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THE WHITE HOUSE

WASHINGTON

March 9, 1984

MEMORANDUM FOR FRED F. FIELDING

FROM:

JOHN G. ROBERTS 

SUBJECT:

Cities in Schools Project --
Proposed Plan Calling for Partnerships

Kathy Camalier, on behalf of Mr. Baker, has asked for our views by close of business today on a request by Bob Baldwin (Chairman of Morgan Stanley and a member of the President's Commission on Industrial Competitiveness) and Bill Milliken that a White House event be scheduled for their Cities in Schools project. Baldwin and Milliken would invite "heavy-hitter corporate heads" to the White House luncheon, explain the Cities in Schools project to them, and, at a later date, follow-up with fundraising requests.

Baldwin and Milliken have sent a memorandum explaining the Cities in Schools project. Cities in Schools, Inc., is a 501(c)(3) organization that focuses on the related problems of school dropouts and school violence. It has been active since the early 1960's, with significant funding from a discretionary fund administered by the Secretary of Education. Secretary Bell has reduced this funding and resisted efforts by Cities in Schools to increase it. Baldwin argues that the projects administered by Cities in Schools coincide with the President's own Partnerships in Education program, and accordingly deserve our support.

The proposal for a White House event to benefit Cities in Schools raises several problems. We generally try to avoid endorsing particular charitable organizations, not only to preclude charges of favoritism but also because we are not equipped to supervise the activities of charitable organizations, which would be necessary to some extent were the White House to endorse or otherwise support a particular organization. This proposal also would involve the White House in fundraising, despite Milliken's response that Cities in Schools would only "make contacts" at the White House event and follow-up with fundraising at a later date. As you know, we generally avoid using the White House for charitable fundraising, with only limited exceptions for events or organizations with which the Reagans have been personally associated. Finally, I do not like the idea of

using the White House to raise funds for an organization when the responsible Cabinet Secretary has resisted efforts to increase funding for the organization.

I have drafted a memorandum to Camalier noting the above concerns, recommending against a White House event for Cities in Schools, and suggesting that the matter be referred to Jim Coyne's office, which is handling the Partnerships in Education initiative. Perhaps Coyne's office can give informational or other support short of a White House fundraising event.

Attachment

THE WHITE HOUSE

WASHINGTON

March 12, 1984

MEMORANDUM FOR KATHY CAMALIER
STAFF ASSISTANT TO THE CHIEF OF STAFF

FROM: FRED F. FIELDING *Orig. signed by FFF*
COUNSEL TO THE PRESIDENT

SUBJECT: Cities in Schools Project --
Proposed Plan Calling for Partnerships

You have asked for our views on a request from Bob Baldwin and Bill Milliken that a White House event be held to benefit Cities in Schools, Inc. As you described it, Baldwin and Milliken would invite corporate leaders to the event, explain Cities in Schools to them, and follow-up with fundraising at a later date.

The White House generally avoids endorsing or otherwise supporting particular charitable organizations, not only to preclude charges of favoritism but also because we are not equipped to monitor the activities of charitable organizations, which would be necessary to some extent if the White House were to support a particular organization. Furthermore, we generally do not permit the White House to be used for fundraising. The fact that the supporters of Cities in Schools plan to solicit funds at a later date after the proposed White House event does not alter the fact that the White House event would be used to promote those subsequent fundraising efforts. Finally, I am reluctant to involve the White House in fundraising for an organization when the responsible Cabinet Secretary has considered and rejected applications for increased funding for the organization. For these reasons, we must recommend against the proposed White House event.

FFF:JGR:aea 3/12/84
cc: FFFielding/JGRoberts/Subj/Chron

THE WHITE HOUSE

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cc: FFFielding/JGRoberts/Subj/Chron

THE WHITE HOUSE

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COUNSEL TO THE PRESIDENT

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Those supporting the Cities in Schools project could be referred to the Office of Private Sector Initiatives, which is coordinating the Partnerships in Education initiative, for whatever support or guidance that office can provide short of a White House event.

FFF:JGR:aea 3/9/84

cc: FFFielding/JGRoberts/Subj/Chron

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 1 / 1 /

Name of Correspondent: Kathy Camalier

MI Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Cities in Schools Project - proposed plan calling for partnerships

ROUTE TO:

ACTION

DISPOSITION

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
<u>CUHOLL</u>	ORIGINATOR	<u>84,03,06</u>			<u>1 / 1</u>
<u>CUAT 18</u>	D	<u>84,03,06</u>		S	<u>84,03,09</u>
	Referral Note:				<u>C.O.B.</u>
		<u>1 / 1</u>			<u>1 / 1</u>
	Referral Note:				
		<u>1 / 1</u>			<u>1 / 1</u>
	Referral Note:				
		<u>1 / 1</u>			<u>1 / 1</u>
	Referral Note:				

ACTION CODES:

- A - Appropriate Action
- C - Comment/Recommendation
- D - Draft Response
- F - Furnish Fact Sheet to be used as Enclosure
- I - Info Copy Only/No Action Necessary
- R - Direct Reply w/Copy
- S - For Signature
- X - Interim Reply

DISPOSITION CODES:

- A - Answered
- B - Non-Special Referral
- C - Completed
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: _____

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THE WHITE HOUSE

WASHINGTON

March 5, 1984

NOTE FOR: FRED FIELDING
FROM: KATHY CAMALIER *KC*
SUBJECT: Cities in Schools Project

Mr. Baker asked me to sit down with Bob Baldwin and Bill Milliken to discuss the attached "Cities in Schools" proposal.

Messrs. Baldwin and Milliken have asked that a "White House event," such as a luncheon, be arranged sometime in the near future. They would like to use this opportunity to invite in heavy-hitter corporate heads so that they can make a plea for their support -- both financial and resources.

Is this something that the White House can sponsor? If so, what, if any, restrictions exist? If not, please provide appropriate explanation so that I can advise Messrs. Baldwin and Milliken.

Thanks. Mr. Milliken will be back in touch with me at the end of this week, so I would appreciate it if someone on your staff could let me know by Friday of this week.

P.S. Bill Milliken called this afternoon to explain that they would use this function to "make contacts" + then follow-up later (outside of WH) with the fund-raising, etc.

MEMORANDUM

MAR 1 1984

TO : The Honorable James Baker

FROM : Mr. Robert Baldwin

SUBJECT: A Proposal for a National Partnership Between the Federal Government, Corporate America and Cities in Schools

BACKGROUND

President Reagan launched the National Partnerships in Education Program on October 13, 1983. This initiative seeks both to highlight and reward the private sector/education partnerships which are proven successes and looks to broaden state and local participation in this worthy endeavor. This initiative offers the possibility for addressing two of the most frustrating and baffling problems facing our country -- school violence and school dropouts.

PROPOSAL

In light of this Presidential initiative calling for partnerships, Cities in Schools with its proven record in addressing the problems of urban America, proposes a unique way to address these twin problems of school violence and school dropouts. This partnership plan will include the following features:

- o Drawing national attention to school violence and the dropout issue
- o Promoting local and state solutions to these problems
- o Using funds to equip the indigenous leadership with training and technical assistance necessary to combat these problems

The attached amplifies the above proposal.

Attachment

A Proposal for
A PUBLIC/PRIVATE PARTNERSHIP
to address the issues of
SCHOOL DROPOUTS AND SCHOOL VIOLENCE

Submitted to:

February, 1984

INTRODUCTION

CITIES IN SCHOOLS, Inc. (CIS) proposes that the Administration and several major corporations enter into a partnership with CIS to focus attention on two major issues facing our country's future: the related problems of the school dropout and school violence.

CITIES IN SCHOOLS recommends that the Partnership tackle the issues of the dropout and school violence in three ways:

- Speak out and focus national attention on the dropout problem and the problem of violence in the classroom.

- Promote the development of local and state partnerships to deal with these problems.

- Provide funding for technical assistance and training by CITIES IN SCHOOLS directed toward local and state partnerships to ensure the success of these efforts.

The proposal which follows is broken down into three sections. The first section outlines the seriousness of the dropout and school violence problems. The second section provides a brief description of the purpose, philosophy, methods and results of the CITIES IN SCHOOLS program. The last section outlines a specific plan of action for the proposed Partnership.

THE DROPOUT PROBLEM

Who Are They?

If a principal walked into a high school freshman class of 14-year-olds and said, "Look to your left and to your right. In four years, one of you won't be here." We might think that the principal was insensitive, even cruel. But the principal would be right about most high school freshman classes in...many states."(1)

- In 1983, the dropout rate nationally was 28%. (2) This means our nation is producing in excess of a million dropouts annually. Dropout rates are much higher for minorities; approximately 61% for blacks and 56% for Hispanics.(3)
- In 1980, 30% of all white Americans were nineteen years of age or under. For blacks the figure was 40%: for Hispanics, 43%. If minority students continue to leave school at the current rate, the number of school dropouts will significantly increase through the 1980's. (4)

Why Do They Drop Out?

The chief reasons cited by students for leaving schools include "being discouraged", "doing poorly", "not interested". Minority males put "economic reasons" near the top. Pregnancy is the top reason given by females. (5)

- 600,000 teenagers give birth annually. 80% of these teenagers drop out and never return to complete high school.(6)

Dropouts as a group have a number of other common characteristics. They usually have poor grades, no college plans, inadequate basic skills and a correspondingly low evaluation of their academic abilities. Their families have less money and more children; parents are less educated, and there are more broken marriages.(7)

What Happens to Them?

At least during their teen years, most dropouts endure the harsh realities of unemployment, menial jobs or welfare. For perhaps 1/4 to 1/3 of all dropouts, prospects remain grim far into their adult lives. As a group they are much more likely to become involved with drugs, crime, unemployment and welfare.

- Over 82% of the inmates in our prisons in North Carolina and Texas are dropouts. (8)
- In Oakland, CA. 90% of all burglaries and break-ins are committed by jobless teenagers. (9)

THE PROBLEM OF VIOLENCE IN THE SCHOOLS

The most comprehensive study of crime and violence in America's public schools was completed in 1978 by the National Institute for Education. The NIE reported that:

- Three million secondary school children were victims of in-school crime each month, and almost 8% of urban junior and senior high school students missed at least one day of school a month because they were afraid to go to school.
- Each month 282,000 students were physically attacked in America's secondary schools.

A major 1983 study of school violence by Jackson Toby, Director of Rutgers University's Institute for Criminological Research concluded that the NIE data had probably understated the actual incidence of school violence at the time the survey was conducted. (10)

For teachers, the NIE 1978 report stated that:

- Each month 6,000 teachers were robbed in America's secondary schools.
- Each month 1,000 teachers were physically assaulted seriously enough to require medical attention, and 125,000 teachers were threatened with physical harm.
- Each month 125,000 teachers encountered at least one situation where they were afraid to confront misbehaving students in America's secondary schools.

Again, indications are that the problem has increased in the last five years. A survey of teachers conducted by the National Education Association in 1983 showed that:

- The percentage of teachers who reported being physically attacked during the preceding year had increased by 53% between 1978 and 1983.
- The percentage of teachers reporting malicious damage to their personal property increased by 63% over the same period.

According to a 1983 report on violence in the Boston school system,

- 50% of a large sample of Boston teachers reported that they had been victims of robbery, assault, or larceny during the course of the year.

CITIES IN SCHOOLS
TURNING RESOURCES INTO RESULTS

CITIES IN SCHOOLS has successfully developed a plan for delivering educational and social services to schools with high incidences of dropouts. The CIS coordinated service delivery concept has reached the lives of thousands of youth who otherwise would have ended up as statistics on the welfare roll, the unemployment lines or in the prison population.

CITIES IN SCHOOLS is no experiment; it is an ongoing program currently operating at 32 school sites in six cities. The founders of CIS have been in the business of helping urban youth for twenty years. And CITIES IN SCHOOLS has been demonstrating the effectiveness of its concepts in the lives of young people since 1974.

CITIES IN SCHOOLS changes the pattern of school failure by assuring that kids come to school regularly, get the human services they need, and improve their academic performance. CIS accomplishes this through a strong working partnership between the public and private sectors of a city.

CITIES IN SCHOOLS puts public and private resources--counseling, educational, health, financial, legal and employment--right in the school, where they can do the most good. The program brings workers from local service and volunteer agencies into the schools and teams them up with teachers. This team works with groups of students selected because of serious attendance, academic, behavior or family problems.

CITIES IN SCHOOLS believes that the coordinated service teams brought to the school provides a natural vehicle for correcting the problem of violence. Placing caring adults, with professional skills, in accountable relationship with needy youth has multiple benefits, including a general calming of the atmosphere in individual classrooms and of the school in general.

THE IMPACT OF THE CIS PROGRAM NATIONALLY

Since its start-up in 1974, the CIS program has consistently demonstrated its ability to keep potential dropouts in school, bring current dropouts back to school, improve attendance, and increase academic achievement.

For example, during the 1982-83 school year...

- CIS served 8,000 students and their families at 29 school sites in six cities.
- 42 local service agencies re-assigned 111 staff persons from traditional service positions to serve at a school site as part of CIS.

These staff provided services to students and their families in the areas of tutoring, individual and group counseling, legal assistance, referrals for daycare and public benefits, arrangement for emergency food, clothing and housing, cultural and recreational activities, field trips, camping experiences, attendance monitoring, etc.

- In Houston, students referred to CIS as juvenile offender or truancy cases improved their attendance from a pre-CIS rate of 57% up to 88%.

In Atlanta, where over half the CIS students had been dropouts prior to enrolling in CIS, students attendance rate went up to 82%.

- In New York City, CIS students gained an average of 1.3 years in reading achievement. This more than doubled their previous gains in reading in the year prior to CIS.

AN ILLUSTRATION OF THE PARTNERSHIPS
CREATED THROUGH CITIES IN SCHOOLS

The strength of the CITIES IN SCHOOLS program comes from the strong working partnership between the public and private sectors of the community. CIS attempts to draw together leadership from the school system, local and state governments, local human service agencies, the business community, churches and volunteer organizations. A brief description of the way the partnership functions at one site in Atlanta illustrates the enormous potential impact of such a partnership:

THE ST. LUKE'S-AREA III LEARNING CENTER

In 1982-83, the St. Luke's Learning Center served 192 students. Of this total group, 21 were referred by local high schools as potential dropouts because of serious attendance, behavior, or family problems; 171 students had already dropped out prior to enrolling in the program; 48 students were referred by the juvenile court as a condition of probation.

- During 1982-83, the overall attendance rate for this population was raised to 85.7% for the year. (The systemwide average for high schools was 92%.)
- 23 students received high school diplomas.
- 33 students were placed in jobs during the year.
- Reading achievement increased from .3 to 4.5 years.

A number of local organizations participated in the partnership at this site:

- Atlanta Public Schools - assigned four teachers and instructional supplies to provide a full-day program of academic instruction.
- St. Luke's Episcopal Church - renovated the facility and maintained it through the school year. The church also provided financial support and volunteers through its congregation.
- Fulton County - provided physicals and vision screenings, referrals for medical treatment, and classes in health related issues. The County also provided a grant to support coordination of agency services.
- ACTION Agency - provided a VISTA worker to provide support services to students and their families.
- Child Service and Family Counseling Center - provided group counseling sessions at the school site.
- Morris Brown College - provided interns from its Social Work Department.

WHAT DOES THE PROGRAM COST?

CITIES IN SCHOOLS provides an inexpensive alternative to other forms of treatment that kick in when dropout prevention measures fail. For example, analysis of program alternatives in Georgia came up with the following comparisons:

- The Atlanta Public Schools lose \$4.44 in revenue each day that a student is absent from school.
- It costs Georgia \$28 per day to assign, counsel and follow up a young person placed on juvenile probation.
- It costs \$54 per day to keep a juvenile offender in a youth development center.
- It costs \$90 a day to maintain an inmate in prison.
- Compare this with the CITIES IN SCHOOLS comprehensive package of services offered to 740 youth in Atlanta during the 1982-83 school year at a cost of approximately \$5.37 per day per participant.

Summarized on a national basis, every private dollar raised through CITIES IN SCHOOLS has LEVERAGED an additional four dollars for the program in the form of staff and resources re-assigned to CIS from school systems, service agencies, churches and businesses.

THE PARTNERSHIP PLAN

CITIES IN SCHOOLS proposes that the Administration establish a National Partnership between the federal government and corporate America to address the related issues of the dropout and school violence.

- (1) The Partnership would be composed of representative from the public and private sectors and from CIS, Inc. management and Board.

THE PUBLIC SECTOR

The public sector participants would be comprised of those federal agencies whose mandates include and most closely affect the types of youth involved in the dropout and school violence problems, i.e.:

- o The Department of Health and Human Services
- o The Department of Education
- o The Department of Housing and Urban Development
- o ACTION
- o The Department of Labor
- o The Justice Department

We recommend that the Justice Department become the lead agency because it is most closely concerned and involved with the prevention issue.

THE PRIVATE SECTOR

Participants in the Partnership from the private sector would be comprised of major corporations which are directly profiting from the youth market, (e.g. fast food chains, clothing, toys, entertainment); and those looking to the youth market for future employees, (e.g. members of the Commission on Industrial Competitiveness). The Administration would identify potential participants and request their involvement in the Partnership. This could be done through a White House Luncheon.

CITIES IN SCHOOLS

Representatives of CIS management staff and National Board would also be included in the Partnership, (e.g. Robert Baldwin from Morgan Stanley, William Marcussen from Atlantic Richfield Company)

THE PARTNERSHIP PLAN (continued)

(2) The Partnership would publicly recognize and provide technical and financial assistance to CITIES IN SCHOOLS, Inc.

The public and private sector participants in the Partnership would provide matching amounts of funding, totalling \$2 million, to be used over an 18-month period to replicate CIS-type local and state partnership efforts which would address the dropout and school violence problems.

Specifically, these funds would be used as follows:

- Support for CIS facilitators providing technical assistance to local communities and to states as they develop their own public/private partnerships to address the issues.
- Support for the development of a CIS Training Institute to be established in Washington, D.C. in the summer of 1984. The Institute will train facilitators from local communities and states in the methods developed by CIS for implementing and coordinating local programs.
- Support for maintenance of the existing evaluation and management information system administered through CIS, Inc. to chart the success of CIS-type programs across the country, and for expanding the system's ability to evaluate the impact of the program on issues related to school crime and violence.
- Support for continuing technical assistance and training services to existing CIS programs.

NOTE: These funds would not be used for annual operating budgets of local programs. Instead, they would be earmarked for replication, technical assistance, training and quality control.

(3) The impact of the Partnership would be seen in a number of areas.

- By publicly focusing attention on the problems of dropouts and school violence and their role in correcting the problems, both the Administration and the private sector would be forcefully demonstrating their concern for sectors of our country's population which have been perceived as neglected--poor families, urban schools and minority students.
- By focusing attention on the need in our schools for creating an atmosphere of concern and discipline where citizenship and responsibility are taught.

THE PARTNERSHIP PLAN (continued)

- Public/private partnerships would be developed in a number of new areas of the country. CIS already has requests to start projects by September, 1984 from:

STATEWIDE PROGRAMS: North Carolina
Georgia

CITIES: West Palm Beach, FL
Allentown, PA
Pittsburgh, PA
Seattle, WN

CIS is involved in negotiations for implementation of projects from:

STATEWIDE PROGRAMS: South Carolina
Florida

CITIES: Philadelphia
Chicago

- The CIS Training Institute would equip facilitators to implement and manage coordinated delivery systems for partnerships working with dropouts and with the school violence problem.

The CIS Training Institute would also collect and disseminate information concerning the dropout problem, the school violence and crime problem, and the programs that are addressing these issues.

NOTE: Final negotiations are also taking place with Lionel Richie and Pepsi for use of a portion of the proceeds from their upcoming concert tour to support the Training Institute.

REFERENCES

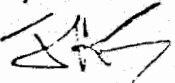
- 1 Musick, Mark, "Curbing Dropout Rates Will Require Extraordinary Efforts," Atlanta Constitution, February 16, 1984, p. 11-A.
- 2 -----, The Condition of Education: A Statistical Report, National Center for Education Statistics, U.S. Department of Education, 1984.
- 3 Boyer, Ernest, High School, New York: Harper & Row, 1983.
- 4 Ibid., p. 239.
- 5 Musick, op cit.
- 6 Public Health Service, National Center for Health Statistics, 1983.
- 7 Musick, op.cit.
- 8 The Condition of Education, op cit.
- 9 -----, "Black Teenagers Without Jobs Time Bomb for U.S.," U.S. News and World Report, January 18, 1982, p. 53.
- 10 Toby, Jackson, "Violence in School," Crime and Justice: An Annual Review of Research, Vol. 4, 1983.

THE WHITE HOUSE

WASHINGTON

February 27, 1984

MEMORANDUM FOR JAMES BAKER, III

FROM: JACK SVAHN 

SUBJECT: Cities in Schools

The Cities in Schools program has been helping inner city youth since the early 1960's. It has a significant private sector support component with most of the contributions being made by larger businesses. It is run by Bill Milliken who has personally moved from city to city to establish new programs. Programs have been adopted Atlanta, Houston, Los Angeles and Washington, D.C.

The objective of Cities in Schools is to keep inner city youth in school and to make productive members of society out of kids who otherwise would probably drop out. It uses a total service approach whereby in addition to regular educational programs, they provide health, social services, career counseling and the like.

The Carter Administration provided substantial federal grants to this program and we have continued to provide some funds from a discretionary account in the Department of Education. Bob Baldwin and Bill Milliken were in last summer to discuss the program's financial status. They had hoped to generate money from the private sector and other resources to wean themselves from federal funding, but have been unable to do so to date. The funding has been reduced at the federal level up through last year when it was about \$180,000. They had asked for \$400,000. The money comes out of the Secretary of Education's discretionary fund. They have been in requesting more money to "tide them over", but Bell is balking at spending his discretionary money on this project. Apparently he told them that they could apply for a grant and be considered like everybody else.

The money that the Secretary has is purely discretionary and I think he is holding off, looking around to see what other kinds of requests he may get for funding in 1984.


The program appears to be fairly successful in dealing with inner city youth albeit on a small scale. It does coincide with our goal to mobilize private sector resources to address this social problem.

THE WHITE HOUSE

WASHINGTON

April 13, 1984

MEMORANDUM FOR FRED F. FIELDING

FROM: JOHN G. ROBERTS 

SUBJECT: Letter To James A. Baker, III
Regarding Cities in Schools Program

Kathy Camalier, on behalf of Mr. Baker, has asked for our views on a letter Robert Baldwin of Morgan Stanley has requested Mr. Baker to send to Ross Perot. The letter asks Perot to meet with Baldwin to discuss the Cities in Schools program, of which Baldwin is a leader. Cities In Schools is a 501(c)(3) organization focusing on the problems of school dropouts and school violence. The draft letter, prepared by Cities In Schools, states that the Administration supports Cities In Schools and urges Perot to "consider supporting this effort along with other leading businessmen."

You may recall that last month Baldwin asked Baker to arrange a White House luncheon at which Cities In Schools officials could present their program to business leaders and seek to obtain their support. We recommended against such a luncheon by memorandum dated March 12 (attached). That memorandum noted that such a luncheon would contravene the White House policy of not endorsing particular charitable organizations, would violate the policy against use of the White House for fundraising, and also risked intruding the White House into the decisions of other agencies on grant applications involving Cities In Schools.

I see the same problems with the proposed letter. Baldwin is, quite simply, asking Mr. Baker to use his office to promote the efforts -- including fundraising efforts -- of a private charity. Other charities not able to trade on the prestige of the Presidency to aid their programs will be understandably resentful or try to get in on the act. Furthermore, the letter is a general endorsement of Cities In Schools, even though we know little about the organization (other than what they have told us) and have no control whatsoever over its activities.

Camalier asked if there were a compromise letter Mr. Baker could send in the event we considered Baldwin's draft too strong. The problem, however, is not so much Baldwin's

particular language but the very idea of using Mr. Baker as an entree for private fundraising efforts. I recommend advising Camalier that Mr. Baker stay completely out of the charitable fundraising business.

Attachment

THE WHITE HOUSE

WASHINGTON

April 13, 1984

MEMORANDUM FOR KATHERINE CAMALIER
STAFF ASSISTANT TO THE CHIEF OF STAFF

FROM: FRED F. FIELDING
COUNSEL TO THE PRESIDENT

SUBJECT: Letter To James A. Baker, III
Regarding Cities in Schools Program

You have asked for our views on a letter that Robert Baldwin of Morgan Stanley and Cities In Schools, Inc., has requested Mr. Baker to send to Ross Perot. The letter expresses Administration support for Cities In Schools, and urges Mr. Perot to meet with Mr. Baldwin and consider lending his support to the program.

We are compelled to recommend that Mr. Baker not send the letter submitted by Mr. Baldwin. In addition, we must advise that Mr. Baker not otherwise involve himself in promoting Cities In Schools to Mr. Perot or others. As I noted in my memorandum to you of March 12, recommending against a White House event to benefit Cities In Schools, the White House generally avoids endorsing or otherwise supporting particular charitable organizations, not only to preclude charges of favoritism but also because we are not equipped to monitor the activities of charitable organizations, which would be necessary to some extent if the White House were to support a particular organization. Furthermore, Mr. Baldwin is seeking an entree to Mr. Perot for fundraising purposes, and the White House generally avoids participating in the fundraising efforts of particular charitable organizations, no matter how laudable. I am certain you will recognize that aiding the fundraising efforts of one organization would generate a flood of requests from other equally worthy charitable organizations, requests that would be that much more difficult to decline. More significantly, enlisting White House staff members in support of private fundraising is in essence trading on the prestige of the Office of the Presidency, and should be avoided.

FFF:JGR:aea 4/13/84

cc: FFFielding/JGRoberts/Subj/Chron

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

- O - OUTGOING
- H - INTERNAL
- I - INCOMING

John

Date Correspondence Received (YY/MM/DD) 1/1

Name of Correspondent: Robert H. B. Baldwin

MI Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: Letter from JAB re: Cities in Schools

ROUTE TO:

ACTION

DISPOSITION

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response Code	Completion Date YY/MM/DD
<u>W Holland</u>	<u>ORIGINATOR</u>	<u>8410411</u>		<u>1 1</u>
<u>COAT18</u>	<u>D</u>	<u>8410412</u>	<u>S</u>	<u>8410413</u>
		<u>1 1</u>		<u>1 1</u>
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ACTION CODES:

- A - Appropriate Action
- I - Info Copy Only/No Action Necessary
- C - Comment/Recommendation
- R - Direct Reply w/Copy
- D - Draft Response
- S - For Signature
- F - Furnish Fact Sheet to be used as Enclosure
- X - Interim Reply

DISPOSITION CODES:

- A - Answered
- C - Completed
- B - Non-Special Referral
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

Type of Response = Initials of Signer
Code = "A"
Completion Date = Date of Outgoing

Comments: _____

Keep this worksheet attached to the original incoming letter.
Send all routing updates to Central Reference (Room 75, OEOB).
Always return completed correspondence record to Central Files.
Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

THE WHITE HOUSE
WASHINGTON

4/11/84

Fred:

CITIES IN SCHOOLS is a program that Jim Baker feels is a good one. He wants to be careful, however, that he does not give the impression of endorsing this from a fund-raising standpoint.

Bob Baldwin of Morgan Stanly has asked that JAB send the attached draft to Ross Perot as an "entree" for Baldwin to meet with Perot.

Would you, or your staff, please review the attached and determine whether or not this would be appropriate? If this language is too "strong," is there some sort of "compromise" letter that JAB could send in which he simply says that this is a program worth looking at and that he hopes that Perot will agree to talk with Baldwin about it.

We'd appreciate a quick turnaround, please.

Thanks.

(see attached)

Kathy C.

KATHERINE J. CAMALIER
Office of James A. Baker III
456-6797

MORGAN STANLEY

MORGAN STANLEY & CO.
INCORPORATED
1251 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10020

April 9, 1984

Mr. James A. Baker
Chief of Staff and
Assistant to the President
The White House
Washington, D.C. 20500

Dear Jim:

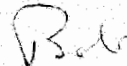
As part of our continuing effort to support the Cities in Schools program, I have taken the liberty of sending you a draft letter encouraging Ross Perot to join the business side of our partnership. As you will see, the letter encourages Mr. Perot to meet with me to further discuss CIS.

I am hopeful that you will send this letter under your signature, recognizing what I believe is your existing relationship. If you would send me a copy, I'll follow up from there.

This and other similar contacts on all of our parts will help turn our partnership concept into a reality.

Thank you and I look forward to seeing you soon.

Sincerely,



Robert H. B. Baldwin

RHBB:ek

Enclosure

DRAFT

Dear Mr. Perot:

The problems of high school dropouts and violence in the classroom are urgent matters that need our immediate attention. They have both gained national attention because children are our most valuable resource.

There is a great deal of existing emphasis on excellence in education. However, we must first address the problems of high school dropouts and violence in the classroom in order to make a significant impact on the future of education in our country. The national dropout rate hovers at 27% and peaks at 50% in some urban areas; and the President has spoken on the crises of violence in the classroom on numerous occasions. One program we have decided to support in addressing these problems is Cities In Schools, Inc. (CIS).

The Administration has made a decision to support this program and I thought you might be interested in learning more about it because of your concern for education. The mission of Cities In Schools is to coordinate social and educational services for youth and their families, using the school site as the focal point for delivery of services. Cities In Schools concentrates on the public school dropout and potential dropout. They have been working in urban areas with dropout youth for over twenty years, and their experience in developing public/private partnerships to provide answers to these problems is at the crucial point of replication. CIS currently operates successfully at 32 school sites across the country.

We are convinced that CIS has successfully demonstrated working public/private partnerships through its prototypes in Atlanta, Bethlehem, Houston, Los Angeles, New York City, and Washington, D.C. The Houston program will be replicated in six cities in Texas within the next year, and a similar replication effort is being considered in Florida, Georgia and North Carolina.

To assist CIS in replicating its approach, the Administration is eager to support a public/private partnership. The Justice Department will take the lead and along with other federal agencies provide a total of \$1 million dollars to be matched equally by the private sector. I am hopeful that you will consider supporting this effort along with other leading businessmen.

I would appreciate your taking time to meet with Mr. Robert H. B. Baldwin. Robert Baldwin has been a strong supporter of the CIS program for many years and is now serving as a very active member of its National Board. He is also a member of the President's Commission on Industrial Competitiveness and serves as Chairman of the Advisory Board of Morgan Stanley Inc.

We need to take advantage of this opportunity of addressing this national problem and backing a very viable solution, Cities In Schools. I encourage you to help this effort by talking to Mr. Baldwin and supporting this innovative effort.

Sincerely,

THE WHITE HOUSE

WASHINGTON

August 30, 1984

MEMORANDUM FOR KATHERINE CAMALIER
STAFF ASSISTANT TO THE CHIEF OF STAFF

FROM: FRED F. FIELDING Orig. signed by FFF
COUNSEL TO THE PRESIDENT

SUBJECT: Letter To James A. Baker, III
Regarding Cities in Schools Program

You have asked for our views on a letter that Robert Baldwin of Morgan Stanley and Cities In Schools, Inc., has requested Mr. Baker to send to Ross Perot. The letter expresses Administration support for Cities In Schools, and urges Mr. Perot to meet with Mr. Baldwin and consider lending his support to the program.

We are compelled to recommend that Mr. Baker not send the letter submitted by Mr. Baldwin. In addition, we must advise that Mr. Baker not otherwise involve himself in promoting Cities In Schools to Mr. Perot or others. As I noted in my memorandum to you of March 12, recommending against a White House event to benefit Cities In Schools, the White House generally avoids endorsing or otherwise supporting particular charitable organizations, not only to preclude charges of favoritism but also because we are not equipped to monitor the activities of charitable organizations, which would be necessary to some extent if the White House were to support a particular organization. Furthermore, Mr. Baldwin is seeking an entree to Mr. Perot for fundraising purposes, and the White House generally avoids participating in the fundraising efforts of particular charitable organizations, no matter how laudable.

You will recognize that aiding the fundraising efforts of one organization would generate a flood of requests from other equally worthy charitable organizations, requests that would be that much more difficult to decline. More significantly, enlisting White House staff members in support of private fundraising is in essence trading on the prestige of the Office of the Presidency, and should be avoided.

FFF:JGR:aea 8/30/84

cc: FFFielding/JGRoberts/Subj/Chron