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May 30, 1986

MEMORANDUM FOR TOM COLLAMORE

FROM: TOM DAWSON

SUBJECT: Mailing list for The Fund for America's Future

As we discussed on the phone this morning, the following would like to be added to any mailing lists for the Bush pac:

Mr. and Mrs. Thomas C. Dawson
4210 Fordham Road, N.W.
Washington, D.C. 20016

Mrs. Allan Dawson
2090 Broadway
8th Floor
San Francisco, California 94115

Mrs. Kathleen Reid
9006 Stratford Lane
Alexandria, Virginia 22308

Mrs. Kathy Makris
2499 Patricia Court
Falls Church, Virginia 22043

Ms. Brooke Vosburgh
2422 Menokin Drive
Apartment 103
Alexandria, Virginia 22302

June 10, 1986

- AT & T did not approve Justice intervention
- Barber Conable lunch/breakfast
- Status of Terry Eastland
- Saturday NY Post on DTR Leaving
- Bill Marriott and Smithsonian Restaurant
- Williams Companies depreciation and AMT

August 25, 1986

MEMORANDUM FOR JACK RENWICK
SAIC-TSD, USSS

FROM: NANCY FIESTER
PERSONAL ASSISTANT TO MR. REGAN

SUBJECT: KEYS FOR ROOMS 460 AND 520

Please rekey the lock to room 520 so that it can be opened by the key to room 460. Currently, the two keys to room 460 are signed out to H.D. Lewis of the Facilities Management Office. One key should remain signed out to H.D. Lewis and the other key should be reassigned to Nancy Fiester. A new key should be cut and assigned to Cheri Nolan, who is the occupant of room 460.

Thank you for your cooperation in this matter. Dennis Jacobs of your staff is familiar with this request and any questions should be referred to him.

August 26, 1986

MEMORANDUM FOR JIM MILLER

FROM: TOM DAWSON

Mr. Regan believes he has asked for this information before; however, he would like an update as of August, 1986.

- 1) What pay, allowances, and benefits did a Major in the Air Force get (for 10 years service) in 1980 and same rank, same service time, in 1986?
- 2) Ditto for Army Staff Sergeant with 12 years service.
- 3) Ditto for Private First Class, or equivalent, with 1 year's service.
- 4) Ditto for Major General/Reserve Admiral with 24 years service.
- 5) What is the overall cost in 1986 for pay, allowances, and benefits of Armed Forces versus 1980.
- 6) What is cost for same number of people as we had in 1980.

August 26, 1986

AL:

I am convinced that agriculture policy - domestic and international is a major area for the next 5/7 years, and maybe beyond that. We must make a start openly in '87 and quietly now this fall. (Get Tracy to work). Also start a working group on energy policy in EPC now that energy tax policy is set, and prices have temporarily stabilized. I am going ahead with budget reform. Jim Miller and Peter have the lead. Start some thinking on productively hit there is only so much we can do - what about a gradual attitudinal change toward work by management and workers alike, etc.

DTR

August 26, 1986

MEMORANDUM FOR WILL BALL
JIM MILLER

FROM: TOM DAWSON

SUBJECT: ATTACHED

Mr. Regan would like you to consider the attached memo and report to him on its validity and what help we can/should give in the legislative area.

August 26, 1986

NOTE FOR BERYL SPRINKEL

FROM: TOM DAWSON

SUBJECT: ATTACHED

Mr. Regan asked me to send you the attached for your analysis and possible use as a leading indicator.

August 26, 1986

Dear Jeff:

Thank you very much for sending me the material on the Retail Index. I would appreciate it if you would phone in your results monthly to Tom Dawson who is my Executive Assistant at 202/456-6594.

With best wishes,

Sincerely,

Donald T. Regan
Chief of Staff to the
President of the United States

Mr. Jeffrey M. Feiner
Merrill Lynch
One Liberty Plaza
165 Broadway
New York, New York 10080

5:15p.m.
Friday

NOTE FOR DONALD T. REGAN

FROM: DAVID CHEW

Several small points:

1) Op Ed Piece - Buchanan is out of pocket Friday pm. So nobody really knows what its status is - did it go to the NYT's? Last draft we saw did not have all of the Lugar/Senators references out. Tom and I have both talked to PJB to communicate your message. Time will tell what happens here. Poindexter is basically ok with the draft. Will agrees with your fixes but upon reflection would prefer no op ed piece. I told him we were beyond that point. Poindexter slipped a copy of the piece in the PDB & thus RR has seen it.

2) S. Africa Strategy - NSC has a paper on South African legislative strategy that goes to JMP tonight. It is addressed to the President. Expect Poindexter to discuss this with you. I will seek to insist that this paper go through the system - not the PDB - this is an issue for next week. The action-forcing event is the renewal of last year's Executive Order which must be done by next weekend.

3) Wirthlin Surveys - Had lunch with Dick today to up date each other. His final survey, of which you have highlights, will be ready, with a memo of analysis for you, by Tuesday. We will Federal Express it to Florida so that you can read it at your leisure. I will brief Dennis and Mitch on its contents next week in Santa Barbara. You may want to brief RR on this in Los Angeles before the Fundraiser or on Air Force One on the flight back. Wirthlin would of course be please to show up any where any time to brief the POTUS. It probably would be good to get info to the President prior to his return to Washington, D.C. and the legislation rush that will follow.

Have a good time in Florida, I promise to call 3 times a day with useless items from my desk to yours.

THE WHITE HOUSE

WASHINGTON

October 7, 1986

MEMORANDUM TO DONALD T. REGAN

FROM: DENNIS THOMAS

RE: Iceland/Post Iceland

The Planning Group met last evening and the following reflect those events approved, scheduled and being implemented or offered for your consideration:

Tuesday, October 7:

- 8:30 a.m. -- Congressional Breakfast/Coverage -- Members in driveway
- 3:15 p.m. -- RR/Orlov Meeting/Oval/Closed coverage
- 3:30 p.m. -- Human Rights Meeting/Cabinet Room. Coverage of RR/Orlov entering room and opening remarks
- Evening -- Governors Association Dinner -- open coverage/no planned news

Wednesday, October 8:

- a.m. -- Speech insert/N.C. Speech
 - Japanese Tobacco announcement
 - National Unity/Iceland

Saturday - October 11

Radio Address

Monday - October 13

- 8:00 p.m. -- Report to the Nation/Oval Office

Tuesday - October 14

Network anchors/columnists debriefing/Iceland
Congressional briefing/Iceland -- if in town

Wednesday - October 15

Chavez Campaign/Maryland

Thursday - October 16

Black ministers meeting

Friday - October 17

North Dakota/Andrews

Saturday - October 18

Radio Address -- Absentee Ballot -- Public Service/Vote

ICELAND

Thursday - October 9 (Departure)

9:20 a.m. -- Remarks

9:30 a.m. -- Wheels Up/South Lawn

Statement to Cabinet/EOB-W.H. pass holders
Jack Courtemanche/Bill Henkel to coordinate
with Johnathan Miller
NSC/Speechwriters - 5 minutes remarks

Friday - October 10

4:30 p.m. -- Visit President/Iceland Residence/ no remarks
required

Photo Op/walk with President/see view from residence/
church -- weather permitting

-- Press Backgrounder -- "Geneva precedent"
Poindexter/Shultz or "B" team - brief press on
issues/history - 4 issue areas

Saturday - October 11

-- Arrival/opening of meetings -- coverage open
Black out begins*/evening--working dinner optional

Sunday - October 12

1:00 p.m. -- Conclusion of Final Session/open coverage
Joint Statement -- optional
Air Base Departure Ceremony - remarks to families

Evening -- Arrival back to Andrews
Optional welcome home by VP/Cabinet

Monday Night - October 13

-- Report to Nation
Outline has been prepared by NSC
12 - 13 minutes
Oval Office

Tuesday - October 14

-- Congressional Briefing - optional
-- Columnists/Anchors Briefing

Format/Participants - Meetings

NSC included toward smaller rather than larger sessions

- ** one on one/one on one "plus" or "plus squared" (still debating who beyond Shultz)
- ** not recommending many or any plenary sessions

Working Luncheon

- ** same format participants as Geneva suggested to NSC
- ** NSC suggesting only RR/Shultz/Regan/Poindexter/Ridgeway/Matlock
- ** Suggested as alternative
 - ** Same group as Geneva-broaden attendance 12-13 persons
 - ** allows more in on "take-off" and help broaden support for whatever ultimately agreed to
 - ** after "working group of 12" -- have RR/Shultz/Regan/Poindexter break for smaller meeting -- same approach as Geneva

Personnel to Travel

NSC

John Poindexter
Paul Thompson
Florence (Secretary)
Jack Matlock
Bob Linhart
Peter Rodman
Ty Cobb
Frank Lavin
Secretary
Secretary

State (total of 119 requested)

Shultz
Nitze
Hartmann
Ridgeway
Parris
Simmons

(also part of delegation)

Adelman
R. Pearl
Kampelman
Rowny

Defense - requesting 7

NSC approving only Perle

USIA

Requesting 29 slots

TALKING POINTS FOR WHITE HOUSE POLITICAL BRIEFING

Wednesday, November 5, 1986 - 1:00 PM

1. It is a pleasure to greet Senior White House Staff and Cabinet representatives - all who have made a substantial contribution to the Election '86.
2. The President can be -- and is -- proud of all your efforts in the last few months.
3. While the President has been extremely and uniquely active in this fall's campaign (25,000 miles, 34 million dollars, and 50 appearances) neither his effort nor the results achieved would have been possible without the support of staff and the individual effort of those who were able to participate in the campaign.
4. From the Political Office to Advance to Speechwriting to Press and the like, all of you and your staffs are due a heartfelt thanks, but no time off!
5. Later in the program you will be hearing from Haley Barbour and Mitch Daniels on election results, the Vice President and the President on the agenda for the next two years.
6. There should be no doubt about it -- this is neither a lame-duck President nor a lame-duck administration.
7. The President will be quite specific about his agenda for the last two years, and we should view it as our marching orders.
8. The agenda should come as no surprise to those of us in the Administration and focuses on budget reform, productivity and peace.
9. Reflecting on this fall's campaign, it is interesting how the Democrats have not only chosen not to change the Reagan agenda, but it is remarkable how many of them, at least in lip service, have adopted it in their campaigns.
10. Working with the representatives of our party, we should hold them to their campaign promises, and make sure they follow through on the Reagan agenda in the next two years.
11. Caution re "body language."
12. Now, I would like to turn over the platform to Mitch and Haley, who will discuss the election results and their meaning, especially in an historical context.

TALKING POINTS WITH CHANCELLOR KOHL

1. I know you agree on the importance of steady non-inflationary economic growth in both the U.S. and Germany, which is essential for the health of the world economy.
2. U.S. led economic expansion of last few years with very strong growth, stimulating growth outside U.S., including both Europe and the debtor nations.
3. But this has also led to a higher and unsustainable U.S. trade deficit, which is feeding protectionism in the U.S.
4. If I am to continue successfully to resist protectionism here -- and if the global debt problem is to be resolved -- it is critical that Germany have steady, strong growth in the years ahead.
5. I understand that your economy has picked up in recent months, but we are concerned that in 1987 growth may falter. Hope you will take needed measures to sustain growth during the period ahead.
6. As you know, we are on the verge of an historical tax reform in the U.S. I know you are considering major tax reform in Germany and I hope that you will be able to enact it as soon as possible, as this will stimulate investment and growth and also contribute considerable to reducing unemployment.

EXECUTIVE SUMMARY

CREATING A CENTER FOR EDUCATION STATISTICS

In late 1984 the National Academy of Sciences was asked by the Office of the Assistant Secretary for Educational Research and Improvement of the U.S. Department of Education to undertake an evaluation of the National Center for Education Statistics (NCES). The request was a reflection of the expressed concern that the center had lost the confidence both of those providing data to it and of those who used its products, that the quality of its products had declined, that it failed to provide its data in a timely fashion, and that its interpretations of those data it did provide were flawed.

At the same time, an educational reform movement had brought education statistics into what is likely to be the center of policy debate for years to come. The educational reform movement burst onto the public agenda in early 1983 with the issuance of the first of the reform reports from the Department of Education's Commission on Excellence in Education (U.S. Department of Education, 1983). The spate of reports that followed from a multitude of groups laying claim to the issue relied on data from the center, among other sources, to provide the evidence for declines in quality and to argue for specific solutions, such as increasing high school graduation requirements in mathematics and science.

This situation provides a dramatic illustration of the power of data to fuel a policy debate and of the changing demands for data that come with the recognition of a crisis. How can policy makers identify needed intervention points? How can society increase the amount of educational output? How will people know if reforms have been effective? The demand for data to help answer these and other questions has thrust the center forward and promises to keep it there for a long time.

To carry out the study requested by the department, the Panel to Evaluate the National Center for Education Statistics was established in January 1985 under the Committee on National Statistics of the National Research Council. The study had four major aspects:

- o to review, describe, and assess existing data quality and quality assurance processes by NCES, including standards and guidelines for conducting surveys and releasing and publishing the data, and procedures used to ensure accuracy, reliability, and validity of the data as well as ensuring consistency and uniformity over time.
- o to review, describe, and assess program content and services of NCES and the procedures used for establishing priorities consistent with the congressional mandate.
- o to review and assess the timeliness of data collected and disseminated by NCES.

- o to identify any issues that obstruct or hinder NCES in the successful accomplishment of its mission.

The panel's activities included interviews with appropriate officials and experts within the center, the Department of Education, and the federal government; with members of the department's Advisory Council on Education; with representatives of many of the education organizations and professional groups concerned with education; with other users of education data; and with providers of the data to the center. The panel drew on the expertise and advice of other committees and panels of the National Research Council whose interests extend to the use of education statistics. The panel also reviewed an extensive body of materials, including the annual reports of the advisory council, reports of previous reviews, internal memoranda, and relevant correspondence.

The panel began its activities with the full intention of approaching the issues through examination of individual programs. It soon found, however, that the center's problems, rather than being unique to particular programs, extended throughout the center. Thus the report focuses on issues rather than programs.

The report culminates an extensive two-year study and reflects the panel's very broad view of the problems of the center. The panel addressed the problems both from the realities of the past and present and from the longer-range perspective of the center as the panel perceives it in the years ahead. Simply put, the Center has been found wanting.

The panel believes that the discussion and recommendations in the report provide a realistic approach to dealing with the issues and problems that the center faces and that actions such as those recommended are critical to its survival as a credible organization. Neither the findings nor many of the recommendations are startling in nature; rather, they tend to echo or expand what has been said by previous groups that have explored the same issues. However, because the panel believes education issues are now so urgent, the panel place mores emphasis on comprehensive action than did past reviews.

Given that the need for information about education is beyond argument, in this report a goal is outlined that is within the grasp of a statistical agency working in the difficult environment of the federal government with its disparate objectives and multitudinous demands on budgets and staff. To a large extent, the actions proposed, to a large extent, are inherent elements in the operating philosophies that guide such respected statistical organizations as the Bureau of the Census, the Bureau of Labor Statistics, the National Center for Health Statistics, and the Energy Information Administration. In essence, the panel seeks to institute changes at the Center for Statistics for which there is ample precedent.

As the report makes clear, the center's problems extend throughout its full program; thus, the recommendations are a comprehensive and integrated set. The proposals provide a package that, when taken as a whole, will initiate and reinforce a process of improvement. The approach is realistic--not

radical. The changes proposed cannot be effected overnight, or even in a year. But they can begin with the initial and fundamental steps of improvement.

Simple tinkering--selecting a suggestion here, reorganizing a bit there, adding a memo, deleting a regulation--has not worked and will not work, as the history of the past 25 years shows. Such self-deception, represented by quick-fix approaches, merely reinforces the already unacceptable status quo. The overriding issue before the Department of Education and the Center for Statistics is one of intent, commitment, and leadership.

It is appropriate at this point to state unequivocally that we are not proposing to solve the center's problems merely by throwing money at them. While the center does require immediate additional staff, and thus some incremental additional funding, just to carry out its current workload, the panel firmly believes that the center, by implementing many of its recommendations, can significantly improve its operations without additional large infusions. Certainly, the panel recognizes and accepts that over time the center will require increased funding, but such requests, first, should be judged against the progress of the center in meeting the standards expected of it and, second, should reflect an expected expansion in the types and scope of data the center collects as it demonstrates an ability to meet the diverse needs of its users.

The panel emphasizes the seriousness with which it views the center's problems. There can be no defense for allowing the center to continue as it has for all too long. If indeed, "the nation is at risk" in the area of education, it is part time for those in positions of responsibility to acknowledge the risks and dangers of perpetuating the myriad and continuing problems of the center. Without strong and continuous commitment and demonstrated determination to undertake wide-ranging actions to change both the image and reality of the center, the panel is unanimous in its conviction that serious consideration should be given to the more drastic alternatives of abolishing the center and finding other means to obtain and disseminate education data. A number of potential alternatives to the center exist, such as placing leadership responsibility elsewhere in the department and collecting the needed data through contracting with another federal statistical agency or with the private sector, through a federally funded nonprofit research center established by the department at the direction of the Congress, or through directing other entities within the department to accomplish the task.

The panel emphasizes strongly, however, that it believes the preferred course of action is to begin the process of improvement. As it noted, the center's problems are longstanding and pervasive, but if faced openly they can, in time, be overcome. As for this report--and its many predecessors--perhaps the thought is best expressed in the words of Sir Francis Bacon:

Crafty men condemn studies

Simple men admire them

Wise men use them.

the twelfth commandment
[6/20]

TWELFTH COMMANDMENT

THOU SHALT NOT FORGET TO INFORM LEGISLATIVE AFFAIRS