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# MAGUIRE ASSOCIATES, INC.

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February 1, 1993

**Dr. Joseph Duffey**  
**President**  
**The American University**  
**Washington, D.C 20016**

Dear Joe,

Two thoughts prompt me to write you at this time. First, congratulations to you and Anne for the prominent role you have played in advising and electing Bill Clinton. What a double pleasure it must be for you to lead a major institution in Washington D.C. and to have the chance to play a significant role in influencing the direction of national policy!

And second, my good friend Jim Scannell, a Vice President at the University of Rochester, shared with me a letter that he and Dennis O'Brien had sent you on the general subject of alternative methods of financing education. Jim, who is a Senior Consultant for Maguire Associates, has received foundation support at both Cornell and the University of Rochester for identifying creative uses of funded employment as a way to finance education.

President Clinton's National Service Trust would be a very important addition to a portfolio that already contains federally funded College Work Study and special entitlement programs, as well as more traditional approaches such as Cooperative Education. (By the way, Maguire Associates is now in the process of performing a major study for Northeastern on the impact of cooperative education both on the student marketplace and on the workplace.)

On a related front, our company has within the past year opened an office in England. One of our first major projects, co-sponsored by the British government, is a comprehensive study of the decision-making patterns of 16 and 17 year old students and their families throughout the U.K. We are now looking at the demographic and attitudinal issues which impel young people toward, or away from, education in the U.K. We are studying everyone, from those who go on to Oxford and Cambridge to those who end up on welfare as teenagers. Our goal is to try to understand exactly how these choices are influenced, and what can be done to change the system, and in particular, to enhance the college and university-going rates in the U.K. significantly (the goal is 30% by the year 2000).

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This suggests the possibility that we may be able to execute a similar study in this country. As you well know, Maguire Associates has concentrated over the years on looking at the college-going population. It would be a relatively straightforward matter to expand our data base to include a sample of those roughly 50% who choose not to go on to college and to try to determine (as we are now in the U.K.) what factors influence these decision-making patterns for American young people and their families.

If you are at all interested in discussing this matter, I will be in Washington late next week, to visit both the DNC and Greenburg/Lake. (We actually completed five projects for Bill Clinton, including electronic focus groups of the convention speeches, as well as all the debates. Also, we have been approached about the possibility of doing more work related to the town meetings that President Clinton will be conducting over the next year.)

I hope you are persuaded that all this could tie together rather neatly and that it makes sense for us to brainstorm about how these linkages can be further explored. It would be a great pleasure to work with you on issues especially important to the Clinton Administration and to education generally.

Some (but by no means all) of the questions that we might address through research include the following:

1. How would President Clinton's National Service Trust commitment impact enrollments in higher education? Would the prospects of tuition write-offs encourage students who otherwise might not enroll to attend college, thus driving up enrollment rates? Or, would there be shifts in enrollments toward the service sector, allowing us to attract more students into areas such as criminal justice, education, nursing, social work and the like? Could we structure the National Service Trust in such a way as to stimulate demand in fields of greatest importance to our communities and country?

2. What attitudinal and demographic differences are significant between students and families who opt for further and higher education and those who don't? Are there issues of preparation (or perhaps of marketing) that can help to attract more students into educational programs? Or alternatively can we identify higher-risk students and either provide them with more preparation or channel them into jobs and orientation programs in anticipation of continuing education down the line?

3. How much do we really know about those students in this country, and their families, who do not go on to college, and what more can we and should we be doing for them? What about apprenticeship programs similar to those in Europe, espoused by Ira Magaziner and his colleagues? What is the best way to market those programs to the right prospects?

4. How can existing programs (such as Cooperative Education at institutions like Northeastern, Drexel and the University of Cincinnati -- all, by the way, clients of Maguire Associates) be integrated into the overall mix of options? Can subsidies be made available through companies or through the government to provide cooperative education jobs during college for students in the service sectors where it might be more difficult to support full-time jobs?

5. Following up on Dennis O'Brien and Jim Scannell's memo of December 21, 1992 to you and Frank Newman, how can schools and businesses form a partnership so that more of the burden of educating for work can be shared between colleges and the private sector, which very often has assumed these responsibilities only by default?

6. And most generically, what research can be performed, and what questions need to be asked, which will help President Clinton to optimize the chances for bringing his National Service Trust to fruition and for improving education at all levels in this country?

I will call you sometime in this week to try to set up a meeting to discuss these matters further when I visit Washington toward the end of next week.

Best wishes.

Sincerely yours,

John Maguire  
President