 on this test compared to a U.S. average score of 904.

It should be noted, however, that the average U.S. score is far from satisfactory. In international comparisons, U.S. college-bound high school seniors scored in the bottom quarter of 14 countries tested and the average Japanese student achieved higher than the top 5% of U.S. students in college preparatory mathematics; in science, out of 13 countries tested, U.S. high school seniors scored ninth in physics, eleventh in chemistry, and thirteenth in biology.

There are no meaningful comparative measures of pupil achievement for the early grades or the non-college bound. A Roundtable working group is being formed to help the National Governors Association and others reach consensus on significantly improved and more comprehensive measures of student achievement to provide accountability and spur progress at state and local levels. This will have urgent priority when national goals are agreed.

Lastly, the preschool situation for disadvantaged children is that an estimated 26% of New Hampshire children eligible for the Head Start program have one year or more of preschool by the time they enter kindergarten. The national figure is 32%.

Data Sources: (1) National Education Association (NEA) "Rankings of the States, 1989" and the NEA Research Computer Network; (2) National Association of State Budget Officers; (3) U.S. Department of Education 1989 "Wall Chart" for college entrance test scores; (4) International Association for the Evaluation of Educational Achievement; (5) U.S. Department of Health and Human Services, Head Start Bureau.

THE BUSINESS ROUNDTABLE EDUCATION PARTICIPATION GUIDE

America's education system is failing to meet the needs of our increasingly complex society. It is costly to business. Skill shortages, productivity losses, and the necessity of retraining and remedial instruction of employees is occurring more frequently than ever before in American companies.

The failures of the educational system continue even though business has entered into more than 140,000 business-school partnerships. Therefore, business must begin to rethink its role and strategy in promoting fundamental change by reviewing each component of the education system. In order to participate effectively in educational restructuring, executives must become knowledgeable of:

- (a) education restructuring -- the fundamental components, and issues, and their complexities, and
- (b) the change process -- how business can develop new kinds of coalitions and respond differently to foster change in each of the components.

The Business Roundtable Education Participation Guide will provide this information. It will be developed with the help of more than 50 educational and business experts convened by the National Alliance of Business. The Guide will be the handbook corporate executive officers and their staff can use in preparation for working cooperatively on restructuring education.

The Guide will be distributed in March, 1990.

THE BUSINESS ROUNDTABLE CORPORATE INVOLVEMENT SEMINAR

The Business Roundtable's 10 year commitment to work for system change in K-12 education represents a bold step for American business. The initiative has the potential to move the education reform agenda forward with the goal of preparing students for the 21st century.

To ensure The Business Roundtable companies are supported in this endeavor, there will be a series of six two and one half day seminars for senior staff. The participants will be individuals responsible for developing and institutionalizing education restructuring efforts in the company.

The purpose is to increase the understanding of staff on what education restructuring means and what it takes for a corporation to be effective in promoting systemic educational change.

The goals of the seminar are to inform participants on education restructuring issues; motivate and prepare them to take action on a statewide basis; and position their corporation to serve as a catalyst and driving force behind education restructuring.

The seminars will bring leaders from education, government, and business involved in systemic educational change, together with BRT company staff for informal interaction.

Topics selected for discussion include: "An Environmental Scan: The Key Issues in Education Restructuring and Reform", "Management and Governance: Changing Decision Making", "Fostering Accountability", "Human Resource Development", and "Institutional Commitment and External Action".

Dates for the seminars will be announced in January, 1990.

THE BUSINESS ROUNDTABLE CEO/GOVERNOR DIALOGUES

The Business Roundtable is providing a series of one and one half day dialogues, with assistance from the Aspen Institute, to launch the partnerships between CEOs and Governors participating in our K-12 education initiative. Each CEO and their matched governor are encouraged to attend.

The purpose of the dialogues is:

- (a) to encourage focused, sustained discussion and planning between CEOs and Governors on key state education reform issues; and
- (b) to contribute directly to the development of state education reform action plans.

Each session will include discussion among the participants with education resource people. Time will be provided for participants to collaborate on strategies for education improvement in their state.

Topics addressed at the dialogues will include: innovations in management and governance; accountability; human resource development; curriculum and social factors affecting student achievement.

Each participant will be asked to speak about priorities and concerns for education reform. Sessions will be limited to 25 participants including the moderator and resource experts.

The CEO/Governor Dialogues will be held at the Aspen Institute's Wye Center, near Annapolis, Maryland and in Aspen, Colorado.

Dates are:

April 1-3, 1990 - Wye, Maryland
June 24-26, 1990 - Aspen, Colorado
June 27-29, 1990 - Aspen, Colorado
July 29-31, 1990 - Aspen, Colorado

Additional sessions may be added later.

BUSINESS COALITIONS FOR EDUCATION CHANGE: A HANDBOOK

The Education Commission of the States (ECS) has twenty-five years of experience working in coalitions with state governments on education policy and reform. They have contracted with the BRT to develop a handbook for building and sustaining state-wide coalitions for education change.

To be a credible leader in state-wide partnerships, corporate representatives must have a track record and expertise in education policy and system reform. They must also have a well reasoned and well developed independent point of view that establishes them as full partners in reform with educational professionals.

The challenge to the corporate community is to go beyond the wish list generated by the current system. This handbook offers corporate leaders a guide on building the political consensus required for systemic change.

- o The first section establishes the argument for fundamental school change and provides illustrations of schools already working to implement these changes.
- o The second section focuses on key policy areas that alter the state education system and provides illustrations of existing efforts.
- o The third section suggests ways for corporate leaders to develop an independent view that allows them to become full participants in state partnerships for system change.

Digital Equipment Corporation
111 Powdermill Road
Maynard, Massachusetts 01754-1418
508.897.5111, TWX 710.0212, Telex 94-845

digital

14 November 1989

Mr. John Akers
Co-Chairman
The Business Roundtable
200 Park Avenue
New York, New York 10166

Dear Mr. Akers:

Your October letter to Mr. Kenneth Olsen has been forwarded to me for reply. Your perspective of the importance of education for our nation's children is certainly shared by Digital Equipment Corporation. The strategy and objective of encouraging the involvement of all Business Roundtable CEOs with governor alliances points to one critical need of attention, support of education at the state level.

As you may be aware, Digital has a long-standing history of active support to education via our products, cash and employee involvement. Although we support education across the nation as well as internationally, I thought you might find it informative to highlight support given to the states of Massachusetts and New Hampshire. As the largest private employer in Massachusetts and one of the largest in New Hampshire, we are particularly concerned about and committed to supporting education in these states.

In Massachusetts, Digital employees are represented on the Governor-appointed and state-financed Educational Technology Advisory Council (ETAC), the State Department of Education Community Schools' School-Business Partnership Sub-committee, and the Massachusetts Business Alliance for Education.

Our specific Massachusetts education program support includes;

- Equipment support to the Technical Education Research Center (TERC) based in Massachusetts, but a resource internationally focused on advancing creative uses of technology in education with a special sensitivity to underserved populations,
- Cash support to Museum Institute for Teaching Sciences (MITS), a collaborative of seven science museums in the greater Boston area which provides training in science at the elementary school level,

Mr. John Akers
14 November 1989
Page Two

- A nine-year relationship of multifaceted support of the French River Education Center, focusing on Project COFFEE (Cooperative Federation for Educational Experiences) aimed at dropout prevention/reclamation of at-risk students; and Project 50/50, a private/public multifunded program. This is a summer computer camp which includes at least 50% students of color for a consecutive 3-year experience.
- Cash support for the current Weatherschool program offered to all Massachusetts and Southern New Hampshire schools in conjunction with WBZ-TV, emphasizing the development of science and math skills through the study of meteorology.

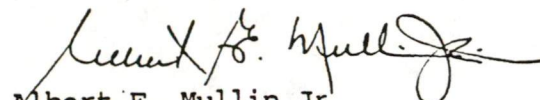
New Hampshire represents another state in which significant numbers of our employees reside and which, as is always the case, receives our support.

Similar to support given in Massachusetts, Digital representatives in New Hampshire serve on The Council of Business and Industry for Public Education, which was created by the State School Board Association; and the Governor-appointed New Hampshire State Technical College Advisory Committee. Digital also supports education in a variety of ways including relationships with -

- The New Hampshire Association of School Principals' Training Center
- The New Hampshire School Volunteer Program
- The New Hampshire School Administration Association
- Cash support of the Children's Trust Fund which supports proactive education programs for children.

As stated above, Massachusetts and New Hampshire are states where Digital has significant program investments and involvement. We plan to continue our work in these states in support of education and The Business Roundtable objectives. We look forward to working with The Roundtable toward the improvement of education for all of our children.

Very truly yours,



Albert E. Mullin Jr.
Vice President, Corporate Relations

AEM/esm



RECEIVED

OCT 05 1989

Handwritten note

Kenneth H. Olsen

New York
200 Park Avenue
New York, New York 10166
(212) 682-6370

Edmund T. Pratt, Jr.
Chairman

John F. Akers
Cochairman

James T. Lynn
Cochairman

James D. Robinson III
Cochairman

A. E. MULLIN, JR.

October 2, 1989

William L. Lurie
President

Richard W. Anthony
Executive Director-Public Information

Richard F. Kibben
Executive Director-Construction

Washington
1615 L Street, N.W.
Washington, D.C. 20036
(202) 872-1260

Samuel L. Maury
Executive Director

Mr. Kenneth H. Olsen
President and
Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754

*Nancy -
We should review
this opportunity of work
and call - K-12 Task Force
Yes ?
Al.*

Dear Ken:

Quality education for the nation's elementary and secondary school children is the most important issue facing America and business today. It directly affects not only our international competitiveness but also our democratic society. On September 13, the Policy Committee endorsed a renewed effort by Roundtable companies to help restructure our nation's K-12 education system.

At our June 5 Annual Meeting, President Bush challenged the BRT to develop an "action plan" for business involvement in education. In response, the Roundtable Education Task Force developed a plan pledging a 10 year commitment of CEO time and company resources to work for education reform at local, state and national levels. A copy of the plan is attached. The task force reported back to the President at a White House meeting on September 26. We received a very positive response from the President and his key advisors.

Now the work begins with your commitment to the plan. Because of the significant role of states in education reform, we are asking you to forge a personal alliance with a governor to help establish the education goals, policies and priorities of that state. The BRT objective is to have all 200 CEOs involved with governor alliances in all 50 states and the District of Columbia. To ensure that all states are covered, I would appreciate your selecting three states, in priority sequence, in which you are willing to work. We will then notify you of the CEO/governor matches. The task force is developing additional materials to assist you in forming this alliance.

Policy Committee: Edmund T. Pratt, Jr., Chairman • John F. Akers, Cochairman • James T. Lynn, Cochairman • James D. Robinson III, Cochairman
Edward L. Addison • Howard P. Allen • Robert E. Allen • Joseph E. Antonini • Rand V. Araskog • H. Brewster Atwater, Jr. • Norman R. Augustine
Dexter F. Baker • Stephen D. Bechtel, Jr. • William W. Boeschstein • Edward A. Brennan • Edward H. Budd • D. Wayne Calloway • Colby H. Chandler
John L. Clendenin • Charles A. Corry • John J. Creedon • Thomas H. Cruikshank • Richard L. Gelb • John A. Georges • Joseph T. Gorman
T. Marshall Hahn, Jr. • Charles M. Harper • Philip M. Hawley • Allen F. Jacobson • James L. Johnson • Jerry R. Junkins • David T. Kearns • James L. Ketelsen
Ralph S. Larsen • Drew Lewis • Richard J. Mahoney • Robert H. Malott • J. Willard Marriott, Jr. • Hamish Maxwell • John F. McGillicuddy • Richard M. Morrow
Allen E. Murray • Paul H. O'Neill • John D. Ong • Donald E. Petersen • Frank P. Popoff • Lewis T. Preston • Lawrence G. Rawl • John S. Reed
Vincent A. Sarni • George A. Schaefer • George J. Sella, Jr. • Frank A. Shrontz • Andrew C. Sigler • John G. Smale • Roger B. Smith • P. Roy Vagelos

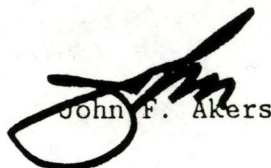
Mr. Kenneth H. Olsen
Page Two
October 2, 1989

Simultaneously, the Roundtable will work with the White House and the governors in developing a national consensus on education goals and standards with an appropriate measurement system. As you know, this was the major agreement of the President's historic education summit.

We realize this is a significant commitment of your personal time. However, the future of our nation rests upon our investment in our schools and children. There is no issue more important.

Please let me know of your state selections by October 23, 1989.

Sincerely,



John F. Akers

JFA:jcc
Attachments



RECEIVED

JAN 08

200 Park Avenue
New York, New York 10166
(212) 682-6370

1615 L Street, N.W.
Washington, D.C. 20036
(202) 872-1260

A. E. MULLIN, JR.

Roundtable Report

RECEIVED

JAN 04 1990

December 1989

PRODUCT LIABILITY A TOP COMPETITIVE PRIORITY FOR THE ADMINISTRATION Kenneth H. Olsen

Announcing an Administration initiative to seek "significant product liability legislation," Vice President Dan Quayle cited the "burden on U.S. competitiveness and the chilling effect on innovation" for making product liability reform a top competitive priority." The complete text of his statement follows:

"Today (November 30) I am announcing an Administration initiative to seek significant reform of our product liability system. The President has approved a proposal developed by the Council on Competitiveness designed to encourage U.S. business innovation and to improve U.S. international competitiveness, while continuing to ensure the safety of American consumers.

"Our current product liability system of 50 different State laws generates excessive litigation, inflates insurance costs, and creates uncertainties for American businesses. This is a self-imposed burden on innovation and the development of new products. Ultimately, the costs of our inefficient product liability system are borne by American workers and consumers.

"The Administration will make product liability reform a top competitiveness priority. We will strongly support the bipartisan bill introduced by Senators Kasten, Danforth, Inouye, and Rockefeller, and we will seek additional reform provisions to strengthen the bill. I and the other members of the Competitiveness Council will work with groups from all sectors of our economy to marshal support for reforming our product liability laws in accord with basic principles of fairness and in order to remove a self-inflicted burden on U.S. competitiveness in the world."

Excerpts from a Council on Competitiveness fact sheet that accompanied the Vice President's statement follow: ...between 1973 and 1988, product liability suits in Federal courts increased 1,000%; in state courts the increase was between 300% and 500%. One estimate of the total cost of these suits is \$80 billion per year--a sum total equal to the combined profits of the nation's 200 largest corporations. While individual states have instituted many tort reform measures over the last three years, there is still much more that can be done...

The U.S. product liability system--with its excessive litigation cost and increasingly large damage awards (is) more onerous than other major industrial countries. Japan has uniform national rules, no punitive damages, and no complex, protracted, mandatory discovery (which make defending even frivolous suits very expensive). European nations also prohibit punitive damages and generally allow only very limited discovery; suits there also entail far lower

attorneys' fees and other litigation costs...total U.S. liability insurance costs are...15 times higher than Japan's and on average some twenty times higher than European nations. These costs are reflected in higher prices for U.S. goods, and this hampers our ability to compete with foreign manufacturers both in the U.S. and abroad.

The effect of product liability costs is substantial. In a 1988 Conference Board survey of chief executives, 40% said product liability has had a major impact on their business; 36% stopped some manufacturing as a result; 15% laid off workers; 8% closed plants... America's foreign competitors can develop a product abroad, discover its potential dangers, and work to make it safer--all in an economically favorable environment with negligible product liability exposure. Then they can sell it in the United States, where potentially open-ended risk exposure will have discouraged domestic manufacturers from developing a new, cutting edge product...

...Ironically, the system also fails to do all that much to help most accident victims. It has been estimated that as much as 70% of the total of product liability awards is consumed in the litigation process itself. In part, this is because lawyers routinely negotiate contingency arrangements allowing them to command 1/3 to 1/2 of the award paid to their client victim. Defense against liability suits also involves substantial cost. There is much evidence that juries know this and take the large fees into account in deciding pain and suffering and punitive damages.

...The question, then, is how should those who suffer from accidents be compensated without compromising American technological progress and without undermining U.S. competitiveness? Here are three basic principles of fairness that preserve U.S. competitive posture, while at the same time safeguarding consumer safety:

First, there should be protection of an innocent person's legal right to fair compensation for the losses he or she has actually suffered. These include medical expenses, lost wages, and property damages. Second, a person or business should pay for the losses based on actual responsibility for the harm (this is known as fault-based liability) and not based on ability to pay (this is known as deep pocket liability). Third, cooperation and the prompt and fair settlement of differences should be encouraged through alternatives to costly and time consuming litigation."

KEY TRADE ISSUES DISCUSSED BY U.S. AND EUROPEAN BUSINESS LEADERS

Representatives of The Business Roundtable and European Round Table of Industrialists met in Washington to discuss a wide range of trade issues of critical significance to the international business community. The meeting, which was attended by the chief executive officers of nine U.S. companies and by senior executives of eleven European companies, provided an opportunity to exchange views on ongoing initiatives affecting the world economy. Particular attention was paid to the Uruguay Round, the European Community's 1992 initiative and the recent developments in Eastern Europe.

Viscount Etienne Davignon, Chairman of Societe Generale de Belgique, speaking on behalf of the European delegation and James D. Robinson III, Chairman of the International Trade and Investment Task Force, and Chairman and CEO of American Express Company, who headed the

U.S. delegation, said the two groups shared many common concerns and goals. Viscount Davignon said, "the international business community has an overriding interest in maintaining and strengthening an open world trading system. We view the Uruguay Round and the 1992 process as fundamentally complementary initiatives in that they both aim to liberalize and expand world trade."

Mr. Robinson said that successful completion of the Uruguay Round is critical to preserving the integrity of the multilateral trading system. "Incrementalism will not suffice. We need strong substantive agreements, particularly in the new areas of intellectual property, services and investment, if we are going to make GATT relevant to today's commercial realities. The international business community has a crucial role in ensuring that we achieve success."

The two business organizations also focused considerable attention on recent political and economic reforms in Eastern Europe. Acknowledging the tremendous challenges facing the Eastern bloc countries as they move toward creating the basic elements of a market economy and attempt to manage popular expectations through this period of political and economic upheaval, the executives explored the role the West should play to reinforce recent reforms and assist in the orderly transition to a more democratic, market-oriented society.

The European Round Table, a group of some forty chairmen and chief executives of major companies based in Europe and operating all over the world, and The Business Roundtable held a similar meeting in Sweden in 1987. The organizations expect to continue their dialogue over the coming months.

A LOOK AT ENVIRONMENTAL COSTS, FACTS AND FALLACIES

Roundtable Public Information Executives were briefed at their Annual Meeting on environmental achievements and 1990 legislative objectives by William D. Fay, Administrator of the Clean Air Working Group (CAWG). Excerpts follow:

"The American public spent \$33 billion last year to reduce pollution--that's a figure that both in dollars and as a percent of gross national product far surpasses the clean air expenditures of any other country. And we will spend more than that this year and still more next year, whether Congress reauthorizes the Clean Air Act or not.

"This gigantic expenditure has been accountable for the tremendous improvement in air quality...that the Environmental Protection Agency documents each year. According to EPA, from 1978 to 1987, lead levels fell 88 percent; sulfur dioxide levels, 37 percent; nitrogen oxide levels, 12 percent; carbon monoxide levels, 32 percent; particulates, 21 percent; and ozone levels, 16 percent. The focus during...this time...was on cars and factories. And again we've had great success--emissions of hydrocarbons and carbon monoxide from new cars have been reduced 96 percent, and nitrogen oxides by 76 percent. And despite the environmental community's obsession with even tougher new car standards, less than half the vehicles on the road today were built since the current tight emission standards took effect. Vehicles built before 1983 account

for almost 90 percent of hydrocarbon and carbon monoxide and more than 70 percent of nitrogen oxide emissions. Electric utilities in the U.S. have nearly doubled coal use over the past 10 years, but ambient SO₂ emissions have declined due to a decrease in the average sulfur content of coal purchased and the installation of 149 scrubbers that reduce 90 percent or more of a power plant's emissions of SO₂. Now that seems to me to be good news, but to be honest with you, we haven't done a very good job articulating it to the American public and Congress...we need to get the facts out...

OZONE NONATTAINMENT: "Between CAWG and the American Petroleum Institute, we have echoed the facts that there is not a health crisis from ozone. Quite the contrary, except for Los Angeles, U.S. cities have healthy air more than 99% of the time. Ozone has proven to be the most difficult and costly pollutant to control, and there is no textbook solution that works for all cities.

"You heard the environmentalists howl last year at the high ozone exceedances we experienced nationwide. Have you wondered why you haven't heard from them this year? CAWG recently held press conference with Dr. Kay Jones, a world renowned environmental expert, that took a realistic look at 1988's ozone data and the fact that the escalated exceedances were due to the highest temperatures of the century. In contrast, the 11 worst cities (except Los Angeles) have experienced 80% less exceedances this year than last. For some areas this drop was as high as 95%... And when you throw 1988 out as an abnormal year, all of the last year's new nonattainment cities and over a dozen of the remaining cities meet the standards for the more normal years of 1985, '86, '87 and 1989. What is most important is what industry did with those numbers--we did not say that they meant we didn't need to legislate any more, just that we ought to heed the costs because the problem wasn't the crisis the environmental community wants you to believe.

ACID RAIN: "CAWG believes we should listen to our scientists-- hundreds of them from dozens of U.S. colleges and Universities and 12 Federal agencies were congregated to form the most knowledgeable body in the world on acid rain, the National Acid Precipitation Assessment Program, or NAPAP. And we recently got an unlikely disciple in the guise of Senator Dan Moynihan of New York who said, after hearing NAPAP's testimony he was glad the sky was not falling. One of their almost certain conclusions, due next year, is that with the dramatic emission reductions, the U.S. is currently in a steady state, that is, there will be no further stream acidification at current emission levels. Utilities are preparing [legislative proposals] that will achieve those reductions cost effectively. That proposal will urge continued development of clean coal technologies, which not only promise future reductions here, but can pave the way for lesser developed nations that will use coal as their electricity demands increase to power their economic growth.

AIR TOXICS: "Air toxics is the biggest concern of industry. Stated simply, we must have significant reductions in these emissions, but the current Clean Air Act is not capable to ensure them. Again, industry has taken a positive stance, calling for strong legislation even though this issue will clearly be the most expensive. We do feel that technology based controls are the most effective solution, that we should concentrate our efforts on the most dangerous of these emissions first, and that risk assessments should be made by our scientific community, not by Congress."

Digital Equipment Corporation
Continental Boulevard
Merrimack, New Hampshire 03054-0430

May 21, 1990

digital

The Honorable Judd Gregg
Governor of New Hampshire
State House
Concord, NH 03301

Dear Governor Gregg:

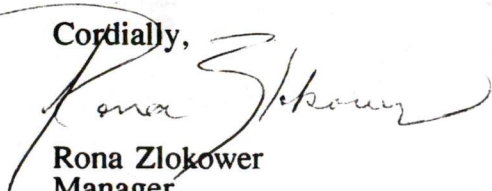
You have received a letter from John Akers of IBM regarding the ten year commitment of The Business Roundtable to assist in developing a K-12 education reform agenda and helping to implement the national education goals being developed by President Bush and the nation's governors.

In New Hampshire, Digital has been assigned to be your National Business Roundtable (NBR) partner and Ken Olsen as your CEO partner. Our role is to be the liaison between the NBR and you and your staff. We do not intend to create a new group, study, or organization. Rather, we will work with you and the Governor's Commission on Education, the State Board of Education, the Alliance for Effective Schools, the Council of Business and Industry Leaders for Public Education, and the Education Committee of the Business and Industry Association of New Hampshire.

I have been asked to represent Digital to you and your staff as we continue to work in this partnership with you and other groups on education issues and programs.

As soon as we have materials or other resources from The Business Roundtable to share with you, I will contact your staff.

Cordially,



Rona Zlokower
Manager,
New Hampshire Community and Government Relations

RZ/a

cc: Brian Gripp
Russ Gullotti
Ken Olsen

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! d ! i ! g ! i ! t ! a ! l !
! _ ! _ ! _ ! _ ! _ ! _ ! _ !

INTEROFFICE MEMO

TO: Al Mullin

DATE: August 15, 1990

cc: Nancy Dube

FROM: Rona Zlokower

DEPT: NH Community/Government
Relations

DTN: 264-2961

LOC/MAIL STOP: MK01-2/E15

SUBJECT: THE BUSINESS ROUNDTABLE

I have not yet received any information from the Business Roundtable regarding their education initiative. We filled out the form as you requested and designated me as our contact for New Hampshire.

It would be helpful to know:

1. Who are the 50 CEO's designated and who have they assigned to the project (Rona Zlokower for Ken Olsen, in NH for example).
2. What is the plan and schedule?
3. Are there meetings I should attend?

Do you want to call John Anderson or should I do that directly? You had mentioned your close association to him and that you'd be pleased to ask him for any information we needed. I did call John Anderson's office in early June and was told they were a month late with materials. I have yet to receive anything.

Win Hindle, per your suggestion, also contacted me to discuss Digital's role in education in New Hampshire and elsewhere. I would like to let him know the BRT plan as well.

Now that some people, including the Governor, know that I am the NBR designee in New Hampshire, there is the expectation I'll produce something even if it is in the form of a guide.

Attached FYI is press coverage on the recently published recommendation of the Governor's Commission on Education. The recommendations will, I believe, overlay with the Business Roundtable conclusions.

Received word from you regarding cancellation of your Massachusetts membership in Becker. We are paid for NH through December. I will consult with you at that time.

As you can see from the attached, John Becker is hoping to use his educational survey tool to capitalize on The Business Roundtable effort.

It appears John may have more information on the Roundtable than I do.


Will hold off calling John Anderson's office until you advise me.

Thanks.

ENCLOSURE: John Becker correspondence
Press coverage information

TO: Al Mullin
Nancy Dube

CC: Russ Gullotti

DATE: February 11, 1991 
FROM: Rona Zlokower
DEPT: NNE Community/Government
Relations
DTN: 264-2961
LOC/MAIL STOP: MKO1-2/E15
DOC. #: 13.31

SUBJECT: Update on NBR Education Reform and our role in New Hampshire

Since my last update, I represented Digital at a New England meeting of the Business Roundtable staff designees and their guests, arranged by the New England regional staff of the National Alliance for Business (NAB).

The meeting was extremely useful. From it, I gained a better understanding of the Business Roundtable Education Public Policy Agenda, as well as an understanding of what is going on in other states. Based on what I heard as well as reactions to my report, I feel confident that our course of action in New Hampshire is appropriate.

Also, my research, reading, and experience will help me provide you with recommendations for how we need to be involved as a corporation in a number of areas of educational reform in addition to science, math and technology where we have primarily concentrated to date.

New Hampshire's Report

Pat Duffy, Vice President, New England Telephone, and Kathy Eneguess, Education Manager, Business and Industry Association of New Hampshire (BIA) accompanied me to the meeting. I explained that the Governor's Task Force on Education (chaired by Pat) had center stage at the moment as the Governor had just publicly released their report and had assigned the task of implementation to a special team. Pat then explained the report which contained a significant amount of work by the BIA Committee on Education.

Prior to the NAB meeting, I had convinced Pat, Kathy, John Crosier and Lew Feldstein, President, NH Charitable Fund to discuss how the NBR effort could be effective in NH to further the work of the educational reform. We concluded that any attempts at implementing the Governor's Task Force Report or any other reform would fail unless there was an environment for change. Were the schools, the public and government ready to change? Could they adapt to and benefit from change?

My work plan for NH is:

- 1) Meet with an informal alliance before convening formal coalition of business (completed). Have that group create the platform for a formal coalition (in progress).
- 2) Meet with key NH leaders and influencers of reform (in progress) including the Governor (Russ Gullotti will join me), Commissioner of Education, Chair of the State Board of Education, Director of the Alliance for Effective Schools, etc. to

understand their perspectives and create alliance and mutual respect (January - April).

- 3) Use of expertise of others. We invited Michael Bailin (author of many of the educational reform reports and a consultant to NAB and NBR) to speak to our informal alliance in February.
- 4) Informal alliance to create plan for a statewide business coalition (March/April).
- 5) Business Coalition announced and activated in support of specific goals (May/June).

You will be interested in knowing that Nancy Diebler (of Union Carbide) prefaced her comments by apologizing to everyone at the New England meeting for her lack of support to the New England NBR representatives.

Nancy, I will send to you material from the other states. Though each state differs in politics, state of educational reform, and business influence on public policy, there is much to be gained from examining each other's models. A number of coalitions admit mistakes along with successes.

The New England Business Roundtable staff designees along with the business association representatives enthusiastically called for another meeting in late March. At the first meeting we all gave our reports. At the next meeting, we want to get further into NBR resources, policy, and how to make local, state and national educational goals converge and support each other.

I pointed out there was a major gap between President Bush's goals and NBR goals and the states' perceptions of their need for reform. Everyone at the meeting concurred and the NBR staff agreed, that they needed to provide public relations support to all the business coalitions.

I'll forward another update after the late March meeting and as I make progress in New Hampshire.

You can advise me as to how to keep Ken briefed or involved.

RZ/a
encs.

EXECUTIVE SUMMARY

ESSENTIAL COMPONENTS OF A SUCCESSFUL EDUCATION SYSTEM

The Business Roundtable Education Public Policy Agenda

America's ability to compete, our democratic system and the future of our children depend upon all our children being educationally successful.

The Business Roundtable, representing some 200 corporations, supports the national education goals developed by President Bush and the nation's Governors. The achievement of those goals is vital to the nation's well-being.

These are the essential components, or characteristics, that the Roundtable believes are needed to provoke the degree of systemic change that will achieve the national goals through successful schools:

1. The new system is committed to four operating assumptions:
 - All students can learn at significantly higher levels
 - We know how to teach all students successfully
 - Curriculum content must reflect high expectations for all students, but instructional time and strategies may vary to assure success
 - Every child must have an advocate
2. The new system is performance or outcome based. *- content. ~~unreliable~~*
3. Assessment strategies must be as strong and rich as the outcomes.
4. School success is rewarded and school failure penalized.
5. School-based staff have a major role in making instructional decisions.
6. Major emphasis is placed on staff development.
7. A high-quality pre-kindergarten program is established, at least for all disadvantaged students.
8. Health and other social services are sufficient to reduce significant barriers to learning.
9. Technology is used to raise student and teacher productivity and to expand access to learning.

ESSENTIAL COMPONENTS OF A SUCCESSFUL EDUCATION SYSTEM

The Business Roundtable
Education Public Policy Agenda

America's ability to compete, our democratic system and the future of our children depend upon all our children being educationally successful.

In the fall of 1989, The Business Roundtable accepted President Bush's challenge to help produce systemic change in the way teaching and learning are practiced in the nation's elementary and secondary schools. Chief executive officers of Roundtable member companies have made a 10-year commitment of personal time and company resources to this effort. We have been learning more about the issues, generating additional and deeper commitment on many fronts, and working with the President, the Governors, and other interested parties in the formulation of the announced national education goals.

We support the goals. Their achievement is vital to the nation's well-being. Now it is time to begin implementation -- state-by-state -- recognizing that no single improvement will bring about the systemic change that is needed. The effort requires a comprehensive approach that utilizes the knowledge and resources of broadly based partnerships in each state.

The next step is to agree on action plans for a public policy agenda that defines the characteristics of a successful school system. This paper identifies those essential system components, which we see as the requirements for provoking the degree of change necessary for achieving the national goals through successful schools.

Individual Roundtable CEOs and the Governors have teamed up to institute these components in state policy. The action plan for each state will be measured against how the plan contributes to or detracts from these essential components. The nine components should be considered as a comprehensive and integrated whole. While their implementation should be strategically phased in, if any one is left unattended, the chances of overall success will be sharply reduced.

If, however, every state aggressively creates a school system reflecting all nine components, this nation will raise a generation prepared to reestablish leadership in the international marketplace and reaffirm the strength of our democracy.

There are nine essential components:

I. The new system is committed to four operating assumptions:

A. All students can learn at significantly higher levels. We must share this belief if we hope to achieve much higher levels of performance from all students, including those with whom we have historically failed. We must seek to bring out the very best, not just the lowest common denominator of performance. Without this assumption, we are destined for continued failure as our expectations become self-fulfilling prophecies.

If one expects a certain number of students to fail or perform poorly, the first student who has difficulty will be identified as one of those who can never learn when measured against demanding criteria. That student will be literally or figuratively abandoned, and will be joined by more and more failed children. Soon we will have failed as many as we have today.

B. We know how to teach all students successfully. Many teachers and schools across the United States are successfully serving children who are rich and poor; children of every color; the disabled and those who are not; those who have been raised to speak English and those who have not. What works is a matter of knowledge, not opinion. The challenge is not to invent new ways, it is to identify the successful practices and then train all school staff in that knowledge and skill.

In affirming we know what works, we do not suggest we know all we need and want to know. We should continue to push the frontiers of knowledge about teaching and learning. The point is that we know far more than we practice about how to teach significantly more students at a much higher level. The schools' product must reflect that fact.

- C. Curriculum content must lead to higher order skills, and instructional strategies must be those that work. What children learn should be commonly challenging. We must focus them on thinking, problem solving, and integration of knowledge. We should provide a rigorous curriculum to all, not a narrow, watered down curriculum for some.

However, we should also recognize that how we teach, where and when teaching and learning occur, and who teaches, should be different for different students, classrooms and schools. The differences should be governed by what works in having each child succeed at significantly higher levels. When we fail with a single child or a class or school, we must recognize we do not yet have the proper mix of how, where, when, and who.

- D. Every child must have an advocate. No one succeeds or maintains success without help. Children need to be read to and talked to, nurtured and cared for; others must guide them to a healthy lifestyle. All children need to be secure. School objectives require support beyond the schoolhouse. Each child must know that education is valued by one or more persons whose opinion the child values.

The parent is the best source of such help. Renewed and urgent attention to strengthening the family is important because a strong family will increase the ease of school success significantly. Where parental support does not exist, an advocate for the child must be found in the extended family, a youth-serving organization, a mentor, or someone from the school.

- II. The new system is performance or outcome based, in contrast to our present reliance on inputs. Too often, our school staffs are asked, "Did you do what you were told?" The right question is, "Did it work?" Trying hard is not enough. What students actually know and can do is what counts. Thus, we must define, in measurable terms, the outcomes required for achieving a high-productivity economy and for maintaining our democratic institutions.

III. Assessment strategies must be as strong and rich as the outcomes. We need to reexamine how student performance is assessed in the United States. Tests and other assessment strategies must reflect an emphasis on higher expectations, thinking and integration of knowledge, understanding main ideas, and problem solving. We must abandon strategies that do otherwise, such as those that emphasize the ability of recall or recognition.

The ability to compare student performance at international, national, state, district and school levels is also important. But in making those comparisons, student performance should be tested against objective criteria, not by normed tests. Criterion-referenced testing reveals what a student actually knows or can do, while testing a student against norms simply tells us what he or she knows or can do in relationship to others.

Assessment inevitably influences what is taught. Thus, whether our strategies are performance based, or multiple choice, they must adequately measure the skills, knowledge, attitudes and abilities we expect our schools to produce in their students.

IV. School success is rewarded and school failure penalized. When a school succeeds, rarely is the staff or school rewarded. When a school fails, rarely is the staff or school penalized. A system built on outcomes requires a system of rewards and penalties.

In measuring success, the school's performance, not that of individual teachers, should be the unit of measurement. Performance should be defined by the progress a school makes in having all its students succeed, based on a rigorous outcome standard when measured against the school's past performance. For instance, a successful school would be one in which the proportion of its successful students, including its at-risk students, is increased by a prescribed amount since the previous relevant assessment period.

There should be a range of rewards and sanctions. The challenge is to have alternatives and use them in ways that are more sensitive and less blunt, making certain that all parties understand the rewards and sanctions and the circumstances that give rise to each. The successful should be rewarded, but the unsuccessful must be helped more than punished.

V. School-based staff have a major role in making instructional decisions. Who among us is willing to be held accountable for our actions if we have little control over those actions? Who among us can legitimately deny our accountability if we have the authority and means to act? School-based accountability for outcomes and school-based authority to decide how to achieve the outcomes are intertwined parts of the same proposition. Meaningful authority could include:

- A. Real involvement in the selection of school staff, where the instructional staff help select the principal, the principal helps select teachers, and the principal and instructional staff help select non-certified personnel;
- B. Significant budgetary control and the authority to determine curriculum, instructional practices, disciplinary measures, the school's calendar, and student and teacher assignments.

VI. Major emphasis is placed on staff development. Staff quality heavily influences school outcomes. An adequately prepared staff will require at least four things:

- A. Pre-service teacher training programs that give greater emphasis to subject matter, field experience and effective use of technology in addition to classroom-based pedagogy;
- B. Alternative certification opportunities for career changers and well-qualified non-education majors;
- C. A strong staff development and training effort that includes:
 - 1. a significant research and development capacity to identify systematically those schools and instructional practices that work with all children and youth; and
 - 2. a training system of adequate depth with staff having sufficient time to participate; and
- D. Selection, preparation and upgrading programs for administrators, instructional support staff and other non-teaching personnel to assure leadership and assistance that contribute to improved student achievement.

VII. A high-quality pre-kindergarten program is critical, at least for all disadvantaged four-years-olds. While it is not a silver bullet, the evidence is very strong that a quality, developmentally appropriate pre-school program for disadvantaged children can significantly reduce teen pregnancy, poor school performance, criminal arrest rates, drop-outs, incidence of student placement in special education and other negative and/or costly factors that reflect far too much student behavior today.

VIII. Health and other social services are sufficient to reduce significant barriers to learning. Raising our expectations for educational performance will not produce the needed improvement unless we also reduce the barriers to learning that are represented by poor student health, criminal behavior in schools, and inadequate physical facilities. Education is work, and the conditions needed for successful effort are no less important in the learning environment than in the American workplace.

Pre-natal care, good nutrition for young mothers and children, preventive health care, and safe child care are prerequisites for children and youth to perform at the expectation level necessary for a high-productivity economy.

At the same time, students and educators cannot be expected to perform at high levels in a work environment where drugs, crime, or poorly maintained physical facilities interfere with discipline and concentration.

Providing the needed health, social and other services will require an unprecedented measure of collaboration between agencies and/or the realignment of governance responsibility for delivering the services successfully.

IX. Technology is used to raise student and teacher productivity and to expand access to learning. Technology is not a panacea. It cannot, for instance, serve as a child's advocate or give school-based staff a major role in instructional decisions. Yet technology is a critical part of a program of systemic change, for it provides the means to improve productivity and access to learning.

Several examples illustrate the point:

A. The development of skills in problem solving and critical thinking requires all students to push at their own pace beyond historical expectations. Only technology will permit the necessary breadth and, simultaneously, depth of intellectual engagement by masses of students working at different stages of development in different disciplines.

- B. Many disabled students and other students at risk, who often require greater individual attention from teachers, will find access to learning through technology.
- C. The need for access to, and management of, information will likely be greater in an outcome-oriented, student-based educational system, thus increasing the reliance on technology for both education and administration.
- D. Technology will be needed to extend the breadth and depth of staff development and productivity at a time when staff are performing to meet higher expectations.

List of Invitees to 1/29/91 Meeting

Mr. Jeffery Graham
Deputy Director
Gov't and Community Affairs
Bank of Boston
P.O. Box 2016, M S 011704
Boston, MA 02106

Mr. Charles A. Butts
Vice President
External Affairs
Houghton Mifflin Company
One Beacon Street
Boston, MA 02108

Mr. Alan Macdonald ✓
President
Mass. Business Roundtable
250 Boylston Street
Boston, MA 02116

Mr. Richard L. Averbuch ✓ *
Vice President
Mass. Business Roundtable
250 Boylston Street
Boston, MA 02116

Mr. Palmer Swanson ✓
V P, Public Affairs
Polaroid Corporation
549 Technology Square
Cambridge, MA 02139

Mr. Paul Reville ✓
Executive Director
Mass. Business Alliance of
Education (MBAE)
405 Grove Street
Worcester, MA 01605

* attended NBR conference on
education

Ms. Maxine N. Brandenburg ✓ *

President
Vermont Business Roundtable
Courthouse Plaza
199 Main Street
Burlington, VT 05401

Mr. R. Allan Paul
President
Paul, Frank & Collins, Inc.
P.O. Box 1307
Burlington, VT 05402-1307

Mr. Andrew R. Rockwell ✓ *

Vice President - Vermont
New England Telephone Co.
P.O. Box 250
So. Burlington, VT 05402

Mr. Ross R. Anderson ✓

Chairman of the Board
Anco Inc.
P.O. Box 1100
Burlington, VT 05402-1100

Mr. Chris Kapsalis (on loan from IBM) ✓

c/o Vermont Dept. of Ed
120 State Street
Montpelier, VT 05602

Ms. Andrea Maker ✓

Director, Public Affairs
Champion International Corp.
P.O. Box 2769 - 286 Water Street
Augusta, ME 04338-2769

Ms. Rona Zlokower ✓

Manager, No. New England
Community Affairs
Digital Equipment Corp.
Continental Boulevard
Merrimack, NH 03054

Mr. John Crosier
President
B.I.A. of New Hampshire
122 North Main Street
Concord, NH 03301

Mr. Patrick Duffy ✓
V P, New Hampshire
New England Telephone Co.
1155 Elm Street - Numerick Building, 7th Fl.
Manchester, NH 03101

Mr. Lewis Feldstein
President
New Hampshire Charitable Fund
P.O. Box 1335
Concord, NH 03302-1335

Ms. Barbara McKay ✓
Director
Providence Education Fund
112 Union Street, Suite 502
Providence, RI 02903

Mr. Arthur Robbins
President
Robbins Property
10-12 Orms Street
Providence, RI 02903

Ms. Nancy Deibler ✓
Senior State Manager, " *Tell Al Muller*
Regional Public Affairs *Have been behind on reporting*
Union Carbide Corporation *what's going on in N. England states*
39 Old Ridgebury Road
Danbury, CT 06817-0001

Mr. James Orr
Chairman, CEO
UNUM
2211 Congress Street
Portland, ME 04122

Ms. Janice Hird ✓
Director, Corporate Public
Involvement
UNUM
2211 Congress Street
Portland, ME 04122

Mr. Henry Bourgeois ✓
Director
Maine Development Foundation
45 Memorial Circle
Augusta, ME 04330

Thomas McBriarty
Vice President, Maine
New England Telephone Company
One Davis Farm Road
Portland, ME 04103

Ms. Carol Grant
Vice President/General Manager
New England Telephone Company
234 Washington Street
Providence, RI 02904

Henry S. Woodbridge, Jr. ✓
Executive Director
Rhode Island Workforce 2000
100 North Main Street
Providence, RI 02903

Kathy Eneguess ✓
Education Coordinator
BIA of New Hampshire
122 North Main Street
Concord, NH 03301

David Haselkorn ✓
^{President}
Recruiting New Teachers
385 Concord Ave
Belmont, MA 02178
(617) 489-6000

Items to be done in " [] "

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 009580
Date: 07-Jul-1992 01:41pm EXT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NNE COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee

(RUSS GULLOTTI @MKO)

Subject: NH BRT Launching

The Business Roundtable announcement went superbly. All those commenting praised your performance. I know you didn't feel as comfortable with it as you would have liked, but it didn't show.

I have prepared the attached to send internally.

Kathy Eneguess, BIA and the NH BRT staff director, is in Europe until July 26. I am preparing letters on your behalf to the BRT members acknowledging their commitment. This will hold members until Kathy returns. She will begin her staff duties then and will call for the names of staff designees and begin to formalize the staff and roundtable meeting dates for fall.

The article Lew Feldstein sent to you (Educational Reform: The Players and The Politics) is excellent. I will send copies of it to the NH BRT members with the above mentioned letters.

I am arranging for Roberta Chereck and I to meet in July with the CEO and project manager from RMC Corporation. They are the vendor/consultant who is designing the measurement system for the School Improvement Program. I want to be sure we understand the technology to be applied to this project and the potential for a sale/contribution if it exists. We will then brief you. I want to make sure that RMC is not entrenched in a technical solution before they begin and that they remain open to the Roundtable's advice. They are working for us, but know so much about their field that we run the risk of their acting independently.

Also, I've attached a copy of the current list of BRT companies by state that are working on roundtables. You may know some of them as customers.

Appendix II: The Business Roundtable Members by State

*This appendix is a list of CEOs from
The Business Roundtable, their companies,
and states in which they are working to
implement the Education Public Policy
Agenda.*

Appendix II: The Business Roundtable Members by State

• Coordinating CEO

Alabama

• Raymond E. Cartledge Union Camp Corporation
Philip E. Lippincott Scott Paper Company

Alaska

• Richard J. Stegemeier Unocal Corporation
James H. Ross BP America, Inc.

Arizona

• George M.C. Fisher Motorola, Inc.
John W. Teets The Greyhound Dial Corporation
Douglas C. Yearley Phelps-Dodge

Arkansas

• William O. Bourke Reynolds Metals Company

California

• Sam L. Ginn Pacific Telesis
Donald R. Beall Rockwell International
Riley P. Bechtel Bechtel Group, Inc.
John E. Bryson So. California Edison
Richard A. Clarke Pacific Gas & Electric
Lodwick M. Cook Atlantic Richfield
Kenneth T. Derr Chevron Corporation
Philip M. Hawley Carter Hawley Hale Stores
Leslie G. McCraw Fluor Corporation
James R. Ukropina Pacific Enterprises

Colorado

• John A. Young Hewlett-Packard Company
Stephen M. Wolf UAL Corporation

Connecticut

• Robert D. Kennedy Union Carbide Corporation
William J. Alley American Brands, Inc.
Edward H. Budd The Travelers Corporation
Robert F. Daniell United Technologies
George V. Grune Reader's Digest
John W. Johnstone, Jr. Olin Corporation
Gaynor N. Kelley The Perkin-Elmer Corporation
James T. Lynn Aetna Life & Casualty Company
Gerhard Schulmeyer Asea Brown Boveri, Inc.
John F. Welch, Jr. General Electric Company

Delaware

•Edgar S. Woolard, Jr. du Pont
John H. Croom The Columbia Gas System
John J. Curley Gannett Co., Inc.

Florida

•James L. Broadhead FPL Group, Inc.
John T. Hartley Harris Corporation
John F. McGillicuddy Manufacturers Hanover
Stewart Turley Jack Eckerd Corporation

Georgia

•Ronald W. Allen Delta Air Lines, Inc.
Roberto C. Goizueta The Coca-Cola Company
T. Marshall Hahn, Jr. Georgia-Pacific

Hawaii

•D. Wayne Calloway PepsiCo, Inc.

Idaho

•John B. Fery Boise Cascade Corporation

Illinois

•Robert H. Malott FMC Corporation
Edward A. Brennan Sears, Roebuck and Co.
Dean L. Buntrock Waste Management Inc.
Duane L. Burnham Abbott Laboratories
John H. Bryan, Jr. Sara Lee Corporation
W.H. Clark Nalco Chemical Company
Vernon R. Loucks, Jr. Baxter International
Frank W. Luerssen Inland Steel Industries
Jerry K. Pearlman Zenith Electronics
William L. Weiss Ameritech

Indiana

•James E. Rogers, Jr. PSI Energy, Inc.
A. William Reynolds GenCorp, Inc.

Iowa

•H. Laurance Fuller Amoco Corporation
William D. Smithburg The Quaker Oats Company

Kansas

•William T. Esrey United Telecommunications

Kentucky

•Kent C. Nelson United Parcel Service
David A. Jones Humana, Inc.

Louisiana

•Frank H. Richardson Shell Oil Company

Maine

•Andrew C. Sigler Champion International
Linda Wachner Warnaco Group

Maryland

•Norman R. Augustine Martin Marietta Corporation
Edward F. Mitchell Potomac Electric Power
Sanford I. Weill Primerica Corporation

Massachusetts

•Michel L. Besson Norton Corporation

Michigan

•Joseph E. Antonini KMART Corporation
Theodore Cooper Upjohn Company
William E. LaMothe Kellogg Company
Harold A. Poling Ford Motor Company
Frank P. Popoff The Dow Chemical Company
Robert C. Stempel General Motors Corporation
David R. Whitwam Whirlpool Corporation

Minnesota

•James J. Renier Honeywell, Inc.
H. Brewster Atwater, Jr. General Mills, Inc.
Allen F. Jacobson Minnesota Mining & Manufacturing
Kenneth A. Macke Dayton Hudson Corporation
M. Thomas Moore Cleveland-Cliffs Inc.
Michael W. Wright Super Valu Stores, Inc.

Mississippi

•John L. Clendenin BellSouth Corporation
Edward L. Addison The Southern Company
John A. Georges International Paper

Missouri

•Richard J. Mahoney Monsanto Company
Irvine O. Hockaday, Jr. Hallmark Cards, Inc.
Charles F. Knight Emerson Electric

Montana

•Drew Lewis Union Pacific Corporation

Nebraska

•Charles M. Harper ConAgra, Inc.

Nevada

New Hampshire

•Kenneth H. Olsen Digital Equipment Corp.

New Jersey

•P. Roy Vagelos
Robert E. Allen
Joseph L. Dionne
Ralph S. Larsen
William A. Schreyer
George J. Sella, Jr.
Charles R. Shoemate
John R. Stafford
Robert C. Winters

Merck & Company
AT&T
McGraw-Hill, Inc.
Johnson & Johnson
Merrill Lynch & Co., Inc.
American Cyanamid
CPC International, Inc.
American Home Products
The Prudential Insurance Company of America

New Mexico

•Lawrence Perlman
John T. Ackerman

Control Data Corporation
Public Service Company of New Mexico

New York

•James W. Kinnear
Daniel B. Burke
Richard L. Gelb
Richard B. Fisher
Maurice R. Greenberg
James R. Houghton
Richard H. Jenrette
Thomas G. Labrecque
William C. Steere, Jr.
James D. Robinson, III
Charles S. Sanford, Jr.
Walter V. Shipley
Frank J. Tasco
Kay R. Whitmore

Texaco, Inc.
Capital Cities/ABC, Inc.
Bristol-Myers Squibb
Morgan Stanley
American International Group
Corning Incorporated
Equitable Life Assurance
The Chase Manhattan Bank
Pfizer, Inc.
American Express Company
Bankers Trust New York
Chemical Banking Corporation
Marsh & McLennan
Eastman Kodak Company

North Carolina

•William S. Lee
Joseph M. Clapp
Louis V. Gerstner, Jr.
Nicholas J. Nicholas
Sherwood H. Smith, Jr.

Duke Power Company
Roadway Services, Inc.
RJR Nabisco
Time Warner Inc.
Carolina Power

North Dakota

•Michael W. Wright

Super Valu Stores, Inc.

Ohio

•Joseph T. Gorman
Edwin L. Artzt
Peter H. Forster
John D. Ong
Southwood J. Morcott
Joseph A. Pichler

TRW Inc.
The Procter & Gamble Co.
DPL Inc.
The BFGoodrich Company
Dana Corporation
The Kroger Company

Oklahoma

•Frank A. McPherson
C.J. Silas
Joseph H. Williams

Kerr-McGee Corporation
Phillips Petroleum
The Williams Companies

Oregon

•Richard M. Rosenberg BankAmerica Corporation

Pennsylvania

•Walter F. Williams
William W. Adams
Dexter F. Baker
Michel L. Besson
Charles A. Corry
Robert L. King
Michael A. Miles
Wilson H. Taylor
James A. Unruh
Vincent A. Sarni
J. Lawrence Wilson

Bethlehem Steel Corporation
Armstrong World Industries
Air Products
CertainTeed Company
USX Corporation
National Intergroup
Philip Morris Companies
CIGNA Corporation
Unisys Corporation
PPG
Rohm & Haas

Rhode Island

•Beverly F. Dolan

Textron

South Carolina

•Walter Y. Elisha
Theodore H. Black
Paul E. Lego
Hugh L. McColl, Jr.
Roger Milliken
Robert G. Schwartz

Springs Industries
Ingersoll-Rand Company
Westinghouse Electric
NCNB Corporation
Milliken & Company
Metropolitan Life

South Dakota

•John S. Reed

Citicorp

Tennessee

•Frederick W. Smith
Michael D. Rose

Federal Express Corporation
The Promus Companies

Texas

•James L. Ketelsen
Robert Cizik
Thomas H. Cruikshank
David H. Hoag
William R. Howell
James L. Johnson
Jerry R. Junkins
John J. Murphy
Lawrence G. Rawl

Tenneco Inc.
Cooper Industries, Inc.
Halliburton Company
The LTV Corporation
J.C. Penney Co., Inc.
GTE Corporation
Texas Instruments Inc.
Dresser Industries
Exxon Corporation

Utah

•M. Anthony Burns
Nolan D. Archibald
Thomas Gossage

Ryder System Inc.
The Black & Decker Co.
Hercules Incorporated

Vermont

•William C. Ferguson

NYNEX Corporation

Virginia

William G. McGowan
Arnold B. McKinnon
Allen E. Murray
John W. Snow

MCI Communications Corporation
Norfolk Southern Corporation
Mobil Corporation
CSX Corporation

Washington

• Frank A. Shrontz

The Boeing Company

W. Virginia

• John R. Hall
Richard E. Disbrow

Ashland Oil, Inc.
American Electric Power

Wisconsin

• Robert J. O'Toole
Donald C. Clark

A.O. Smith Corporation
Household International

Wyoming

• Robert H. Malott

FMC Corporation

District of Columbia


• Paul A. Allaire
Edward F. Mitchell

Xerox Corporation
Potomac Electric Power

| d | i | g | i | t | a | l |

INTEROFFICE MEMO

TO: Nancy Dube
Russ Gullotti
Bill Hanson
Win Hindle
Bruce Holbein

DATE: July 7, 1992
FROM: Rona Zlokower 
DEPT: NNE Comm/Gov't Relations
DTN: 264-2961
DOC: 14.74

SUBJECT: Announcement of New Hampshire Business Roundtable
on Education

Enclosed is a copy of the press release and subsequent media coverage announcing the formation of the New Hampshire Business Roundtable on Education and Digital's leadership role. Ken Olsen, as a member of the Business Roundtable, was assigned to New Hampshire to form a business coalition to assist with school reform.

Russ Gullotti, in his role as New Hampshire Host Vice President, took on Ken's assignment and I have served as his staff designee.

In addition to meeting Ken's commitment to the Business Roundtable's US effort, we view the New Hampshire Business Roundtable on Education as a business opportunity to apply our technology to the collection and analysis of school reform data and to work with customers and potential customers on the very critical issue of school reform.

RZ/a
encs.

cc: Mark Conway
Charlie Holleran
Ilene Jacobs
Lew Karabatsos
Dallas Kirk
Ken Olsen
Jamie Pearson
Nikki Richardson

**NEW HAMPSHIRE
BUSINESS
ROUNDTABLE
ON EDUCATION**

*Founded as a partnership between New Hampshire businesses,
the Business & Industry Association of New Hampshire,
and the New Hampshire Charitable Foundation.*

FOR IMMEDIATE RELEASE
June 19, 1992

Contact: Katharine Eneguess
603/224-5388 or 1/800/540-5388
or
Rona Zlokower 603/884-2961

**NEW HAMPSHIRE BUSINESSES FORM ROUNDTABLE ON
EDUCATION AND RECEIVE NATIONAL FOUNDATION GRANT**

(MERRIMACK, NH) *** New Hampshire business leaders, united in a goal to support the New Hampshire public school system, today, announced the formation of the New Hampshire Business Roundtable on Education at a press conference at the James Mastricola Middle School in Merrimack.

The current Roundtable members include the leadership of: Blue Cross & Blue Shield of New Hampshire; Chubb LifeAmerica; Coopers & Lybrand; Davidson Interior Trim/Textron; Digital Equipment Corporation; FirstNH Banks; GTE Telephone Operations; Hitchiner Manufacturing; Lockheed Sanders, Inc.; McLane, Graf, Raulerson & Middleton; NSS Corporation; Nashua Corporation; New England Telephone Company; Sheehan Phinney Bass + Green; Tyco Laboratories; W.R. Grace & Company; the Business & Industry Association of New Hampshire (BIA) and the New Hampshire Charitable Foundation. Additional businesses are expected to join.

"We announce the Roundtable's formation in a school which is committed to improve itself," said Russell Gullotti, Vice President, Digital Services, of Digital Equipment Corporation and Chair of the Roundtable. "Although the school year ends here today, the Roundtable is just beginning its work."

June 19, 1992

Mastricola Middle School is part of the state and privately funded New Hampshire School Improvement Program (SIP) toward which the Roundtable will focus its efforts. Thirty-six schools throughout New Hampshire now participate in the program which has been nationally cited as a model program of recognized quality because it involves public and private sector collaboration. Seven additional schools will begin the program in the fall.

"Business can help assure that New Hampshire's Kindergarten - Grade 12 public school system is providing the best possible education. New Hampshire's economic vitality and quality of life depends on it." Gullotti said.

"All schools must improve if students expect to earn income and be contributing members of the highly technological world they will enter into as adults," Gullotti added.

At today's press conference, Gullotti announced a \$345,000 grant to the Roundtable from The PEW Charitable Trust in Philadelphia, the second largest private foundation in the country and the leading funding source of educational reform. Funds from this grant are earmarked to create a continuous improvement and measurement system for the School Improvement Program.

"At this time, we are confident the School Improvement Program is the most effective way to influence fundamental changes in the way students learn and teachers teach," said Digital's Gullotti.

June 19, 1992

The School Improvement Program helps schools develop basic and continual improvements through teams of teachers, administrators, school board members, parents and community volunteers. Funded by the state, local school districts and foundations, the School Improvement Program is managed by the New Hampshire Alliance for Effective Schools.

"What is missing in the School Improvement Program is a system to provide continuous evaluation and measurement," commented Gullotti.

"Business, government and the public need to see the correlation between school improvement efforts and agreed upon goals, including the improvement of student performance and an increase of parental involvement," explained Gullotti. "Through these results, the business community can assist public policy makers in appropriately shaping educational reform in New Hampshire."

Commenting on the need for business and education to be partners the Business & Industry Association's President John D. Crosier said, "Educators must be the leaders of change in education. Business can assist by bringing to the change process its skills and experience." Managing organizational change, technological planning, quality management, measurement systems and management training are examples, he cited, of what business leaders can bring to education.

As part of its ongoing efforts, the Roundtable will publish quarterly reports to the public, media, the legislature, the business community and educators on New Hampshire's progress in school improvement.

June 19, 1992

The Roundtable will also support the goals of the Governor's Task Force on Education Report, the New Hampshire Board of Education and the New Hampshire Department of Education's efforts to improve New Hampshire schools.

"The Business Roundtable is showing support for public education by committing to work with us as partners for change and improvement," commented New Hampshire's Commissioner of Education, Charles Marston.

New Hampshire's Roundtable is one of several similar business efforts in other states. In 1989, the United States' 20 leading corporations, members of the Business Roundtable, based in New York City, committed their resources for 10 years in working with 50 governors, their legislatures and schools to help America reach its national education goals.

Kenneth H. Olsen, Digital Equipment Corporation's President and CEO and member of the Roundtable, accepted responsibility for New Hampshire which led to the formation of the New Hampshire Business Roundtable. The New Hampshire Business Roundtable has evolved as a partnership between New Hampshire businesses, the Business & Industry Association of New Hampshire (BIA) and the New Hampshire Charitable Foundation.

New Hampshire Business and Finance

Education Roundtable Launched

NH Business Leaders Start Effort To Support Public Schools

By DONN TIBBETTS
State House Bureau Chief

MERRIMACK — State business leaders yesterday launched a roundtable on education with the goal of supporting the state's public school system.

"Business can help assure that New Hampshire's . . . public school system is providing the best possible education. New Hampshire's economic vitality and quality of life depends on it," said Russell Gullotti, a vice president at Digital Equipment Corp.

The 18-member roundtable of business and industry executives will focus its effort on the state-funded School Improvement Program, which helps schools develop basic goals and continual improvements through teams of teachers, administrators, school board members, parents and community volunteers.

"What is missing in the SIP is a system to provide continuous evaluation and measurement," said Gullotti. "Business, govern-

"Business can help assure that New Hampshire's . . . public school system is providing the best possible education."

Russell Gullotti
Digital Equipment Corp.

ment and the public need to see the correlation between school improvement efforts and agreed-upon goals, including the improvement of student performance and an increase of parental involvement," he said.

"Through these results, the business community can assist public policy makers in appropriately shaping educational reform in New Hampshire."

He announced a \$345,000 grant to the roundtable from the PEW Charitable Trust in Philadelphia. The money is earmarked to create an improvement and measurement system for the SIP.

"We are confident the SIP is the most effective way to influ-

ence fundamental changes in the way students learn and teachers teach," said Gullotti.

"Educators must be the leaders of change in education," said Business and Industry Association president John Crossier. "Business can assist by bringing to the change process our skills and experience," he said.

The New Hampshire Business Roundtable on Education was announced at a news conference at James Masticola Middle School in Merrimack, one of the 36 schools in the state participating in the SIP. Seven additional schools are slated to join the SIP in the fall.

In addition to Gullotti and Crossier, the roundtable includes: Blue Cross-Blue Shield president Joseph Marcille; Chubb Life America president John Swope; Richard Murray, the managing partner of Coopers & Lybrand, Manchester; Richard Ferrari, president of Davidson Interior Trim-Textron, Dover;

F. William Marshall Jr., chairman and chief executive officer, First NH Banks, Manchester; Chuck Strand, division manager, GTE Telephone Operations, Pembroke; Nicholas Babich, president Hitchiner Manufacturing Co., Milford;

John Kreick, president, Lockheed Sanders Inc., Nashua; attorney Jack Middleton of McLane, Graf, Raulerson & Middleton, Manchester; Douglas Pearson, president, NSS Corp., Bedford; Charles Clough, president, Nashua Corp.; Allen Pattee, vice president-New Hampshire, New England Telephone, Manchester;

Attorney William Green, of Sheehan Phinney Bass & Green, Manchester; John Helfrich, vice president, Tyco Labs Inc., Exeter; J.B. McCarthy, plant manager, W.R. Grace & Co., Nashua; and Lewis Feldstein, president, New Hampshire Charitable Foundation, Concord.

NASHUA/REGION

► ROUNDTABLE ON EDUCATION

Partners want better schooling

By DIANE RIETMAN
Telegraph Staff

MERRIMACK — New Hampshire business leaders will be joining educators in developing programs to reform educational programs in the state.

The formation of the New Hampshire Business Roundtable on Education was announced Friday morning at the Masticola Middle School, one of the participants in the state's School Improvement Program.

"Although the school year ends here today, the roundtable is just beginning its work," said Russel Gullotti, vice president of Digital Equipment Corp.'s Digital Services and chairman of the group. "Business can help assure that New Hampshire's kindergarten through grade 12 public school system is providing the best possible education. The state's economic vitality and quality of life depends on it.

"All schools must improve if students expect to earn an income

■ Businesses and school systems join forces to assure that N.H. students in grades K through 12 are getting the best education possible. That will be easier thanks to a \$345,000 grant.

and be contributing members of the highly technological world they will enter into as adults."

Among the local businesses involved in the program are Digital, Nashua Corp., Lockheed Sanders Inc., and W.R. Grace & Co.

Gullotti also announced that a \$345,000 grant has been given to the roundtable from the PEW Charitable Trust in Philadelphia, the second-largest private foundation in the country and the leading funding source of educational reform. Funds from this grant are earmarked for the School Improvement Program.

Currently 36 schools participate in the privately funded program designed to develop ways of im-

proving educational programs at individual schools. Seven additional schools will begin the program in the fall.

Six area schools are involved in the School Improvement Program. They are: Masticola Middle School, Merrimack; Hollis-Brookline High School, Hollis; Nashua High School and Pennichuck Junior High School, Nashua; Pelham High School, Pelham; and Wilkins Elementary School in Amherst.

Masticola principal Ken Taylor said the roundtable and the grant money will help schools develop ways to improve educational programs and to assess the way children are learning.

"We need other ways to assess whether our programs are actually

providing students with the education they need," Taylor said. "Tests aren't always the barometer that should be used to measure education. We need to look at portfolios and writing samples as just one example of evaluating the way students are making progress."

In the three years that Masticola Middle School has been involved in the School Improvement Program, Taylor said he has come to realize the need for the schools to reach out to the community and exchange information with residents and businesses. Taylor said this program will do more for educational reform than President Bush's America 2000.

"The president is selling us short. America 2000 is not a major commitment to education," Taylor said. "The leadership at the top needs to commit its money, but also time. We need that human component of parents and others who care about what goes on in our schools to make this all work."

"We've been lucky. We have that kind of support here."

State/Region

Business leaders form education roundtable

By DOINA CHIACU
Associated Press Writer

MERRIMACK — New Hampshire business leaders said Friday they were forming an education roundtable whose first mission will be to implement a \$345,000 grant to measure school improvement.

"Why are we doing this?" asked Russell Gullotti, a vice-president at Digital Equipment Corp. "Frankly, we can't afford not to."

The grant will be used to measure the success of New Hampshire's School Improvement Program, begun four years ago to explore community collaboration as a way of directing education. It was awarded by PEW Charitable Trust in Philadelphia, the nation's largest education reform funder.

Business, government, parents and the community need to see the correlation between the program and good education results, said Gullotti. Other participating businesses include Chubb LifeAmerica, First NH Banks, NSS Corp., Nashua Corp. and Blue Cross-Blue Shield.

"The United States as an industrial nation has its problems. New Hampshire and the U.S. have to be leaders in business. And we're doing a good job," Gullotti said. "This kind of roundtable helps us do a great job."

The New Hampshire Business Roundtable was announced at a news conference at James Masticola Middle School, one of 36 New Hampshire schools in the School Improvement Program.

The business leaders said the program will be the focus of their

roundtable, which is affiliated with the national Business Roundtable, because it is the most effective way to influence changes in education.

The program, mostly funded by the state, relies on collaboration among parents, teachers, students, administrators, community leaders and businesses to give a school direction and set of goals. The number of participating schools will rise to 43 next fall.

"It's a tremendously arduous, but critical process," said Amy McGlashan of the Alliance for Effective Schools. "It's really important to have that local effort."

The goals and methods vary. Masticola, for example, made it a priority to bring special education children back into the mainstream, she said. At North Stratford School, dis-

cipline was a problem, so the collaborating leaders developed a contract system for the pupils.

"It's a much more holistic way of looking at what causes kids to misbehave," said McGlashan. Students suspensions have been halved and attendance has improved markedly since the program began last year.

New Hampshire's program has been praised as a model, so the PEW grant administrators wanted to give it a way to help measure its success, the business leaders said.

Education Secretary Charles Marston said the kind of collaboration seen in the school improvement program will help the public, and subsequently lawmakers, support their schools.

"This isn't something that you mandate — there has to be a volun-

tary adoption of the process," Marston said. He said that could stretch one day to support for public kindergarten, which New Hampshire does not mandate.

"The support for kindergarten will come as a result of our ability to collaboratively define what we want for our schools."

The 3-year program costs schools up to \$10,000. The state will spend \$450,000 on the program next year.

"This is one of the most cost-effective way to improve schools," said Lewis Feldstein, president of the New Hampshire Charitable Foundation.

He was responding to a question on the program from one of the school's young honor students: "Does that mean that the taxes go up?"

Hudson boy who saved friend dies

Held 5-year-old above water until rescue

HUDSON (AP) — The funeral for the 11-year-old Hudson boy who died from injuries sustained saving a younger boy from drowning will be held Tuesday.

Benjamin Wright died Friday at Children's Hospital in Boston. The exact cause wasn't released.

BIG MOUTH AWARD



Second suspect arraigned in Portland murder

By WILLIAM C. HIDLAY
Associated Press Writer

PORTLAND, Maine — A second man was arraigned Friday on a murder charge in the beating of a bar patron who was rammed head-first through a store window and left to bleed to death on a sidewalk.

Steven Bennett, 26, of Portland told District Judge Alexander MacNichol that he understood the charge against him in the slaying of Randal

Police Lt. Richard Rizzo said Friday that investigators believe a third man was involved in the early stages of the beating, but did not help ram Toler through the window. The third suspect was questioned, but not charged.

Rizzo also said police are investigating the possibility of charging a woman who allegedly touched off the assault when she complained to other bar patrons that Toler had urinated on her foot outside the bar.

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 009574
Date: 06-Jul-1992 03:32pm EXT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NNE COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee

(ELLIN HANLON @MSO)

Subject: BRT Association Membership Memo

Ellin,

Regarding my mail message to Bruce Holbein on the BRT Association Membership, which Nancy was copied on -- I feel this should get to Nancy ASAP even if you need to mail it to her on vacation.

You can discuss with Lew Karabatsos if necessary.

Thanks,
Rona

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 009572
Date: 06-Jul-1992 03:12pm EXT
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NNE COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee (BRUCE HOLBEIN @MSO)
CC: Remote Addressee (NANCY DUBE @MSO)
CC: Remote Addressee (LEW KARABATSOS @MSO)

Subject: BRT Association Membership

Bruce,

Had you spoken with Nancy Dube before making recommendations on business association dues? For example, Digital took very seriously Ken's assignment from the Business Roundtable to lead a business coalition in New Hampshire on education reform. Last week, we announced the New Hampshire Business Roundtable on Education, citing the National Business Roundtable effort as the catalyst. We attracted \$700,000 from PEW and have Russ Gullotti as chair. This is a serious commitment (one I've worked on for 1 1/2 years) and is tied closely to the National Business Roundtable. Nancy and Al gave me this assignment on Ken's behalf.

Nancy may have projects connected to the other business associations referenced in Win's memo as well. We need to negotiate the results if possible.

Regards,
Rona

I N T E R O F F I C E M E M O R A N D U M

Date: 01-Jul-1992 04:45pm EXT
From: Bruce E. Holbein
HOLBEIN.BRUCE AT a1 at POWDML
Dept: Government Relations
Tel No: 223-8918

at pko

TO: rona zlokower @mko
TO: NANCY DUBE

(DUBE.NANCY AT a1 at POWDML at pko)

Subject: ATTACHED: BUSINESS ASSOCIATIONS

F.Y.I.

Bruce

DIGITAL INTERNAL USE ONLY Document

I N T E R O F F I C E M E M O R A N D U M

Date: 29-Jun-1992 15:58 EDT
From: Win Hindle
HINDLE.WIN AT A1 at CORA @ COR
Dept: Administration
Tel No: 223-2338

E

TO: See Below

Subject: BUSINESS ASSOCIATIONS

With help from Marty Hoffmann and Bruce Holbein, I have looked at reducing our industry association dues from \$800K down to \$500K. The recommendation we have come up with would mean resigning from the following organizations--all of which have given us very little value:

1. The Business Roundtable
2. Mass. High Technology Council
3. National Association of Manufacturers
4. Mass. Business Roundtable

These will come up for renewal at different times, so there should be no public exposure. However, you may be contacted at some point when we do not review our membership.

Is this plan OK with you?

dk

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Distribution:

Jack Smith (SMITH.JACK AT A1 at CORA @ CORE)
John Sims (SIMS.JOHN AT A1 at CORA @ CORE)
Ken Olsen (OLSEN.KEN AT A1 at CORA @ CORE)

FRANK BINDER @MSO
BRUCE HOLBEIN @MSO
Martin Hoffmann @CORE

(HOFFMANN.MARTIN AT A1 at CORA @ CORE)

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 009013
Date: 03-Apr-1992 03:11pm EST
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NNE COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee (BOB HUGHES @MKO)
CC: Remote Addressee (RUSS GULLOTTI @MKO)
Subject: NH Business Roundtable

I AM CONFIDENT YOU WILL FIND YOUR PARTICIPATION ON THE NH BUSINESS ROUNDTABLE ON EDUCATION TO BE WORTHWHILE BOTH PERSONALLY AND FROM A BUSINESS POINT OF VIEW.

AS PROMISED, I AM FORWARDING TO YOU:

- 1) A REPORT ON THE NEW HAMPSHIRE SCHOOL IMPROVEMENT PROGRAM COMPLETED BY PUBLIC/PRIVATE VENTURES, A NATIONALLY RECOGNIZED GROUP WHO HAS WORKED WITH THE BEST EDUCATIONAL PROGRAMS ACROSS THE COUNTRY AND
- 2) THE GRANT REQUEST TO PEW CHARITABLE TRUSTS FOR FUNDING FOR THE EVALUATION OF THE SCHOOL IMPROVEMENT PROGRAM WHICH WILL BE THE PRIMARY PROJECT OF THE NEW HAMPSHIRE BUSINESS ROUNDTABLE ON EDUCATION.

AS YOU RECOMMENDED, I WILL CHECK THE KENTUCKY SCHOOL REFORM PROGRAM AND ASSURE THAT WE ARE NOT DUPLICATING EFFORTS. WHO DO YOU RECOMMEND I START WITH AT DIGITAL?

WE WILL BE OFFICIALLY ANNOUNCING THE ROUNDTABLE IN EARLY JULY WITH KEN IN ATTENDANCE.

SO THAT THE ROUNDTABLE CAN GET ITS CONSULTANT HIRED AND BE READY TO WORK IMMEDIATELY, WE HAVE ARRANGED A MEETING FOR THE LEADERSHIP OF THE ROUNDTABLE BOARD ON MONDAY, APRIL 20, FROM 4-7:30, AT THE PARKER VARNEY SCHOOL IN MANCHESTER. RUSS SAID HE COULD ATTEND THE MEETING. IF YOU CAN MAKE IT, IT WILL BE AN ORIENTATION TO THE SCHOOL IMPROVEMENT PROGRAM, THE PROPOSED CONSULTANTS, AND TO THE PEW FUNDED PROJECT. THE SCHOOL IMPROVEMENT TEAM FROM PARKER VARNEY WILL GIVE A BRIEF PRESENTATION ON HOW THE PROCESS WORKS AND WHAT IT HAS MEANT TO THEM.

OTHER ATTENDEES WILL BE:

- JACK MIDDLETON, SR. PARTNER, MCLANE, GRAF & RAULERSON (LAW FIRM)
- ALLEN PATTEE, NH VICE PRESIDENT, NEW ENGLAND TELEPHONE
- CHARLIE CLOUGH, PRESIDENT & CEO, NASHUA CORPORATION
- DOUG PEARSON, PRESIDENT, NSS CORPORATION

THIS PROJECT HAS BEEN A REAL CHALLENGE TO ME AND I'M LOOKING FORWARD TO SUPPORTING YOU AND RUSS IN YOUR ROLES. LET ME KNOW WHAT ELSE YOU'D LIKE FOR INFORMATION OR SUPPORT NOW AND AS THIS MOVES ALONG.

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 008914
Date: 20-Mar-1992 02:08pm EST
From: RONA ZLOKOWER
ZLOKOWER.RONA
Dept: NNE COMM/GOV'T RELATIONS
Tel No: 264-2961

TO: Remote Addressee

(RUSS GULLOTTI @MKO)

Subject: NH BUSINESS ROUNDTABLE ON EDUCATION

I THINK THE SITE MANAGEMENT MEETING WENT WELL LAST WEEK. THE DISCUSSION WAS LIVELY AND USEFUL TO THE PRESENTERS. I HOPE IT WAS AS USEFUL FOR THE ATTENDEES.

HERE IS A SUGGESTION FOR YOUR ROLE WITH THE BUSINESS ROUNDTABLE. SO THAT DIGITAL IS ALWAYS COVERED IN LEADERSHIP OF THE ROUNDTABLE, YOU MAY WANT TO REMAIN THE CHAIR AND HAVE BOB HUGHES WORK WITH YOU AS A TEAM. I AM CONCERNED THAT EACH OF YOU WILL HAVE CONFLICTS AND THAT WE HAVE THE BEST SHOT AT KEEPING OURSELVES COVERED IF HE AGREES TO STAY INVOLVED AND PITCH IN WHEN YOU CAN'T BE THERE.

YOU MAY STILL WANT TO CHECK IN WITH HIM TO SEE WHAT HIS INTEREST IS IN TAKING IT ON. IF YOU FEEL HE'S VERY UP FOR IT, WE CAN ASK HIM TO TAKE IT ON AND WE WILL STILL NEED A BACK-UP PERSON.

THERE IS SOME EXPECTATION THAT YOU WILL CHAIR THE GROUP SINCE THE IDENTIFICATION OF LEADERSHIP WAS IMPORTANT IN ATTRACTING PEW'S ATTENTION THE GRANT REQUEST. THE BIA, NH CHARITABLE FOUNDATION, AND NEW ENGLAND TELEPHONE ARE THE OTHERS WHO HAVE THAT EXPECTATION. I AM SURE HOWEVER THAT BOB'S CONTRIBUTION WOULD BE HIGHLY VALUED AS WELL. THE BIGGER EXPECTATION NOW IS THAT DIGITAL WILL LEAD AND THAT WE CAN PRODUCE KEN FOR THE KICK-OFF.

ON MONDAY, I WILL HAVE TO YOU A COPY OF THE GRANT REQUEST TP PEW WHICH REALLY DEFINES THE MAJOR PROJECT OF THE ROUNDTABLE. ALSO, I WILL INCLUDE THE CRITIQUE OF THE NH SCHOOL IMPROVEMENT PROGRAM, COMPLETED BY NATIONALLY KNOWN CONSULTANT MICHEAL BAILIN WHICH THE BIA COMMISSIONED. BOTH INCLUDE ALL THE BASICS WHICH YOU OR BOB WOULD HAVE TO UNDERSTAND AS A ROUNDTABLE MEMBER.

ON THURSDAY, I MET WITH JOHN CROSIER AND KATHY ENEUGUESS OF THE BIA, AND LEW FELDSTEIN TO CREATE THE INVITE LIST TO THE ROUNDTABLE, DRAFT UP A LETTER TO GO OUT ON OUR STATIONARY FROM YOU OR BOB INVITING THE KEY PLAYERS, AND WE DEVELOPED THE DUES STRUCTURE IN ORDER TO HAVE A BUDGET FOR STAFFING OF THE ROUNDTABLE.

I AM CONCENTRATING THIS NEXT WEEK ON EDITING THA INVITATION LETTER, FIRING THE KICK-OFF DATE, AND GIVING YOU AND KEN A BREIFING AS TO THE

EXPECTATIONS OF BOTH OF YOU FOR THE KICK-OFF.

WILL BE HAPPY TO DISCUSS NEXT WEEK BY PHONE AS WE WILL HAVE TO COMMIT
TO WHO WILL LEAD.

**NEW HAMPSHIRE
BUSINESS
ROUNDTABLE
ON EDUCATION**

*Founded as a partnership between New Hampshire businesses,
the Business & Industry Association of New Hampshire,
and the New Hampshire Charitable Foundation.*

Please indicate your preference for upcoming New Hampshire Business Roundtable on Education meetings. A calendar of events will follow as soon as one is available.

The Roundtable will meet once every quarter for 1993. The dates being considered for the first meeting of 1993 are either **Wednesday, February 10** or **Thursday, February 11** from **4:00 - 8:00 P.M. at the McLane Law Firm, City Plaza, Manchester, NH.** An agenda for this meeting (including the date) will follow in January.

~~~~~  
February, 1993

OK Wednesday, February 10, 1993 (4:00 - 8:00 P.M.)

OK Thursday, February 11, 1993 (4:00 - 8:00 P.M.)

~~~~~  
May, 1993

OK Tuesday, May 4, 1993 (4:00 - 8:00 P.M.)

OK Thursday, May 13, 1993 (4:00 - 8:00 P.M.)

~~~~~  
September, 1993

\_\_\_\_\_ Tuesday, September 7, 1993 (4:00 - 8:00 P.M.)

OK Thursday, September 9, 1993 (4:00 - 8:00 P.M.)

~~~~~  
December, 1993

OK Tuesday, December 7, 1993 (4:00 - 8:00 P.M.)

OK Thursday, December 9, 1993 (4:00 - 8:00 P.M.)

Please return this form in the enclosed envelope by December 4, 1992. Thank you for your time and we look forward to working with you on the Roundtable.

FROM:

Rona Zlokower
Community & Gov't Relations
Digital Equipment Corporation
Digital Drive
Merrimack, NH 03054

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

*12/30 per RZ -
John K's participation
to "a go" & K&LF
have met with him.*

digital

November 30, 1992

Mr. J. Timothy Quinn
Director, Public Affairs
Lockheed Sanders, Inc.
PO Box 868, NHQ1-735
Daniel Webster Highway South
Nashua, NH 03061-0868

Dear Tim,

The attached letter was sent to John Kreick on Wednesday, November 25.
I would be glad to talk this over with you if it would be helpful to you
and John.

Sincerely,


Rona Zlokower
Manager
Northern New England Community and Government Relations

RZ/a
encs.



Russell A. Gullotti
Vice President

November 25, 1992

Dr. John R. Kreick
President
Lockheed Sanders, Inc.
PO Box 868, NHQ1-735
Daniel Webster Highway South
Nashua, NH 03061-0868

Dear John:

The New Hampshire Business Roundtable on Education is off to a good start. I am grateful for your participation. Your experience in quality management practices will be invaluable to our work.

Would you be willing to chair the operations committee? Your comments and questions in conversations after the meeting were very insightful and must be taken into consideration as we evaluate the School Improvement Program and develop a system to measure it. As indicated previously, much of the committee work will be carried out by staff designees. However, we feel it important to have the leadership come from the principals. There will be four other principals participating in this very strategic project.

As you will no doubt have questions before accepting the job, I'm asking Lew Feldstein, President of the New Hampshire Charitable Foundation and Kathy Eneguess, Staff Director of the New Hampshire Business Roundtable on Education to be available to talk by phone with you or meet with you at your convenience.

Enclosed is a list of those principals and designees who have expressed interest in this committee. The time and location of the meeting can be scheduled at your convenience. We would begin the meeting schedule in January to allow for a report to the business roundtable meeting in February.

Kathy Eneguess will follow-up with you shortly to set a time for a phone call or meeting.

Cordially,


Russ Gullotti
Chair

New Hampshire Business Roundtable on Education

RAG/ag

cc: K. Eneguess
L. Feldstein

Volunteers for NHBRT Operations Committee

David Boguslawski (Designee)
PSNH

Patricia Fair (Principal)
Fairhaven Associates

Thomas Flygare (Designee), Vice Chair
Sheehan Phinney Bass & Green

Calvin Frost (Designee)
New England Telephone

Frances Lefavour (Principal)
FPL Services

Martha Marsh (Principal)
Matthew Thornton Health Plan

Lydia Pastuszek (Principal)
Granite State Electric Company

Carol Sideris (Designee)
Chubb LifeAmerica

Howard Williams (Designee)
Davidson Interior Trim/Textron



The Business Roundtable

RONA ZLOKOWER

APR 28 1992

COMMUNITY RELATIONS

Drew Lewis
Chairman

Robert E. Allen
Cochairman

James T. Lynn
Cochairman

James D. Robinson III
Cochairman

Robert C. Winters
Cochairman

April 22, 1992

New York
200 Park Avenue
New York, New York 10166-0097
(212) 682-6370 FAX (212) 682-0194

William L. Lurie
President

Richard W. Anthony
Executive Director-Public Information

Richard F. Kibben
Executive Director-Construction

Washington
1615 L Street, N.W.
Washington, D.C. 20036-5610
(202) 872-1260 FAX (202) 466-3509

Samuel L. Maury
Executive Director

Mr. Kenneth H. Olsen
President and Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754-2504

Dear Ken:

A key ingredient of The Business Roundtable's K-12 education initiative is preparation of an annual status report of our progress. We will be working with the Rand Corporation to produce the evaluation this year.

Rand will examine the impact of our efforts, identify factors that impede or facilitate progress, and provide suggestions for improving the focus and effectiveness of the initiative.

Following a brief pilot phase, Rand researchers will be conducting telephone interviews with you and your staff, the governor's office, and other key figures in your state. It is also their intent to review all literature and correspondence related to state-level Business Roundtable initiatives. I encourage you to cooperate with their requests for information, as the effort you expend in answering their questions will be rewarded with a very useful, high-quality product.

Thank you for your assistance.

Sincerely,

Original Signed By

John F. Akers
Chairman, Education Task Force

JFA:ems

cc: Ms. R. Zlokower

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111



September 17, 1992

Ms. Karen Reardon
Rand Corporation
2100 M Street, N.W.
Washington, DC 20037-1270

Dear Karen:

In answer to question 8, "What role have the Roundtable's Nine Essential Components Played?", before these were available in New Hampshire, the Business and Industry Association of New Hampshire and the Governor's Task Force on Education published the enclosed reports.

As all nine components are represented in these reports, and they are also underlying principles of the School Improvement Program, we will not formally adopt them as a separate document at this time. We will bring them in once the group is involved in its' main project, most likely in the January 1993 timeframe.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rona".

Rona Zlokower
Manager
Northern New England Community and Government Relations

RZ/a
encs.

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

September 16, 1992

digital

Mr. Charles H. Marston
Commissioner, Department of Education
State of New Hampshire
State Office Park South
101 Pleasant Street
Concord, NH 03301

Dear Charlie:

Just a note of appreciation.

As we get closer to the first meeting of the New Hampshire Business Roundtable on Education, I refer back to my notes from a meeting we had over a year ago. At that time, you advised us to be supportive of public education, to choose a successful program and be promoters, rather than to take on all education issues and end up being critics.

Your advice was solid. We've followed it and I'm confident we can succeed and help improve, promote, and spread the School Improvement Program. Your support of it and our efforts have been critical.

It's a shame so much effort and energy is being spent on the standards debate when there is so much to be done. I admire your willingness to stand up for what you believe in. You are providing leadership and that can be tough and lonely.

Look forward to working with you on the New Hampshire Business Roundtable on Education.

Sincerely,



Rona Zlokower
Manager
Northern New England Community & Government Relations

RZ/a



Christopher T. Cross
Executive Director-Education Initiative
1615 L Street, N.W.
Washington, D.C. 20036-5610
(202) 872-1260 FAX (202) 466-3509

AUG 20 1992
ROSS GULLOTTI

New York
200 Park Avenue
New York, New York 10166-0097
(212) 682-6370 FAX (212) 682-0194

William L. Lurie
President

Richard W. Anthony
Executive Director-Public Information

Richard F. Kibben
Executive Director-Construction

Washington
1615 L Street, N.W.
Washington, D.C. 20036-5610
(202) 872-1260 FAX (202) 466-3509

Samuel L. Maury
Executive Director

July 30, 1992

Mr. Russell A. Gullotti
Vice President, Digital Services
Digital Equipment Corporation
Digital Drive
Merrimack, New Hampshire 03050-4303


Dear Mr. Gullotti:

Thanks for sending along the information on the creation of the New Hampshire Business Roundtable on Education. I am also very pleased to learn that you will be working with the Roundtable initiative in New Hampshire on behalf of Ken Olson.

Perhaps later this year we can get together and discuss progress in New Hampshire. I would be pleased to come there at a time of mutual convenience.

Please do keep me posted.

Sincerely,



Christopher T. Cross

P.S. I did notice that the press release refers to "20 leading companies" that make up The Business Roundtable. For the record, the Roundtable has 212 members.

Powa Zlokower

MK01-2/E15

2961

MK01-2/E15



Russell A. Gullotti
Vice President

July 22, 1992

Mr. Chris Cross
Executive Director, Education Initiative
The Business Roundtable
1615 L Street N.W., Suite 1350
Washington, DC 20036

Dear Mr. Cross:

The New Hampshire Business Roundtable on Education has been officially launched. The attached press release and news clips describe our announcement.

Please send all CEO correspondence to me as I am officially carrying out the responsibility for New Hampshire which was assigned to Ken Olsen.

Additionally, please continue to send all staff designee materials to Rona Zlokower, Manager, Northern New England Community & Government Relations. Rona's address is as follows.

Digital Equipment Corporation
Digital Drive, MKO1-2/E15
Merrimack, NH 03054

Member companies are excited about our agenda, particularly its' focus on a nationally recognized school improvemetn model.

I look forward to opportunities to share our progress.

Cordially,

Russell A. Gullotti,
Vice President, Digital Services

RAG/ag
encs.

cc: John Akers, Chairman, IBM Corporation
John Anderson, Director of Government Affairs, IBM Corporation
John Crosier, President, Business & Industry Association of NH
Kathy Eneguess, Vice President, Business & Industry Association of NH
Lewis Feldstein, President, New Hampshire Charitable Foundation
✓Rona Zlokower

May 15, 1992

Mr. Charles Clough
Chief Executive Officer
Nashua Corporation
44 Franklin Street
Nashua, NH 03061

Dear Charlie:

I'm sorry you were unable to join me and a small group of New Hampshire business leaders at the April 20 meeting at Parker-Varney School in Manchester. We spent some time orienting ourselves to the New Hampshire Business Roundtable's major project.

We have a highly unusual opportunity to engage New Hampshire's business leadership in the improvement of public education. At the risk of exaggeration, this could well involve us as business leaders in shaping a national model for school reform.

The New Hampshire School Improvement Program has attracted national attention as a model program of recognized quality. What is absent has been a rigorous, carefully structured management information system to provide continuous evaluation of this program. Without such a system and evaluation, public policy makers cannot confidently decide whether this program - or any other - should constitute the basis for the improvement of education in the state. We, and the public, need to see the correlation between school improvement efforts and agreed upon goals, including the improvement of student performance.

The public sector cannot pay for such an evaluation. Nor do we have the private resources in this state to mount such an effort.

The Pew Charitable Trust in Philadelphia, the second largest private foundation in the country and the leading funder of educational reform, is prepared to underwrite this project. This would be a three-year program, funded for upwards of \$600,000.

With the full support of the School Improvement Program and the New Hampshire Commissioner of Education, the Pew Foundation is prepared to award this grant to the New Hampshire Business Roundtable on Education.

Pew has confidence in the roundtable formation because all parties agree that an evaluation of this significance must be the responsibility of an independent party, with the sophistication to understand large systems change efforts and the reach to keep all stakeholders informed. This presents the business community with an extraordinary opportunity.

The full project will be funded by Pew. The operation of the School Improvement Program is underwritten by the public sector. The overhead and administrative support for the Business Roundtable on Education will be provided by the Business and Industry Association (BIA) and the New Hampshire Charitable Foundation. Members of the Business Roundtable are being asked to contribute resources to staff the Roundtable. We have divided the costs amongst the interested businesses. Based on your role as a roundtable member, and the size of your

Page 2
Mr. Charles Clough
May 15, 1992

company, we ask that Nashua Corporation commit to a seven thousand dollar a year contribution for two years.

Under this plan, business will direct the project, assess the reports from the evaluators, report regularly to all publics, and play a crucial role in judging the degree to which the School Improvement Program can constitute the basis for overall educational reform in New Hampshire with proven and documented results.

Since public relations and public acceptance is a key component to the success of any change effort, a quarterly report issued by the NH Business Roundtable on Education will show how New Hampshire is doing in improving its' schools and in measuring that improvement through results.

We will, at the same time that we are working on this project, be visibly supportive of the goals of the Governor's Task Force on Education, the State Board of Education's efforts to implement statewide assessment for students, and other efforts by the Department of Education to improve our schools.

The Roundtable will meet quarterly. We, as principals, will be expected to attend personally. Our staff designees will meet on a more regular basis.

Similar Roundtable efforts are underway throughout the country, in which business leaders are working state by state with their governors and state and local education officials.

Like you, I have limited time to work on education issues. I have committed to personally take on a leadership role in this effort because this lead project offers an exceptional pooling of resources that makes the highest and best use of senior business leadership to further improve education in New Hampshire.

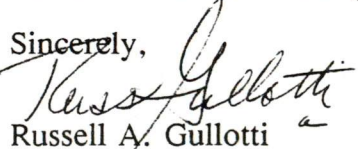
We will be announcing the Roundtable on Friday, June 19 at a press conference from 10:00 to 11:00 AM. Please hold the date and time if possible.

If you and your company feel as strongly about education as we do at Digital, I believe that our mutual participation with the business roundtable will make a significant difference in the education of our children here in New Hampshire.

We will need to hear from you by June 5, as to your ability to participate. In the meantime, if you have any questions, feel free to call my staff designee, Rona Zlokower, at 603-884-2961.

I look forward to working with you on this, Charlie.

Sincerely,


Russell A. Gullotti
Vice President, Digital Services

RAG/ag

cc: Rona Zlokower



N BRT '92
not in BRT
JAN 10 1992

A. E. MULLIN

Drew Lewis
Chairman

Robert E. Allen
Cochairman

James T. Lynn
Cochairman

James D. Robinson III
Cochairman

Robert C. Winters
Cochairman

New York
200 Park Avenue
New York, New York 10166-0097
(212) 682-6370 FAX (212) 682-0194

William L. Lurie
President

Richard W. Anthony
Executive Director-Public Information

Richard F. Kibben
Executive Director-Construction

Washington
1615 L Street, N.W.
Washington, D.C. 20036-5610
(202) 872-1260 FAX (202) 466-3509

Samuel L. Maury
Executive Director

Jan 10 1992
CORPORATE COMMUNITY RELATIONS

JAN 15

Handwritten initials: *Alamy D. Roma*

January 6, 1992

Handwritten notes: *Good Report m. H.!*
Eng m. H.!
m.

RECEIVED

JAN 13 1992

A.E. MULLIN, JR.

Mr. Kenneth H. Olsen
President and Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts 01754-2504

Dear Ken:

1991 was a year of excellent progress with The Business Roundtable K-12 education initiative. Thank you for your diligence toward improving the quality of education for our school children.

Enclosed is the 1991 Status Report on The Business Roundtable Education Public Policy Agenda. It has two sections of special interest. The first, on page five, lists the completion of initial activities by CEO state teams in launching the Roundtable initiative. The other important section, beginning on page seven, provides general information on state education reform activities. As you know, this is our first report. We anticipate publishing a status report each year of the Roundtable K-12 education initiative.

At the November 6, 1991, Policy Committee meeting, we agreed to a position on national assessment, endorsed the President's education strategy, America 2000, and decided to sponsor a five-year national education public awareness campaign through the Advertising Council. Information on these items is enclosed.

We will schedule CEO/Governor Dialogues to address your state-specific education reform issues. Hosted by The Aspen Institute, these 1992 Dialogues will be even more productive because they will focus on key issues in your state. We also have expanded our capacity to work with you on developing a comprehensive reform strategy for your state in 1992.



Mr. Kenneth H. Olsen

Page 2

January 6, 1992

For more information on any of these activities, your staff may call John Anderson at (202) 515-5073 or Chris Cross at the Roundtable, (202) 872-1260.

Thank you for your hard work in 1991. Please accept my best wishes for a happy new year.

Sincerely,



John F. Akers

JFA:srf
Enclosures

cc: Mr. J. L. Anderson
Mr. C. T. Cross

NATIONAL ASSESSMENT - A BUSINESS ROUNDTABLE POSITION

Executive Summary

The Business Roundtable believes a national assessment system in support of the six National Education Goals should be developed and implemented to help move the nation's schools toward achieving excellence. The system should establish clear standards for all students and, through increased accountability measures, help all succeed. The system should include:

- I. National performance standards to clearly delineate high expectations of student achievement and focus on priority areas.
- II. Focus on improving student achievement and holding schools, school districts, and states accountable for the level of students' educational success.
- III. Measurement of student performance using projects, portfolios, performance-based, and problem-solving tasks rather than relying solely on traditional multiple choice tests.
- IV. Involvement of key stakeholders including education organizations, professional associations, and the business community.
- V. Rigorous educator training.

Policy makers, educators, and business leaders increasingly view national assessment as a vital component of school reform. The Business Roundtable position is consistent with the positions taken by several organizations including the National Alliance of Business, the President's Education Policy Advisory Council (PEPAC), and the National Education Goals Panel.

Federal and state activity is likely to be influenced by recommendations of the National Council on Education Standards and Testing. The Council, established by Congress to provide advice on the desirability and feasibility of national standards and testing, will submit a report by December 30, 1991 to the Congress, Secretary of Education, and the National Goals Panel.

AMERICA 2000

The Business Roundtable applauds the bipartisan leadership of the President and the nation's governors in working to improve the quality of education for all American children.

We endorse "America 2000: An Education Strategy," which is designed to help achieve the national education goals and to mobilize communities as catalysts in the effort.

The Essential Components of a Successful Education System, the Roundtable's public policy agenda, provides the basis for creating a policy framework at the state level that will help ensure the success of America 2000.

The Roundtable, through this K-12 education initiative, continues its efforts with interested parties at the state and federal levels to promote systemic education reform.



NATIONAL CAMPAIGN PROPOSAL ON EDUCATION
TO THE ADVERTISING COUNCIL BY THE BUSINESS ROUNDTABLE
EXECUTIVE SUMMARY

Americans know the nation's primary and secondary education system is in trouble, but few of them see a serious problem in their own community's schools. According to opinion research, they believe the education crisis has little to do with them or their children. Far too many adults do not regard themselves as stakeholders in the education system and do not realize that their own prosperity is at serious risk.

State elected officials have said they feel little or no pressure from voters for basic changes in their school system. Why should these officials step up to offer a solution to a situation that their constituents do not regard as a problem?

The situation requires a national public service advertising campaign similar to the highly successful campaign of the Partnership for a Drug-Free America. Extensive opinion research has demonstrated that such a campaign can measurably change public attitudes and behavior.

The Roundtable has proposed a five-year campaign to The Advertising Council. This campaign would raise public awareness of the seriousness of the education crisis and generate demand for systemic change.

The time and talent needed for creative development of the advertising will be donated by a leading national agency. Broadcast time and print space -- which ideally would amount to tens or even hundreds of millions of dollars per year -- will be donated by the media who agree to run the advertising.

The advertising will give the individual a simple action step, such as calling a toll-free number, that would lead the caller to become more concerned about and perhaps more directly involved in the education of children.

To ensure that the advertising is sustained and highly visible, executives of Roundtable member companies and co-sponsoring organizations would be recruited to promote the campaign to their local media outlets around the country.

The Roundtable estimates the campaign will cost \$2.7 million - \$750,000 in the first year, and \$500,000 in each subsequent year. According to the Ad Council, that funding is needed to pay for research, production of materials, and other out-of-pocket expenses. Additional costs, to be determined, will occur for the "800" response element of the campaign. The Roundtable is seeking support of co-sponsors. To date, the National Alliance of Business, the U.S. Department of Education, and the American Federation of Teachers have agreed to participate in funding the campaign. We are approaching other organizations and foundations for the balance of the funding.

This campaign will address a critical need. Public indifference toward primary and secondary schools is the single greatest obstacle to fundamentally improving the way our children are educated. This campaign can raise awareness, change the public's attitudes and incite action that will result in fundamental changes.

NEW HAMPSHIRE BUSINESS ROUNDTABLE INITIATIVE

Presently, members of the BRT, the greater business community, the business associations, and the state's largest charitable fund, are finalizing plans for a NH Business Roundtable on Education. New Hampshire has made excellent progress in defining its educational goals through the Governors Task Force on Education report, the BIA (Business and Industry Association) report on student outcomes, the NH Board of Education's review of assessment strategies, and the Department of Education's review of curricula.

School based improvement programs like the NH Alliance for Effective Schools' School Improvement Program, US FIRST's efforts to improve science learning, the Christa McAuliffe Planetarium's educational programs, the Council for Critical Skills, and The Leadership Center at the University of New Hampshire, are all partners in the improvement of teaching and learning at the classroom and school level.

The NH Business Roundtable on Education's purpose will be to:

- . celebrate and provide visibility to the previously mentioned initiatives contributing toward educational improvement,
- . support the implementation of the Governors Task Force on Education report which closely parallels the Business Roundtable "Essential Components of a Successful Educational System",
- . and work with the state's educational leadership in developing a plan for public accountability at the local school, district and state level to measure progress against agreed upon goals.

The New Hampshire Business Roundtable on Education will assure that the state develops a plan for data collection so the results of all school improvement efforts and assessment programs are measurable.

The NH Business Roundtable on Education will report regularly to the public on progress being made in school improvement.

The planning group for the NH Business Roundtable on Education is presently seeking funding for its staffing and operations, and recruiting its leadership. The group will formally announce itself and its goals before the end of the 1991 calendar year.

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

July 12, 1991



TO: Jim Rouse
Union Carbide

FROM: Rona Zlokower

RE: BRT Educational Initiatives -- New Hampshire Update

Throughout FY91 an informal strategy group met to plan for a business coalition on education. It was agreed that we would not form such a group until the following events occurred.

- 1) Public release of the Governor's Commission on Education Report.
- 2) Completion of School Improvement Program evaluation by Business and Industry Association special committee.
- 3) Decision on allocation of legislative funding for School Improvement Program and study of assessment program.

In June, the group agreed that with these events behind us, we could now form a broader coalition based on the BRT agenda.

During July, I along with others are exploring funding for the staffing of a group.

In August, we would create the membership.

In September/October we would go public and begin meeting regularly.

Businesses involved to date include:

Digital
Sheehan, Phinney, Bass & Green
New England Telephone
Nashua Corporation
Kendall Insurance
Textron

Other members:

Business & Industry Association of New Hampshire
New Hampshire Charitable Fund

A copy of our agreed upon charter is attached.

RZ/a

*NHBRE Conv.
for Russ*

March 17, 1994

Ann Griswold
American Soc. Training & Development
712 Mast Road
Manchester, NH 03102

Dear Ann:

Since our meeting with your organization, the New Hampshire Business Roundtable on Education (NHBRE) has had the opportunity to meet with other educational, business, and professional organizations from across the state to seek their support and endorsement for the **Nine Essential Components for a Successful Education Program in New Hampshire**. Response to the presentations has been encouraging and endorsers represent a broad coalition of organizations that share a vision of the Nine Components as the framework for the continuous improvement of public education in New Hampshire.

The coalition continues to grow. During the later part of March and throughout April, the NHBRE is scheduled to meet with over a dozen more organizations.

Plans are underway for a **public awareness kickoff event** in the middle of May and **we'd like you to participate**. As event details are finalized, someone from the NHBRE will be in contact to update you on the plans.

I've enclosed a copy of the list of organizations endorsing the Nine Essential components. Prior to the public awareness kickoff in May, we will be sending out an updated list.

Thank you for your support. If you have any questions or suggestions, please call Katharine Eneguess, Director of the New Hampshire Business Roundtable, at 603/224-0740.

Sincerely,

Russ Gullotti, Chair
NH Business Roundtable on Education

Enclosure

*Refer to
Brown
Pinto McQu
3/16/94*

March 17, 1994

Ann Griswold
American Soc. Training & Development
712 Mast Road
Manchester, NH 03102

Dear Ann:

NH BRE (spelled out)

② ~~The coalition continues to grow, thank you for your organization's support.~~ The New Hampshire Business Roundtable on Education (BRE) is making progress. ① Since our meeting with your organization, the BRE has had the opportunity to meet with other educational, business, and professional organizations from across the state to seek their support and endorsement for the **Nine Essential Components for a Successful Education Program in New Hampshire.** ③ Response to the presentations has been encouraging and endorsers represent a broad coalition of organizations that share a vision of the Nine Components as the framework for public education improvement in New Hampshire.

the continuous improvement of public education in NH

We're still moving forward. During the later part of March and throughout April, the BRE is scheduled to meet with over a dozen more organizations. Plans are underway for a public awareness kickoff event in the middle of May and we'd like you to participate. As event details are finalized, someone from the BRE will be in contact to update you on the plans.

I've enclosed a copy of the list of organizations endorsing the Nine Essential Components. Prior to the public awareness kickoff in May, we will be sending out an updated list of endorsers to the entire coalition.

Thank you, again, for your support. If you have any questions, please call Katharine Eneguess, director of the New Hampshire Business Roundtable, at 224-0740.

or suggestions

Sincerely,

P

Russell Gullotti, Chairman
New Hampshire Business Roundtable on Education



To: Ms. Rona Zlokower

Date: 3-16-94

From: J. Brian O'Neill

Page 1 of 2

Rona, If we can get approval on this, Russ can sign them tomorrow.

Brian



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Digital Drive
Merrimack, New Hampshire
03054-9501

May 31, 1994

U.S. Senator Judd Gregg
Hart Office Building
Washington, DC 20510

Dear Congressman Gregg,

On behalf of Digital Equipment Corporation, I want to thank you for your nomination of our company to receive a 1994 Corporate Hero award from Childhelp USA.

We were honored to receive the award on April 26 in Washington. Rona Zlokower, US Community Relations Programs Manager, accepted the award for us.

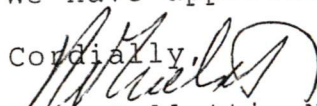
To further the child abuse prevention education efforts we began with you, Digital has continued its investments in the New Hampshire Children's Trust Fund and the New Hampshire Task Force to Prevent Child Abuse.

The Kids and Company: Together for Safety curriculum which we sponsored through the National Center for Missing and Exploited Children, began in New Hampshire with your help and is now in use in 29 states. Your work and public commitment to the issue of abuse prevention as governor, and that of Kathy, as first lady, were exemplary and very generous.

We are working very diligently to return our company to profitability. All sites and states will be affected by our need to restructure and reduce our employment. We are not yet in a position to know how New Hampshire will be affected.

We have appreciated your support for us.

Cordially,


Russ Gullotti, NH Host VP
President, The Americas

cc: Rona Zlokower, U.S. Programs Manager
Corporate Community Relations

Nancy Dube, Manager
Corporate Community Relations

Michael Aisenberg, Manager
Federal Government Relations

+-----+TM
| d | i | g | i | t | a | l |
+-----+

MEMORANDUM

TO: LAUREN SAVAGE

DATE: 9 FEB 1994
FROM: RONA ZLOKOWER
DEPT: U.S. PROGRAMS MANAGER
COMMUNITY RELATIONS
EXT: 264-2961, 603-884-2961
MAIL STOP/LOC: MKO2-1/G17

SUBJECT: CONTACT

Please call Lisa Haley, Behavioral Specialist at Armand Dupont School, Allentown (grades 4-8). She deals with numerous cases of abused children and is very interested in KIDS AND COMPANY: TOGETHER FOR SAFETY.

File

As someone concerned about education . . .

. . . we are sending you this copy of our quarterly newsletter. The Business Roundtable on Education wants to keep you informed and involved in the process of continuously improving our education system in New Hampshire.

We would appreciate any comments or ideas you may have, and hope we can count on your support for the Nine Essential Components for a Successful Education System.

For more information, please refer questions to our Director, Katharine Eneguess, at 603-224-0740.

Who's Sitting at the Roundtable

Charles Marston
Commissioner
NH Dept./Education
271-3494
Elizabeth Twomey

Douglas Pearson
President
NSS Corporation
668-6966
Carol O'Reilly

Charles Clough
President
Nashua Corporation
880-2323
William Luke

Michael McCluskey
Vice President-NH
New England Telephone Co.
641-1660
Calvin Frost

Gary O'Neil
President & CEO
O'Neil Griffin Advertising
625-5713

Kenneth L. Paul
President
Process Engineering
382-6551

Frank R. "Dick" Locke
President & COO
Public Service of NH
634-2787
David Boguslawski

Geraldine Auger
Human Resources Manager
Raytheon Company
624-3006

William Green
Sheehan Phinney Bass +
Green
668-0300
Thomas Flygare

John A. Helfrich
VP Personnel & Industrial
Relations
Tyco Laboratories, Inc.
778-9700

Daniel Costeel
Robert Stuart

NEWS & VIEWS

NEW HAMPSHIRE BUSINESS ROUNDTABLE ON EDUCATION

Fall 1993

SIP PROGRAM MOVES FORWARD

Business/Education Coalition
Plays Critical Role During Negotiations

New Hampshire schools will benefit from the School Improvement Program (SIP) for another four years. The Governor and Council approved a joint venture between the Center for Resource Management (CRM) and the New Hampshire Alliance for Effective Schools (Alliance). CRM will operate SIP under policies and practices set by the Alliance, reflecting the success of the last six years.

This final arrangement is working well. The Business Roundtable on Education (BRE) put in hundreds of hours in negotiations to achieve this result.

A quick chronology:

- **June 30** Legislative budget passed with SIP funding intact. BRE made big push with Budget Conference Committee at end to assure continued funding; assumed the Alliance would continue to operate SIP.
- **July 2** NH Dept. of Education filed recommendation with Gov.'s office to contract SIP to CRM.
- **July 6 - Aug 11** BRE talks with Alliance, CRM, Executive Council, Gov.'s office to try to preserve role of coalition in SIP operation.
- **Aug 11** SIP contract tabled at G&C due to neither contractor obtaining the minimum three votes.
- **Aug 12 - Aug 25** BRE facilitates discussions between Alliance and CRM. Both parties agree to cooperative arrangement to move SIP forward.
- **Aug 25** G&C unanimously awards contract to CRM. CRM & Alliance sign agreement.

BRE Analysis:

1. BRE's overall goal is to achieve continued improvement in NH's schools. SIP has been an integral component in realizing this goal.
2. Without the **coalition of education groups** behind SIP, BRE doubted the ability of SIP to succeed.
3. BRE facilitated the discussions between the Alliance and CRM. In the end, it was the Alliance--**both as a whole and as individual members**--and CRM principals who made the agreement. The BRE applauds the newfound strength of this coalition and looks forward to working together to improve education in NH.

Mark Your Calendars

December 7, 1993 is the date for the next meeting of the Business Roundtable. All members should plan to attend.

A number of important items are on the agenda including:

- preliminary results of the Gap Analysis
- reports on building a coalition around the Essential Components
- status of SIP
- report on Supreme Court filing
- report from the Administration Committee

1994 is shaping up to be full of challenges in education. The Business Roundtable on Education will be playing an expanding role in creating an improved system for our children.

Components of Agreement

1. CRM will direct activities related to establish a system for monitoring student progress and performance.
2. CRM and the Alliance will **jointly select** a permanent director and a school services coordinator for SIP.
3. The Alliance will govern SIP through the policies and practices developed over the last six years.
4. The Alliance will oversee the selection of schools, establish guidelines for the allocation of SIP resources and services, and maintain the philosophical foundation of the program.
5. Amy McGlashan, acting director of the Alliance, will work with CRM as a liaison to the 43 schools currently in SIP.

NINE COMPONENTS FOR SUCCESSFUL EDUCATION PROGRAM & THE GAP ANALYSIS

At its June meeting the BRE adopted nine **Essential Components For A Successful Education Program** In NH. Derived from the national Roundtable on Education's work, these components now form the basis for a view of educational reform in the state.

Building Broad Consensus Between now and the next meeting in December, the BRE will present the Essential Components to a wide cross-section of education, business and leadership groups in the state. With the support of these groups, and the political leadership in the state, the BRE will move forward to create a **vision of how NH can continuously improve its educational system.**

Gap Analysis Now In Progress The BRE has contracted with Dr. Patsy Baugh to begin a preliminary Gap Analysis. This study looks at the nine components, how we stack up to them at present and what is occurring at present that is supportive of achieving the vision contained in the components.

NH is making strides in many areas and already has resources in play to help achieve school improvement. The Gap Analysis will help pinpoint strong areas, places where we need to support ongoing efforts, and other areas where leaders will have to make change happen.

The process is underway. Initial results are coming in. When fully completed the Gap Analysis will identify where to best use the business community's time and resources.

The BRE will inform you when the public roll-out of the Nine Components will occur.

BRE CONFIRMS MISSION

The BRE has adopted a mission statement calling for the business community to remain engaged in the process of assuring a continuously improving education system and that change will occur over a long time frame.

Summary: The NH Business Roundtable on Education is a joint venture of NH's business leaders united to support the continuous improvement of the state's public schools. The improvement will a) help students achieve at higher levels and b) help schools improve through better teaching, management and integration with their communities.

Who's Sitting at the Roundtable

The process of changing how education works is deliberate and requires long-term commitments. The BRE is fortunate to have a core of dedicated members and a hard working board. The principal members are listed here with contact numbers. In some cases, there is a staff designee listed below the principal member.

Co-Chair:
Russell A. Gullotti
VP Digital Services
Digital Equipment Corp.
884-6210
Rona Zlokower
884-2961

Richard Ferrari
President
Davidson Interior
Trim/Textron
742-0720
Howard Williams
743-2321

Lydia Patuszek
President
Granite State Electric Co.
225-5528
Monica Bushnell

Co-Chair
Jack Middleton
McLane Graf Middleton &
Raulerson
625-6464
Wilbur Glahn

Katherine Paine
President
The Delahaye Group
926-3600
Elizabeth Roed

J. B. "Jerry" McCarthy
Plant Manager
Hampshire Chemical Corp.
888-2320
David Laferriere

Joseph Marcille
President
Blue Cross & Blue Shield of
NH
224-9511
Judith Regan

Frances P. Lefavour
President
FPL Services
659-6133

Nicholas Babich
President
Hitchiner Manufacturing Co.
673-1100

John D. Crosier
President
BIA
224-5388
Katharine Eneguess

Patricia A. Fair
President
Fairhaven Associates
485-3091

Dr. John R. Kreick
President
Lockheed Sanders, Inc.
885-2504
J. Timothy Quinn
885-4321

John Swope
President
Chubb LifeAmerica
224-7741
Carol Sideris

Richard Groberg
Treasurer
Ferrofluidics Corporation
883-9800

Martha Marsh
President & CEO
Matthew Thornton Health
Plan
883-2800

Richard Murray
Managing Partner
Coopers & Lybrand
669-2200
Bernard Bise
617-574-5000

L. Douglas O'Brien
Chairman & CEO
First NH Banks
668-5000
Raymond Schwedhelm

Marc Boyd
President
NH Alliance for Effective
Schools
497-4818
Amy McGlashan

Dennis Conley
Public Affairs Manager
GTE Telephone Operations
224-2572

Lewis Feldstein
President
NH Charitable Foundation
225-6641



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Merrimack, New Hampshire
03050-4303

September 2, 1993

Governor Stephen Merrill
State House
Concord, NH 03301

Dear Governor Merrill,

In my role as Chairperson of the New Hampshire Business Roundtable on Education, I want to express thanks for your support of the agreement between CRM and The Alliance for Effective Schools, which will allow for the School Improvement Program (SIP) to go forward this school year. It was important that the momentum of the program was maintained for the benefit of the parents, teachers and students, even while all parties involved were working to protect their respective interests.

Understanding that it is your job to protect the state's interest, I appreciate that you led the parties and the process to a successful conclusion.

The Roundtable will continue to support the process of school reform and to look for continuous evidence of its success.

Again, thanks for your leadership on this.

Sincerely,

Russ Gullotti
Vice President, U.S. Area

cc: Rona Zlokower

RONA ZLOKOWER

SEP 08 1993

COMMUNITY RELATIONS



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Merrimack, New Hampshire
03050-4303

September 2, 1993

Governor Stephen Merrill
State House
Concord, NH 03301

Dear Governor Merrill,

In my role as Chairperson of the New Hampshire Business Roundtable on Education, I want to express thanks for your support of the agreement between CRM and The Alliance for Effective Schools, which will allow for the School Improvement Program (SIP) to go forward this school year. It was important that the momentum of the program was maintained for the benefit of the parents, teachers and students, even while all parties involved were working to protect their respective interests.

Understanding that it is your job to protect the state's interest, I appreciate that you led the parties and the process to a successful conclusion.

The Roundtable will continue to support the process of school reform and to look for continuous evidence of its success.

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Vice President, U.S. Area

cc: Rona Zlokower

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

September 13, 1993

digital

Governor Stephen Merrill
State House
Concord, NH 03301

Dear Governor Merrill,

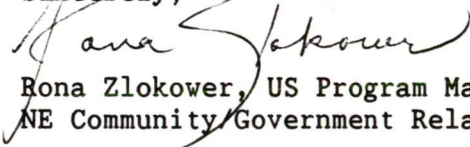
As we discussed with you during the final days of the legislative session, we had the option of moving 400 - 500 jobs from Westminister, Massachusetts to Nashua, New Hampshire. You may have read recently that we made the decision to do so. Factored into our decision was the commitment that you and other legislators made in June to allow for a transition period for unprofitable businesses subject to the BET.

This session provides a new opportunity. There are a number of champions in the house and senate already. Your leadership is needed, however, to assure that the issue of the transition amendment does not become entwined with other more complex issues which would affect its success.

I am working with Lorraine Card to establish a meeting time to discuss this further with you.

We look forward to our visit with you in September.

Sincerely,



Rona Zlokower, US Program Manager
NE Community/Government Relations

RZ/cjh

cc: Bill Modahl, US Tax Manager
Russ Gullotti, VP, US Area

Digital Equipment Corporation
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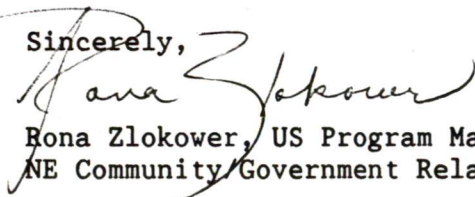
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Russ Gullotti, VP, US Area



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Russell A. Gullotti
Vice President

Merrimack, New Hampshire
03050-4303

September 2, 1993

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State House
Concord, NH 03301

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Again, thanks for your leadership on this.

Sincerely,

A handwritten signature in cursive script that reads "Russ Gullotti". The signature is written in dark ink and is positioned above the typed name and title.

Russ Gullotti
Vice President, U.S. Area

cc: Rona Zlokower



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Digital Drive
Merrimack, New Hampshire
03054-9501

March 7, 1994

Kimon Zachos
Sheehan, Phinney Bass & Green
PO Box 3701
Manchester, NH 03103

Dear Kimon,

I need your help. I ask you to take on a brief but critical assignment for the NH Business Roundtable on Education (NHBRE): to join me and a small group in the development of a strategic plan for the BRE.

I don't believe the NHBRE will make it if we don't make some adjustments to the course we're now on:

- o Not because the issue/focus we've chosen is wrong
- o Not because business doesn't have a huge stake in the outcome
- o Not because the work we've done hasn't been very useful.

But there have been important changes around us. Even as we learn more about how business can impact public education, we're also learning that this is a very tough issue to move.

The bottom line is the NHBRE is too important to lose. I genuinely believe that. We have a great stake in the outcome. We have the capacity to make a big difference, and the organized presence of business could be the key difference.

Our initial assumptions about the value and importance of the NH School Improvement Program (SIP) has been borne out. We just learned that the Pew Charitable Trusts is expected to approve an additional \$430,000 grant to NH for this program. Pew continues to believe that NH SIP is one of the most promising ventures in the country.

At the same time, we have learned that many of the other national reform models don't translate well to New Hampshire. Most of them rely on strong statewide leadership on the issue. Here, because of the conflict between spending and reform, the state will not play the leadership role. New Hampshire's change will have to be locally driven.

Now the Claremont school suit may turn New Hampshire upside-down. It's a period of great uncertainty, introducing ever higher political stakes. This makes our job tougher - not less important.

Page 2

I'd like you to join a small group to develop a strategic plan for the NHBRE for the next two years. This plan is to be based on our work to date, but taking into account what we've learned, changes in the environment and changes in the situations of our member businesses.

I am proposing that we meet on Thursday, March 24, 1994, 4:00 - 8:00 pm, location to be determined.

I believe that, properly staffed, this strategic planning group can develop a strong plan in a 4-hour session. Our goal is to complete our work so that we can recommend the plan to the full board at our scheduled March 29th meeting.

At my direction, the staff has today launched an intensive effort to draw up a focused set of options and a careful work plan by which the strategic planning group can arrive at a decision. We'll get some expert help to assist us in preparation and to help at the meeting.

I have asked the following people to attend the meeting:

Our Co-chairman: Jack Middleton

Committee Chairs:

SIP Partnership - Pat Fair, Doug Pearson

Operations - Martha Marsh

Public Affairs - Cal Frost

BRE Principals: Mike McCluskey, Bill Frain, Doug O'Brien,
John Swope, Charlie Clough, Gary O'Neil, John Crosier,
Lew Feldstein

Staff: Kathy Eneguess, Rona Zlokower

I know you are busy, but please make the effort. Either we succeed at this effort to adapt our current plan to changing conditions or we lose the opportunity for the Roundtable as a major force of education reform.

Sincerely,



Russ Gullotti, Chair
NH Business Roundtable on Education

RG/cjh

*file BRT
correspondence
194*

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 005915
Date: 28-Feb-1994 03:58pm EST
From: CAROL HEATH @MKO
HEATH.CAROL
Dept: COMMUNITY/GOVERNMENT RELATIONS
Tel No: 264-2962

TO: Remote Addressee

(Russ Gullotti @MKO)

Subject: NHBRE letter attached for your signature

Russ,

Rona received a FAX from Lew Feldstein requesting that you send a short letter to the attendees of last Friday's speaker's seminar.

In Rona's absence, I've prepared the letters for your signature. If there is any reason you don't want to send these letters, just let me know.

Thanks,

Carol

*Andrew tells
me these
ltrs went out.
SW*

#2
2/28 CH 820
2- 1/9/17

To: Rona Zlokower
Fm: Lew F.
Re: Doing the Impossible?

Despite the laughter of the entire PR Committee this morning I still think it is possible to get a one sentence letter from Russ within the next few days to:

Mike McCluskey
Jack Middleton
Joe Marcille

All three attended today's Speaker Bureau training and agreed to take on several assignments.

Would be great to note form Russ, along the following lines;

Dear Mike,

I'm glad you were able to attend Friday's Business Roundtable speaker's seminar. This campaign appears to be gaining good momentum. I'd appreciate hearing directly from you what reactions you encounter as you take this show on the road.

BCC: Lew Field

Post-It™ brand fax transmittal memo 7671		# of pages	1
To	Rona Zlokower	From	Lew F.
Co.		Co.	
Dept.		Phone #	225-1700
Fax #	884-1036	Fax #	#

March 1, 1994

Joseph Marcille
President
Blue Cross & Blue Shield of NH
Two Pillsbury Street
Concord, NH 03306

Dear Joe,

I'm glad you were able to attend last Friday's (2/25) Business Roundtable speaker's seminar. This campaign appears to be gaining good momentum. I'd appreciate hearing from you what reactions you encounter as you take this show on the road.

Sincerely,

Russ Gullotti, Chair
NH Business Roundtable on Education

RG/cjh



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Digital Drive
Merrimack, New Hampshire
03054-9501

March 1, 1994

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President
Blue Cross & Blue Shield of NH
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Sincerely,

A handwritten signature in dark ink, appearing to read "Russ Gullotti", written over a horizontal line.

Russ Gullotti, Chair
NH Business Roundtable on Education

RG/cjh



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Digital Drive
Merrimack, New Hampshire
03054-9501

March 1, 1994

Jack Middleton, Esquire
McLane, Frag, Raulerson, Middleton
PO Box 326
Manchester, NH 03105-0326

Dear Jack,

I'm glad you were able to attend last Friday's (2/25) Business Roundtable speaker's seminar. This campaign appears to be gaining good momentum. I'd appreciate hearing from you what reactions you encounter as you take this show on the road.

Sincerely,

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Russ Gullotti, Chair
NH Business Roundtable on Education

RG/cjh



DIGITAL EQUIPMENT CORPORATION

Russell A. Gullotti
Vice President

Digital Drive
Merrimack, New Hampshire
03054-9501

March 1, 1994

Michael McCluskey
VP - New Hampshire
New England Telephone
900 Elm Street, Suite 1921
Manchester, NH 03101-2008

Dear Michael,

I'm glad you were able to attend last Friday's (2/25) Business Roundtable speaker's seminar. This campaign appears to be gaining good momentum. I'd appreciate hearing from you what reactions you encounter as you take this show on the road.

Sincerely,

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Russ Gullotti, Chair
NH Business Roundtable on Education

RG/cjh

**The Business Roundtable***BRE*
The Business Roundtable *mail*

DATE: October 22, 1993

TO: The Business Roundtable Education Task Force
Business/Education Reform Support Group

FROM: Michael Jackson

RE: Goals 2000 Update

I am pleased to report that the "Goals 2000: Educate America Act" was approved on the House floor last week by a bi-partisan vote of 307-118. Sufficient progress was made in negotiations between Secretary Riley and members of the House Education & Labor Committee to enable The Business Roundtable and other national business organizations to remove its opposition to the measure. The Roundtable supported the final House bill which assures the bi-partisan nature of the National Education Goals Panel, removes the requirements that opportunity-to-learn standards precede performance and curriculum standards, and assures states that the bill will not create an unfunded mandate. Our remaining concerns include such issues as the addition of new goals and further clarification of the opportunity-to-learn requirements. We believe, however, that these issues and others will be resolved in the Conference Committee.

Goals 2000 will now move to the Senate floor. After that, it will go to a Conference Committee to resolve the differences between the two versions of the bill.

It is expected that S. 1150 will be scheduled for debate in the Senate within the next two weeks. Because other more politically sensitive issues are also in the process of being debated (NAFTA, health care, crime bill, etc.), it is important that members of the Senate understand the importance of Goals 2000 to the business community. Please call or write your Senator as soon as possible and express support for S. 1150.

Please give me a call if you have any questions.

MJ:soh
cc: Christopher Cross



The Business Roundtable

FACSIMILE

The Business Roundtable Education Task Force Business/Education Reform Support Group

October 22, 1993

URGENT MESSAGE ATTACHED

Mr. Wayne J. Flynt	A+ Coalition Better Education	205-844-4006
Mr. Paul Reville	Alliance for Education	508-831-1303
Ms. Mary Beth Salerno	American Express	212-693-1033
Ms. Joan Barrett	Arizona Business Leadership for Education	602-254-5704
Mr. Stuart Davidson	Ashland Oil, Inc.	606-329-3922
Mr. Richard M. Buttrick	Associated Oregon Unidutries	503-588-0052
Mr. Daniel McLaughlin	Bank of America	415-241-3712
Dr. Cleveland Hammonds	Birmingham Public School	205-583-4666
Mr. Steven Palesy	Bristol-Myers Squibb Company	212-546-4390
Mr. Ed Moscovitch	Cape Ann Economics	508-546-7997
Mr. John A. Ball	Champion International Corporation	203-358-6622
Mr. Charles Bruner	Child and Family Policy Center	515-243-5941
Mr. Arnold Wright	Cigna Foundation	215-761-5515
Ms. Joyce Haldeman	Clark County School District	702-799-1082
Ms. Janis Boalt	Colorado Alliance of Business	303-832-9797
Mr. Paul R. Fine	Deleware State Board of Education	302-984-1080
Ms. Rona Zlokower	Digital Equipment Corporation	603-884-4471
Ms. Michelle S. Morris	Dow Chemical U.S.A.	517-638-9621
Mr. Ken Hoover	Edmonds School District	206-670-7006
Mr. Jay E. Lyon	FMC Corporation	307-872-2364
Ms. Donna L. Jennings	Goodyear Tire & Rubber Company	216-796-1817
Mr. Alpha O. Bibbs	Honeywell, Inc.	612-951-3763
Ms. Camille C. Alexander	JC Penney Company, Inc.	214-431-1355
Mr. Fred Radlmann	Johnson & Johnson	908-524-6275
Mr. Eddie G. Powers	Kmart	313-643-1676
Mr. Alan Graham	Louisiana Alliance for Education Reform	504-862-8711
Mr. Michael A. Hopp	Martin Marietta Corporation	301-897-6926
Mr. James Sandy	Michigan Chamber of Commerce	517-371-7224
Mr. Henry Halaiko	Mobil Corporation	703-846-3752
Mr. Francis J. Stokes	Monsanto Company	314-694-7658
Mr. Edward W. Bales	Motorola, Inc.	708-576-8591
Ms. Barbara Clark	Motorola, Inc.	602-441-6025
Ms. Gail Daniels	Motorola, Inc.	708-576-8591
Mr. Harry R. Miller	New England Telephone Company	802-863-0859
Ms. Katherine Eneguess	New Hampshire Business Roundtable on Ed	603-224-2872
Ms. Virginia Hensen	NIKE, Inc.	503-671-6300
Mr. Richard A. Stoff	Ohio Business Roundtable	614-224-3902

3 page(s) including cover sheet. Please call Susan Henn at 703-276-5048 if there are problems with the transmittal of this message. Thank you.



The Business Roundtable

FACSIMILE

The Business Roundtable Education Task Force Business/Education Reform Support Group

October 22, 1993

URGENT MESSAGE ATTACHED

Mr. John Schuster	Ohio Chamber of Commerce	614-228-6403
Mr. John C. Rennie	Pacer Systems, Inc.	508-663-5155
Mr. Jere A. Jacobs	Pacific Telesis Group	415-399-0343
Ms. Juliette W. Smith	Pepco	202-331-6484
Mr. Marvin Womack	Proctor & Gamble	202-393-4606
Mr. Don E. Walther	Public School Forum of NC	919-781-6527
Mr. William E. Smith	Royal Cup, Inc.	205-841-4258
Mr. Donald M. Baker	Shell Oil Company	504-465-6310
Ms. Ellen T. Hayden	South Carolina Chamber of Commerce	803-779-6043
Ms. Susan Lord	Springs Industries, Inc.	202-223-6739
Mr. Donald G. Forsythe	Sprint Foundation	913-624-3670
Ms. Jill Powers Kirk	Tektronix, Inc.	503-685-4104
Mr. David. F. Shaffer	The Business Council of N.Y., Inc.	518-465-4389
Mr. Frank Edwards	The Dial Corporation	602-207-5455
Mr. William Cornelius	The Dow Chemical Company	517-638-9621
Ms. Regina M. Kyle	The Kyle Group LTD	617-367-6898
Dr. Richard B. Backus	The Southern Company, Inc.	404-668-3684
Ms. Suzanne Coyne	The UPS Foundation	404-913-7435
Mr. Robert Stuart	Tyco Laboratories, Inc.	603-778-9147
Mr. Stephen J. Nielsen	US West	206-346-5214
Mr. Philip K. Bussey	Washington Roundtable	206-623-6576
Ms. Emily Papadopoulos	West Virginia Business/Education Alliance	304-342-0046
Ms. Vivian Kidd	West Virginia Education Fund	304-342-0046

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The Business Roundtable

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The Business Roundtable Education Task Force Business/Education Reform Support Group

October 7, 1993

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OCT 11 1993



The Business Roundtable

FACSIMILE

The Business Roundtable Education Task Force Business/Education Reform Support Group

October 7, 1993

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**The Business Roundtable**

DATE: October 7, 1993

TO: The Business Roundtable Education Task Force
Business/Education Reform Support Group

FROM: Michael Jackson, Chairman

SUBJECT: Update on H.R. 1804 - Goals 2000: Educate America Act

Within the last few days, significant progress has been made on Titles I-III of H.R. 1804 that will enable The Business Roundtable to remove its opposition before the bill is debated on the House floor, while reserving the right to work further amendments into the bill once the bill moves to conference. Please note that floor action is expected during the week of October 11.

Specifically, the Department of Education has reached agreement with the House Education & Labor Committee in several key areas of the bill that we have expressed concern with prior to the summer recess in August. A September 23 letter from President Clinton emphasizes and endorses the compromises. The committee amendments that will be inserted into the bill on the House floor cover the following issues:

- **Opportunity-to-Learn Standards (OTL).** Two amendments restore to states the flexibility to define the scope of OTLs and removes the requirement that states develop OTLs prior to or simultaneously with content and performance standards by underscoring that OTLs must be consistent with content and performance standards that have already been adopted.
- **National Education Goals Panel.** Two amendments guarantee the bipartisan balance of the Panel by providing that, if the Secretary of Education is made an ex officio member of the Panel, the Secretary will be a nonvoting member. Panel authority is also restored over the development of voluntary national content, performance and opportunity-to-learn standards by providing that the Panel may veto certification criteria or certifications proposed by the National Education Standards and Improvement Council (NESIC).
- **Precondition for Participating in other Federal Programs.** This amendment underscores the voluntary nature of national standards by specifying that states will not be required to receive NESIC certification of any of their standards or assessments developed as a condition to receiving funds from other federal programs (such as Chapter 1). It also clarifies that states will not be required to participate in the state and local

Update on H.R. 1804 - Goals 2000: Educate America Act
Page 2

reform grant program in order to receive funds from other federal programs.

Although progress has been made to resolve these key issues, there are still two areas that have yet to be resolved among the House leadership. The Roundtable, National Governors Association, and other organizations remain concerned with creating a new goal for teacher education and professional development as a seventh goal, and believe the six goals should not be altered. Finally, the issue of corrective action also has not been resolved, which would require states to identify the procedures they must take if they fail to meet the opportunity-to-learn standards. Negotiations are on-going to attempt to resolve this issue before next week or in conference.

Despite these areas of concern, the Roundtable and other business organizations believe sufficient progress has been made to enable us to remove our opposition before the House vote and continue working on these areas once the bill moves to conference. Please note that this does not mean we support H.R. 1804 in preference to the Senate version. We continue to stand behind the Senate version (S. 1150) and will continue to work toward that end as both bills move forward.

Given the new status of this legislation, I recommend that you contact your member in the House of Representatives and express your interest and support for the bill so long as it contains this package of amendments. Please let me know if you need the amendments referenced above or any additional information that will help you communicate your views on this reform proposal.

It is our understanding that a "clean bill" (H.R. 3210), which contains these amendments, will be made in order by the Rules Committee as a substitute for the original text of H.R. 1804. If that occurs, then our support is for the H.R. 1804 as provided for under the rule which incorporates H.R. 3210.

MJ:soh
cc: Christopher Cross

March 31, 1993

Mr. Joseph Gorman
Chairman and Chief Executive Officer
TRW, Inc.
1900 Richmond Road
Cleveland, OH 44124

Dear Joe:

As Digital's designated Host Vice President in New Hampshire and Chair of the New Hampshire Business Roundtable on Education, I'm responding to your letter to Bob Palmer requesting a progress report on business involvement in school reform in New Hampshire.

The New Hampshire Business Roundtable, comprising twenty-seven businesses, is a partnership between New Hampshire businesses, the Business & Industry Association of New Hampshire (BIA) and the New Hampshire Charitable Foundation. The New Hampshire Commissioner of Education and the leadership of the School Improvement Program are also participating in the Roundtable. The New Hampshire Business Roundtable on Education was launched in June of 1992.

We have formed four working committees: Operations, Finance, Planning, and Public Affairs. While the Roundtable meets quarterly, the committees are meeting more regularly.

The initial effort of the Roundtable is focused on the New Hampshire School Improvement Program (SIP). We chose SIP for its progress, its reputation nationally and because it would allow us to advance an ongoing reform process. Further, SIP satisfies at least four of the Business Roundtable's Essential Components and in some schools, SIP may be working towards several or all of the Essential Components.

SIP is a school-based education decision making model which implements the lessons of national effective schools research. Forty-five schools throughout New Hampshire now participate in this program which has been nationally cited as a model program of recognized quality because it involves public and private sector collaboration in its funding and management. The New Hampshire Business Roundtable on Education is confident that SIP is the most effective way to influence fundamental changes in the way students learn and teachers teach.

We are very much looking forward to our May 13 meeting when Michael Jackson, your staff designee and Chair of The Business Roundtable Education Task Force Working Group, will join us. At that meeting, we hope to have the New Hampshire Business Roundtable on Education adopt The Nine Essential Components of a Successful Education System.

My staff designee for the Roundtable, Rona Zlokower, is planning to attend the May Business Roundtable conference with the New Hampshire Business Roundtable on Education staff director, Katharine Eneguess. It is possible that they may be panelists or presentors.

Digital Equipment Corporation
Digital Drive
P.O. Box 9501
Merrimack, New Hampshire 03054-9501
603.884.5111

June 7, 1993

digital

Ms. Gail Promboin
Assistant Vice President
Corporate Public Involvement
Aetna Foundation, Inc.
151 Farmington Avenue, RE1B
Hartford, CT 06156-3180

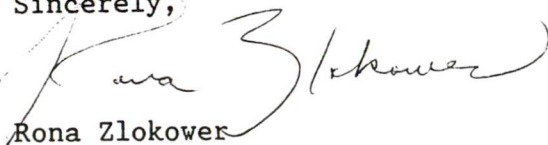
Dear Gail:

Thank you for spending time with Kathy Eneguess and me to discuss the CBEC. It was very helpful for us to hear your perspective. Diane Jackson had mailed to me CBEC's May 1993 Board of Directors summary report as you had requested.

I attended the Business Roundtable education conference in Washington two weeks ago. I believe that TRW, through Joe Gorman and Michael Jackson, will breathe some new energy and organization into the roundtable in supporting the states.

Again, it was great meeting with you and spending some time with you. I was pleased to meet Diane Jackson's new family at Aetna and know that she is in such good company.

Sincerely,



Rona Zlokower
Manager,
Northern New England Community & Government Relations

RZ/ag

Mr. Joseph Gorman
March 31, 1993
Page Two

Digital's role to date has been to help form the New Hampshire Business Roundtable on Education and to provide leadership. We are now seeing the emergence of other leaders on committees. It is our goal that the New Hampshire Business Roundtable on Education will be self-sustaining and that we will become participating members with others providing leadership in turn.

We're also involved in the technology of school reform. Digital was recently awarded the contract for the Kentucky Education Technology System (KETS). KETS is part of Kentucky's school reform program, regarded as one of the most comprehensive in the country. KETS will create an infrastructure for instructional and administrative computing in all schools and a communications network to link students, teachers, and administrators state wide.

Hopefully, our learning from all these projects will enable us to contribute to a stronger Business Roundtable effort nationally and in New Hampshire and, for Digital, a focused program for contributing to K-12 reform across the United States.

Sincerely,



Russell A. Gullotti
Vice President, U. S. Area

RAG/ag

cc: Bob Palmer
Rona Zlokower

March 31, 1993

Mr. Joseph Gorman
Chairman and Chief Executive Officer
TRW, Inc.
1900 Richmond Road
Cleveland, OH 44124

Dear Joe:

As Digital's designated Host Vice President in New Hampshire and Chair of the New Hampshire Business Roundtable on Education, I'm responding to your letter to Bob Palmer requesting a progress report on business involvement in school reform in New Hampshire.

The New Hampshire Business Roundtable, comprising twenty-seven businesses, is a partnership between New Hampshire businesses, the Business & Industry Association of New Hampshire (BIA) and the New Hampshire Charitable Foundation. The New Hampshire Commissioner of Education and the leadership of the School Improvement Program are also participating in the Roundtable. The New Hampshire Business Roundtable on Education was launched in June of 1992.

We have formed four working committees: Operations, Finance, Planning, and Public Affairs. While the Roundtable meets quarterly, the committees are meeting more regularly.

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Mr. Joseph Gorman
March 31, 1993
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Sincerely,



Russell A. Gullotti
Vice President, U. S. Area

RAG/ag

cc: Bob Palmer
Rona Zlokower



The Business Roundtable

John D. Ong
Chairman

Robert E. Allen
Cochairman

H. Brewster Atwater, Jr.
Cochairman

James D. Robinson III
Cochairman

Robert C. Winters
Cochairman

New York
200 Park Avenue
New York, New York 10166-0097
(212) 682-6370 FAX (212) 682-0194

William L. Lurie
President

Washington
1615 L Street, N.W.
Washington, D.C. 20036-5610
(202) 872-1260 FAX (202) 466-3509

Samuel L. Maury
Executive Director

MAR 01 1993

February 16, 1993

Mr. Robert B. Palmer
President and
Chief Executive Officer
Digital Equipment Corporation
146 Main Street
Maynard, MA 01754

Dear Bob:

As the new Chairman of the Education Task Force, I am pleased with the progress that has been made throughout the states with the Roundtable's Education Initiative. With the initial leadership of John Akers from IBM, we have been successful in developing a comprehensive agenda for systemic education reform -- one that has been embraced by many states interested in changing their present system of education.

Now that the gavel has been handed over to me, I am obviously very interested in understanding what has been taking place in New Hampshire in support of systemic reform. For example, what is the overall status of your effort to date? Are you at a stage where you are working with the governor and other political leaders to propose changes to existing state law? Have you done a gap analysis to determine how the state's education system fits into the Roundtable's national education agenda? How active has the business community been in the effort, and what is the plan for 1993? Although the Rand Corporation is working with us to assess the status of each of the state's activities, I believe we should also do a self-assessment in order to get a clear picture of where we are.

As the nation moves into the beginning of the Clinton Administration, it is critical that we encourage the new President to continue to support the National Education Goals he helped create back in 1989, and to work with us on the Roundtable's education

R: Palmer Letter
February 16, 1993
Page 2

reform agenda. With this in mind, I would like to enlist your continued involvement toward education reform and participation on the Education Task Force.

Although I recognize the time constraints each of us faces, I know that you share with me the deep conviction that it is absolutely vital to improve dramatically the quality of our public schools. In fact, it is my personal goal to step-up both the pace and magnitude of meaningful change, and I hope you will join me in this effort.

I look forward to hearing from you, and would greatly appreciate your response by March 1.

With very best personal regards,

A handwritten signature in black ink, appearing to be 'Joe' or 'Joseph', written in a cursive style.

Joseph T. Gorman
Chairman and Chief Executive Officer
TRW Inc., and
Chairman
The Business Roundtable Education Task Force

cc: Ron Zlokower