

FIRST LADY HILLARY RODHAM CLINTON
REMARKS FOR RADIO ADDRESS ON ADOPTION
DECEMBER 14, 1996

During this holiday season, as we make time to be with our families, we recognize how much we cherish and rely on our parents, spouses, children and other relatives. But too many children across our country -- children with tremendous capacities to love and bring joy and energy into a home -- are still waiting for the love of a mother, a father, a great cat like Socks. A permanent family.

The only way to make sure that no child languishes in our foster care system, is for all of us to get involved. We all need to work together to unite America's waiting children with loving families.

And I am proud of the great efforts the President and his Administration ~~have made~~ ^{are making} to encourage and streamline the adoption process in our country.

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DRAFT 12/13/96 3:00 P.M.

PRESIDENT WILLIAM J. CLINTON
WEEKLY RADIO ADDRESS
THE WHITE HOUSE
DECEMBER 14, 1996

Good morning. I am here in the Oval Office with Hillary and a remarkable group of children and parents to make a special announcement. Today, we are taking important new steps to make adoption easier and to move children out of foster care faster. These efforts will help give even more children what every child needs and deserves -- loving parents in a strong, stable home.

I am especially pleased to be able to take this action now -- in this season of hope and light. The holidays we celebrate this month teach us that, through faith and love, we can truly repair the world. I can think of no better way to fulfill the promise of the season than to bring a child to a family and a family to a child.

There are more than 450,000 children in the nation's foster care system. They are placed there because of abuse, neglect, or a homelife that is neither safe nor secure. While most of these children eventually return to their original homes, nearly 100,000 of them simply do not have that option. These children wait far too long -- typically 3 years or more -- to find permanent homes and families to love them.

I know we can do better. And with today's steps, we will. But before I describe our efforts to speed up adoptions, I was hoping we could hear a few words from someone who has worked long and hard on this issue: The First Lady. Hillary?

During this holiday season, as we make time to be with our families, we recognize how much we cherish and rely on our parents, spouses, children, and other relatives. But too many children across our country -- children with tremendous capacities to love and bring joy and energy into a new home -- are still waiting for the love of a mother, a father, a great cat like Socks. A permanent family.

The only way to make sure that no child languishes in our foster care system, is for all of us to get involved. We all need to work together to unite America's waiting children with loving, permanent families.

And I am proud of the great efforts the President and his Administration ^{are making} ~~have made~~ to encourage and streamline the adoption process in our country.

Promoting adoption has been at the heart of my administration's efforts to protect our children and strengthen our families. Earlier this year, I signed a \$5,000 tax credit to help

families adopt children. We put an end to racial preferences for adoption -- no longer will laws keep children of one race from the nurturing arms of adoptive parents of another.

This is a good start, but we must do more. That is why I just signed a Presidential Directive with a clear goal: By the year 2002, we will double the number of children we move from foster care to permanent homes -- from 27,000 last year to 54,000 in 6 years. With this effort, we are saying: No child should be trapped in the limbo of foster care. No child should be uncertain what the words "family" or "parents" or "home" mean -- particularly when there are open arms waiting to welcome these children into safe households where they can build good, caring lives.

As part of this initiative, I am directing the Secretary of Health and Human Services, Donna Shalala -- who is with us today -- to launch an extensive effort to determine what steps we must take to meet our goal. I want the Secretary to report back to me with her recommendations in 60 days.

This report must tell us how we can help states set -- and meet -- urgent, new adoption targets. It must describe how we can improve coordination among local, state, and federal authorities, so that every community has access to the best ways to encourage adoption. And it must outline what sensible financial incentives we can provide states to raise adoption rates.

I also want the Secretary to determine what additional changes we can make in federal laws and regulations to ensure that children won't get trapped in foster care. And I want to know if there are additional provisions we can put in place to move children through the system faster and to protect them when they leave.

There are other steps we are taking immediately. I am instructing the Departments of Treasury, Labor, Commerce, and Health and Human Services to launch an all-out effort to heighten public awareness about adoption and to recognize those in the private sector who are committing themselves to this important cause.

Let me also say how grateful I am to those in Congress -- of both parties -- who are working so hard to make adoption a reality for America's most vulnerable children. I want especially to thank Senators Rockefeller and DeWine and Representatives Kennelly and Camp for their efforts.

The fact that we are commemorating the birth of a child who began his life in a manger and became the Prince of Peace should remind us of the promise God has placed in every child. We must work tirelessly to make sure that every boy and girl in America who is up for adoption has a family waiting to reach out to him or her. No child should be in foster care any longer than they have to be. This is a season of miracles. And perhaps there is no greater miracle than finding a loving home for a child who needs one. Thanks for listening.

LANGUAGE FOR AFTER RADIO ADDRESS:

Thank you for coming -- and I'd like to welcome the people who are listening from the Roosevelt Room. I thought we might take a moment to have a more detailed discussion about foster care, adoption, and what we can do to find good homes for even more children. And I was hoping the First Lady would start us off.

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And I am proud of the great efforts the President and his Administration have made to encourage and streamline the adoption process in our country.

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If there's one thing we've learned about what it takes to make sure no child languishes in our foster care system, it's that no one can do it alone. It takes all of us, working every day, to secure families for America's waiting children.

And I am proud of the great efforts the President and his Administration have made to encourage and streamline the adoption process in our country.

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Carol McLanne

FIRST LADY HILLARY RODHAM CLINTON
REMARKS FOR RADIO ADDRESS ON ADOPTION
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Thanks, Bill. During this holiday season, as we make time to be with our families, we recognize how much the love of our parents, spouses, children and other relatives have enriched our lives and shaped who we are and who we hope to become. But tens of thousands of children are still waiting and hoping for the love of a mother, a father, a brother, a sister, a great cat like Socks -- a family. Tens of thousands of children are growing up without parents to teach them right and wrong, to nurture their dreams, to tell them they are special.

Each of these children has the capacity to love, to bring new joy and energy into a family. Let's all work together to make sure that each child's time in our foster care system is short, that all our children will spend their childhoods in permanent and loving homes.

The President and his Administration have made great efforts to encourage and increase adoption in our country...

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Let's all work together to make sure that no child languishes ~~needlessly~~ in our foster care system, that all our children can share in the joy of ~~living in~~ loving and ~~stable~~ homes.

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Each of these children has the capacity to love, to bring new joy and energy into a family. Let's all work together to make sure that their waits in our foster care system end before their childhoods do.

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LANGUAGE: ENGLISH

LOAD-DATE: June 20, 1995

DRAFT 12/7

December xx, 1996

MEMORANDUM FOR THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF THE TREASURY
THE SECRETARY OF LABOR
THE SECRETARY OF COMMERCE
THE DIRECTOR OF THE OFFICE OF PERSONNEL MANAGEMENT

SUBJECT: Steps to Increase Adoptions and Alternate
Permanent Placements for Waiting Children in the
Public Child Welfare System

As we enter this Holiday Season and reflect on the importance of family in our own lives, let us remember the tens of thousands of our nation's children in the public child welfare system who live without permanent and caring families. Children are placed in the foster care because of abuse, neglect, or because, for some length of time, their homes are not suitable.

I am committed to giving the children waiting in our nation's foster care system what every child in America deserves -- loving parents and a healthy, stable home. The goal for every child in our nation's public welfare system is permanency in a safe and stable home, whether it be returning home, adoption, legal guardianship, or another permanent placement. While the great majority of children in foster care will return home, for about one in five, returning home is not an option, and they will need another home, one that is caring and safe. These children wait far too long -- typically over three years, but for many children much longer -- to be placed in permanent homes. Each year, state child welfare agencies secure homes for less than one-third of the children whose goal is adoption or an alternate permanent placement. I know we can do better.

I believe we should increase the number of waiting children who are adopted or permanently placed from the public foster care system each year toward the goal of at least doubling that number in the year 2002. Returning home is not an option for about 100,000 of the over 450,000 children in the nation's foster care system, yet only approximately 20,000 were adopted last year and approximately 7,000 were permanently placed in legal guardianships. While the number of adoptions each year has been constant for many years, I believe that by working with states to identify and break down barriers to permanent placements, setting annual numerical targets, rewarding successful performance, and raising public awareness, we can meet the target of at least 54,000 children adopted or permanently placed from the public foster care system in the year 2002.

Today, therefore, I direct the Secretaries of Health and Human Services, Treasury, Labor and Commerce and the Director of the Office of Personnel Management to take the following actions to move children more rapidly from foster care to permanent homes and at least to double, by the year 2002, the number of children in foster care who are adopted or permanently placed from the public foster care system:

Within sixty days, the Secretary of Health and Human Services, in consultation with state and civic leaders, shall report to me on actions to be taken to move children more rapidly from foster care to permanent homes and at least to double, by the year 2002, the number of children in foster care who are adopted or permanently placed out of the public foster care system.

- I. To increase the number of children who are adopted or permanently placed each year, this report should include, but should not necessarily be limited to, recommendations in the following areas:
 - (a) Plans to work with states on setting and reaching state specific numerical targets, using the technical assistance of the National Resource Centers to make information on best practices available to states and to engage community leaders, parents, the business and faith communities;
 - (b) Proposals to provide per child financial incentives to states for increases in the number of adoptions from the public welfare system. Options considered should have little to no net costs, as increases in the number of adoptions from the public system will reduce foster care costs, thereby offsetting much if not all of the incentive payments;
 - (c) A proposal to ensure continued aggressive implementation of the Inter-ethnic Adoption Provision of the Small Business Job Protection Act;
 - (d) Plans to compile and publish an annual state-by-state report on success in meeting the numerical targets; and
 - (e) Plans to recognize successful states.
- II. To move children more rapidly from foster care to permanent homes, the report shall also recommend changes to federal law and regulations and other actions needed to emphasize the importance of planning

for permanency as soon as a child enters the foster care system. The Secretary's report should include, but should not necessarily be limited to, recommendations in the following areas:

- (a) Plans to provide states with funding to identify barriers to permanency and to develop targeted strategies to find permanent homes for children who have been in foster care a particularly long time;
- (b) Proposals to shorten the period of time between a child's placement in foster care and his or her initial hearing at which a permanency determination is made;
- (c) A proposal to clarify that the purpose of "dispositional hearings" is to plan for permanency and, as appropriate, to consider referrals for family mediation, termination of parental rights, adoption, legal guardianship, or other permanent placements;
- (d) A proposal to clarify the reasonable efforts requirement as it relates to permanency and safety;
- (e) Plans to ensure that states give appropriate weight to permanency planning by establishing standards for securing permanency through adoption or guardianship, once a decision has been made that a child cannot be returned home; and
- (f) Plans to examine alternative permanency arrangements, such as guardianship, when adoption is not possible.

Last month, I signed a proclamation designating November as National Adoption Month -- a time to increase awareness about the tens of thousands of children waiting for families and to encourage all Americans to consider the rewards and responsibilities of adoption. However, adoption must be a national concern throughout the year. Therefore, I direct:

- (a) The Secretary of Health and Human Services to develop and lead a public awareness effort, including use of public service announcements, print materials, and the Internet;
- (b) The Secretaries of Health and Human Services and the Treasury in consultation with state, civic, and private sector leaders to develop and disseminate information

about the new adoption tax credits and other adoption benefits;

- (c) The Secretaries of Labor and Commerce, in consultation with state and civic leaders, to identify and recognize companies in the private sector with model policies to encourage and ease adoption among employees; and
- (d) The Director of the Office of Personnel Management to direct all federal agencies to provide information and support to federal employees who are prospective adoptive parents.

DRAFT 12/7

December xx, 1996

MEMORANDUM FOR THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF THE TREASURY
THE SECRETARY OF LABOR
THE SECRETARY OF COMMERCE
THE DIRECTOR OF THE OFFICE OF PERSONNEL MANAGEMENT

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I am committed to giving the children waiting in our nation's foster care system what every child in America deserves -- loving parents and a healthy, stable home. The goal for every child in our nation's public welfare system is permanency in a safe and stable home, whether it be returning home, adoption, legal guardianship, or another permanent placement. While the great majority of children in foster care will return home, for about one in five, returning home is not an option, and they will need another home, one that is caring and safe. These children wait far too long -- typically over three years, but for many children much longer -- to be placed in permanent homes. Each year, state child welfare agencies secure homes for less than one-third of the children whose goal is adoption or an alternate permanent placement. I know we can do better.

I believe we should increase the number of waiting children who are adopted or permanently placed from the public foster care system each year toward the goal of at least doubling that number in the year 2002. Returning home is not an option for about 100,000 of the over 450,000 children in the nation's foster care system, yet only approximately 20,000 were adopted last year and approximately 7,000 were permanently placed in legal guardianships. While the number of adoptions each year has been constant for many years, I believe that by working with states to identify and break down barriers to permanent placements, setting annual numerical targets, rewarding successful performance, and raising public awareness, we can meet the target of at least 54,000 children adopted or permanently placed from the public foster care system in the year 2002.

Today, therefore, I direct the Secretaries of Health and Human Services, Treasury, Labor and Commerce and the Director of the Office of Personnel Management to take the following actions to move children more rapidly from foster care to permanent homes and at least to double, by the year 2002, the number of children in foster care who are adopted or permanently placed from the public foster care system:

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- I. To increase the number of children who are adopted or permanently placed each year, this report should include, but should not necessarily be limited to, recommendations in the following areas:
 - (a) Plans to work with states on setting and reaching state specific numerical targets, using the technical assistance of the National Resource Centers to make information on best practices available to states and to involve community leaders, parents, the business and faith communities;
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 - (c) A proposal to ensure continued aggressive implementation of the Inter-ethnic Adoption Provision of the Small Business Job Protection Act;
 - (d) Plans to compile and publish an annual state-by-state report on success in meeting the numerical targets; and
 - (e) Plans to recognize successful states.
- II. To move children more rapidly from foster care to permanent homes, the report shall also recommend changes to federal law and regulations and other actions needed to emphasize the importance of planning

for permanency as soon as a child enters the foster care system. The Secretary's report should include, but should not necessarily be limited to, recommendations in the following areas:

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Last month, I signed a proclamation designating November as National Adoption Month -- a time to increase awareness about the tens of thousands of children waiting for families and to encourage all Americans to consider the rewards and responsibilities of adoption. However, adoption must be a national concern throughout the year. Therefore, I direct:

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about the new adoption tax credits and other adoption benefits;

- (c) The Secretaries of Labor and Commerce, in consultation with state and civic leaders, to identify and recognize companies in the private sector with model policies to encourage and ease adoption among employees; and
- (d) The Director of the Office of Personnel Management to direct all federal agencies to provide information and support to federal employees who are prospective adoptive parents.

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

October 29, 1996

NATIONAL ADOPTION MONTH, 1996

BY THE PRESIDENT OF THE UNITED STATES OF AMERICA

A PROCLAMATION

Thousands of American children have never known what it is like to belong to a family -- to grow up with the comfort and security that most of us take for granted. They are children whose parents, for a variety of reasons, are unable or unwilling to care for them. Instead, these children often find themselves drifting from home to home in foster care. They live every day without mothers or fathers to guide them, nurture them, and tell them that they are special.

Adoption is a commonsense solution that places children in permanent homes with parents who will offer them love and security. National Adoption Month is a time for all Americans to reflect on the rewards of joining children who need families with adults who seek the responsibilities and joys of parenthood. This month is an opportunity to celebrate family, especially families formed by adoptions.

Our Nation has no greater responsibility than to ensure that every child has the chance to live up to his or her God-given potential. We can help meet that challenge by identifying a permanent, loving family for every child waiting in the foster care system.

Among the approximately 86,000 children who will await adoption within the next few years are tens of thousands with special needs. Many of these, through no fault of their own, wait years for adoption. Yet when these children are accepted into loving family environments, they can bring the same joy, affection, and love to their adoptive families as other children bring.

In recent years, we have made important strides in encouraging parents to adopt. I have signed legislation to help facilitate adoptions by prohibiting discrimination based on race or ethnicity in placement decisions, increasing the recruitment of adoptive parents, and providing a tax credit to families who adopt children.

Much remains to be done, however. As a Nation, we must continue to work to remove obstacles to adoption, to recruit new adoptive families, to offer financial incentives for placements, and to provide support to parents adopting children with special needs. Nothing should stand in the way of providing every boy and girl in America the permanent, loving home each of them deserves. Children are, after all, our country's most precious resource and our most important responsibility.

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NOW, THEREFORE, I, WILLIAM J. CLINTON, President of the United States of America, by virtue of the authority vested in me by the Constitution and laws of the United States, do hereby proclaim November 1996 as National Adoption Month. I urge the people of the United States to observe this month with appropriate activities and programs and to participate in efforts to find permanent homes for waiting children.

IN WITNESS WHEREOF, I have hereunto set my hand this twenty-ninth day of October, in the year of our Lord nineteen hundred and ninety-six, and of the Independence of the United States of America the two hundred and twenty-first.

WILLIAM J. CLINTON

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Adoption
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DRAFT 12/7

December xx, 1996

MEMORANDUM FOR THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF THE TREASURY
THE SECRETARY OF LABOR
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- (e) Plans to ensure that states give appropriate weight to permanency planning by establishing standards for securing permanency through adoption or guardianship, once a decision has been made that a child cannot be returned home; and
- (f) Plans to examine alternative permanency arrangements, such as guardianship, when adoption is not possible.

Last month, I signed a proclamation designating November as National Adoption Month -- a time to increase awareness about the tens of thousands of children waiting for families and to encourage all Americans to consider the rewards and responsibilities of adoption. However, adoption must be a national concern throughout the year. Therefore, I direct:

- (a) The Secretary of Health and Human Services to develop and lead a public awareness effort, including use of public service announcements, print materials, and the Internet;
- (b) The Secretaries of Health and Human Services and the Treasury in consultation with state, civic, and private sector leaders to develop and disseminate information

about the new adoption tax credits and other adoption benefits;

- (c) The Secretaries of Labor and Commerce, in consultation with state and civic leaders, to identify and recognize companies in the private sector with model policies to encourage and ease adoption among employees; and
- (d) The Director of the Office of Personnel Management to direct all federal agencies to provide information and support to federal employees who are prospective adoptive parents.

DRAFT 12/13/96 3:00 P.M.

PRESIDENT WILLIAM J. CLINTON
WEEKLY RADIO ADDRESS
THE WHITE HOUSE
DECEMBER 14, 1996

Good morning. I am here in the Oval Office with Hillary and a remarkable group of children and parents to make a special announcement. Today, we are taking important new steps to make adoption easier and to move children out of foster care faster. These efforts will help give even more children what every child needs and deserves -- loving parents in a strong, stable home.

I am especially pleased to be able to take this action now -- in this season of hope and light. The holidays we celebrate this month teach us that, through faith and love, we can truly repair the world. I can think of no better way to fulfill the promise of the season than to bring a child to a family and a family to a child.

There are more than 450,000 children in the nation's foster care system. They are placed there because of abuse, neglect, or a homelife that is neither safe nor secure. While most of these children eventually return to their original homes, nearly 100,000 of them simply do not have that option. These children wait far too long -- typically 3 years or more -- to find permanent homes and families to love them.

I know we can do better. And with today's steps, we will. But before I describe our efforts to speed up adoptions, I was hoping we could hear a few words from someone who has worked long and hard on this issue: The First Lady. Hillary?

During this holiday season, as we make time to be with our families, we recognize how much we cherish and rely on our parents, spouses, children, and other relatives. But too many children across our country -- children with tremendous capacities to love and bring joy and energy into a new home -- are still waiting for the love of a mother, a father, a great cat like Socks. A permanent family.

The only way to make sure that no child languishes in our foster care system, is for all of us to get involved. We all need to work together to unite America's waiting children with loving, permanent families.

And I am proud of the great efforts the President and his Administration have made to encourage and streamline the adoption process in our country.

Promoting adoption has been at the heart of my administration's efforts to protect our children and strengthen our families. Earlier this year, I signed a \$5,000 tax credit to help

families adopt children. We put an end to racial preferences for adoption -- no longer will laws keep children of one race from the nurturing arms of adoptive parents of another.

This is a good start, but we must do more. **That is why I just signed a Presidential Directive with a clear goal: By the year 2002, we will double the number of children we move from foster care to permanent homes -- from 27,000 last year to 54,000 in 6 years. With this effort, we are saying: No child should be trapped in the limbo of foster care. No child should be uncertain what the words "family" or "parents" or "home" mean -- particularly when there are open arms waiting to welcome these children into safe households where they can build good, caring lives.**

As part of this initiative, I am directing the Secretary of Health and Human Services, Donna Shalala -- who is with us today -- to launch an extensive effort to determine what steps we must take to meet our goal. I want the Secretary to report back to me with her recommendations in 60 days.

This report must tell us how we can help states set -- and meet -- urgent, new adoption targets. It must describe how we can improve coordination among local, state, and federal authorities, so that every community has access to the best ways to encourage adoption. And it must outline what sensible financial incentives we can provide states to raise adoption rates.

I also want the Secretary to determine what additional changes we can make in federal laws and regulations to ensure that children won't get trapped in foster care. And I want to know if there are additional provisions we can put in place to move children through the system faster and to protect them when they leave.

There are other steps we are taking immediately. I am instructing the Departments of Treasury, Labor, Commerce, and Health and Human Services to launch an all-out effort to heighten public awareness about adoption and to recognize those in the private sector who are committing themselves to this important cause.

Let me also say how grateful I am to those in Congress -- of both parties -- who are working so hard to make adoption a reality for America's most vulnerable children. I want especially to thank Senators Rockefeller and DeWine and Representatives Kennelly and Camp for their efforts.

The fact that we are commemorating the birth of a child who began his life in a manger and became the Prince of Peace should remind us of the promise God has placed in every child. We must work tirelessly to make sure that every boy and girl in America who is up for adoption has a family waiting to reach out to him or her. No child should be in foster care any longer than they have to be. This is a season of miracles. And perhaps there is no greater miracle than finding a loving home for a child who needs one. Thanks for listening.

LANGUAGE FOR AFTER RADIO ADDRESS:

Thank you for coming -- and I'd like to welcome the people who are listening from the Roosevelt Room. I thought we might take a moment to have a more detailed discussion about foster care, adoption, and what we can do to find good homes for even more children. And I was hoping the First Lady would start us off.

TALKING POINTS FOR ADOPTION EVENT
DECEMBER 13, 1996

1. Are you and the President going to adopt a child now or in the future?

In an ideal world, we would love to adopt. We have thought about it from time to time. But we also realize that our circumstances right now would make it very difficult. Growing up in the White House is stressful for any child. If we adopted an infant or toddler, we probably wouldn't be able to give that child the time and attention he or she needed and deserved because of our ^{current} ~~other~~ responsibilities and schedules. If we adopted an older child, he or she would ~~also~~ be subjected to the inevitable pressures that come with being part of the First Family. So I'm not sure it ~~makes~~ ^{probably doesn't} sense in this situation for us to adopt, as much as we wish we could.

one of the reasons I was proud to sign that bill giving a tax credit for adoptions. We need more people spending more working with kids through community groups and doing all kinds of other joint endeavors.

So I was so impressed when I met with them. And the more I learned about them, the more impressed I was. So I wanted to write about them in this book in the hope that they would inspire other people to do similar things, even if on a smaller scale.

Q Mrs. Clinton talked sometime during this year about having another child or even adopting a child. Have you given any more thought now that this election is over?

THE PRESIDENT: Well, we thought about it. You have to be careful, though. When you bring a child, if it's a little -- we were going to adopt a little baby, at our age, if we stayed healthy we could raise the child, but I think it is very important for people to bond with an infant, and it would require massive amounts of time that I don't know whether we could guarantee the child at this moment.

If you took an older child that would have a bigger, more difficult adjustment period and would think it was a little weird living in the White House, then that also would require a lot of time. So I'm kind of -- I'm doubtful that we could do it right here. But I've always kind of been interested in it. And who knows? Maybe when I leave here I'll still be young enough to do it.

Q One of the things you talk about in your book is about teaching. And I want to get to the page because I underlined it. I wanted to ask you what you meant. You said, "Teachers must also demonstrate competence, and we should be prepared to reward the best ones and remove those who don't measure up fairly and expeditiously." How can you do that in a system that has tenure?

THE PRESIDENT: Well, you have to give the -- I believe you have to have a system where tenure does not become a shield to failure to perform. Tenure should only guarantee you freedom from being dismissed for arbitrary or irrational reasons. And if you have school-based decision-making where you, first of all, work with teachers in a positive sense -- because keep in mind, most teachers can do most of what they need to do if they're given the support, the training, the reeducation. And then if someone fails to perform, I don't think tenure should be a bar to removing them. And legally, it's not if an appropriate record is made and if the managers, in this case the principals, have the power to make those recommendations and move on them.

Q You talk about a teacher who taught you Latin in the book.

THE PRESIDENT: Elizabeth Buck (phonetic.) She was from Pennsylvania --

Q Where?

THE PRESIDENT: -- and Hot Springs, Arkansas, where I