4/24 conversation with David Cleary on candidates

From: Al Hubbard <(b)(6)
To: "Betsy DeVos (b)(6) " <(b)(6) , "Josh Venable (b)(6) " <(b)(6) >, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Mon, 24 Apr 2017 12:51:41 -0400

Loves (b)(6) . Knows him well. Not concerned about his (b)(6)

Likes (b)(6) Would be very well accepted by the universities. He prefers (b)(6) because he would be much more aggressive.

For OCR, (b)(6) would be great. She will be hard to get. She is a very good person.

For Special Ed, he suggests we talk with (b)(6) who is the (b)(6) (b)(6) He doesn't know him but has heard wonderful things about him.

He will look for candidates for Rehabilitation and Vocational.

AMERICAN OVERSIGHT

a better way to educate children, especially in failing schools

From: D H King <(b)(6)>
To: (b)(6), (b)(6), (b)(6)
Date: Sun, 27 Aug 2017 20:24:52 -0400

Dear Secretary DeVos:

Thank you for your many years of service to America's children. I admire you for the time and attention that you have given to education equality, and I, also, admire you for going into the current political whirlpool in order to be able to help children.

I, too, have spent my adult life as an educator but on a very small scale, as I was a public schoolteacher for 41 years before I retired in 2008. I did teach third grade for one year, but my other 40 years were spent teaching the upper grades, mostly fourth and fifth grade children.

If you choose to read this retired elementary schoolteacher's simple views and find any of them to be worthy, please feel free to use or adapt anything that I have written.

My views created from over four decades in the classroom:
Even though I understand about returning education to the states, in my opinion at this point in time, helping public schools would benefit more children quickly.

The problem:
Most school systems use remediation programs to help older students. For a few lucky students remediation works, but for far too many children low self-esteem begins when the child does not get it in the first grade. This situation later creates even more problems for those children, their families, their futures, etc.

The answer:
Instead of throwing money at programs to reteach, the money needs to be spent where it can do the most good. That place is the foundation, the first grade. First grade teachers are the key to the ultimate success of each student - if they are given the help that is necessary. All first grade teachers, in my opinion, should have a teacher's assistant or an aide "and" a maximum of 15 students, if at all possible. The sheer number of students in a first grade classroom can be daunting. First grade teachers must be allowed to teach. First grade is the only grade in school where teachers know precisely the impact their teaching has had on every child. After the first grade, it is very difficult to tell one teacher's impact from another's. It is in the early grades that children learn to read. In the later grades children read to learn.

Some school systems have created Preschool through Second Grade schools in order for children at those critical learning ages to receive a more focused education. These schools for young children may be just what our nation needs, especially in the inner cities and in the other areas of our country where the schools are failing.

If you do not reach children when they are young, the problem is compounded. Teaching/reaching students early gives them the tools that they need in order to feel adequate and not inadequate for the rest of their many years in school. If a child is not able to read with understanding and do basic math before he or she completes the first grade, the rest of their public school years are spent swimming upstream. Perhaps these children really do feel like they are drowning when their classmates have gone on and left them, and they still do not understand. It must be overwhelming. If the foundation is not there, the edifice that is the child will be on sand and shift. Make students structurally sound like a strong building.

Even bullying at school would lessen - at least some - if students did not feel inadequate about their academic abilities. What others think about them is very important to most children. It is a reality that school systems, parents, communities, and even local, state, and federal governments have to live with. After third grade, students become more and more social with each passing year.

Also, it is the education companies - formerly called textbook companies - that all too frequently determine the curriculum of our schools. Without good programs with sound teaching principles for school systems to purchase, the status quo will remain just that. Education companies woo school systems to buy their programs with perks whether their programs are good or not, much like drug representatives woo many in the medical establishment to buy their company's products.

AMERICAN OVERSIGHT

My husband, a Veteran, to whom I have been married for 50 years has always been my "sounding board," and he read and agrees with what I have written to you. I would appreciate it, please, if I could be allowed to remain anonymous to others. I have provided my contact information, but it is for the sole purpose of verification that I am a real American citizen because I value my anonymity, as I want nothing other than to help America's children.

Thank you for giving me your time. I am grateful.

Sincerely,
Dolores King

(b)(6)

AMERICAN OVERSIGHT

American Council of Young Political Leaders Chinese Delegation

From: Peter DeAnna (b)(6)
To: "Newman, Jessica" <jessica.newman@ed.gov>
Cc: (b)(6)
Date: Tue, 03 Oct 2017 17:05:03 -0400

Hi Ms. Newman,

I'm emailing you on behalf of the American Council of Young Political Leaders (ACYPL), a DC based non-profit organization that Secretary Devos has been deeply involved with for years, including as an alumni, board member, and trustee.

ACYPL hosts political and cultural exchange programs and sends young US leaders to other countries on exchange programs as well. Secretary Devos travelled to China on an ACYPL program in 1988 and was a member of the board for years after that.

ACYPL is hosting a delegation from China with a vested interest in education policy and we would be thrilled if the group could meet with Ms. Devos, given her current role in the Trump administration, her experience travelling to China and her recent comments regarding how the US can "learn from other nations, including China" [about academics]. This would be a great opportunity for her to do so. Would the Secretary be willing to meet with the group on Wednesday, November 8th? The group is in town from November 7th-9th and would be willing to make schedule adjustments to accommodate the Secretary.

Thank you for considering this request,
Pete

Pete DeAnna | Program Officer
American Council of Young Political Leaders (ACYPL)
2131 K Street, NW | Suite 400 | Washington, DC 20037
P: 202.448.9328 | C: 202.257.9611
acypl.org | Support Our Work

ACYPL is a nonpartisan non-profit organization internationally recognized as the pre-eminent catalyst for introducing rising political and policy leaders to international affairs and to each other. Each year, with generous support from the US Department of State, Bureau of Educational and Cultural Affairs and a wide range of corporate, foundation, and individual partners, we conduct exchanges with 20-25 countries around the world. ACYPL has a network of over 7,500 alumni in 100 countries, many whom have risen to positions of national and international prominence.

AMERICAN OVERSIGHT

(b)(6) and GC

From: Al Hubbard <(b)(6)
To: "Betsy DeVos (b)(6)" <(b)(6), "Josh Venable (b)(6)" <(b)(6)>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)>
Date: Wed, 08 Mar 2017 13:48:32 -0500

Open to a conversation. Said some things about Trump on Facebook. Will send to me to see if we think it will disqualify her.

Would be interested in the GC position. She is good at interacting with people who have different view points from her. She thinks she would be good at dealing with the career people who are left leaning. She has not been a lawyer for a long time. She was (b)(6) (b)(6)

Career wise, she is not interested in the leg position.

She would also be interested in a senior advisor role.

She started out as (b)(6) on education, tax, and budget. Worked on no child left behind.

Has great relations with Alexander staff.

Would consider deputy GC.

References: (b)(6)

For leg (b)(6) perhaps should be considered or one of her people. Think about someone from Alexander's staff.

My gut is she does not fit.

AMERICAN OVERSIGHT

APRIL 2017 MESS STATEMENT

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" <(b)(6)
To: Private - Betsy DeVos <(b)(6)
Cc: (b)(6)
Date: Fri, 05 May 2017 13:55:18 -0400

AMERICAN OVERSIGHT

Bethune-Cookman leadership

From: Elisabeth Prince DeVos <(b)(6)
To: "Venable, Joshua" <joshua.venable@ed.gov>
Date: Wed, 27 Dec 2017 14:05:56 -0500

Hi Josh-forwarding a text I received from Ken Koldenhoven.

Hope you guys had a great Christmas. Linda mentioned we had Pres/ Judge Grimes and other leadership from BC over for a breakfast meeting and they are about to make an announcement in the next week or so and he would love to chat with you for a few min beforehand to give you the heads up and make you aware. If at all possible, his cell # is: (b)(6) Love his passion for educating these college kids. Thx Betsy

Sent from my iPhone

AMERICAN OVERSIGHT

Bill Hansen on Wayne Johnson

From: Al Hubbard <(b)(6)>
To: Betsy DeVos <(b)(6)>, "Venable, Joshua" <joshua.venable@ed.gov>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)>
Date: Mon, 19 Jun 2017 17:28:46 -0400

Doesn't know him that well. Bill did a transaction with him and was very impressed. The due diligence on him was very good. He has the right background.

AMERICAN OVERSIGHT

[redacted] interview for IES--I was very impressed.

From: Al Hubbard <[redacted]>
To: Betsy DeVos <[redacted]>, Josh Venable <[redacted]>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <[redacted]>
Date: Mon, 10 Apr 2017 16:28:39 -0400

Would be interested in IES quite a lot. In last 15 years since it was created, IES has had a major impact on education and the rigor of research. He is very impressed with them. Has a particular interest in school choice and vouchers. Would want to do more research on this.

IES is much more research oriented than OPEPD. Most of the work by IES is contracted out. Or by grants. He is not that clear on what OPEPD does. Knows a lot about what IES does. OPEPD is more descriptive studies about what districts are doing. The rigor that IES has insisted on has improved education research. There is still a lot that we don't know. We have not invested in the kind of research that we do with health. For example, testing is not as comprehensive it needs to be. It is not as predictive as one would hope it would be in predicting students' long term success.

IES does NAEP testing.

What would he want to change. It is very effective today. Has a clear mission—to promote education evaluation to improve school performance. But it has not done enough work on non cognitive learning—like grit, etc.

IES has done studies of DC voucher program. The last study didn't find sig impact on test scores. But it did find a large positive effect on high school graduation rate.

We have underinvested in education R&D. We don't know nearly enough. It is not enough that schools need to be as good as they used to be. They must be better. We need to look for innovation opportunities.

He could not move to DC but would figure out how to go back and forth.

He is very comfortable with Betsy's vision for education. Wants to make sure that Betsy and the Dept are committed to the objectivity of IES in terms of its research.

Has not written negatively about Trump. Did not sign any letters against Trump.

Ok with 14% budget cut but if going to be draconian, he would like to know.

AMERICAN OVERSIGHT

Will be in DC next week. I was very impressed and think that y'all should talk with him.

AMERICAN OVERSIGHT

(b)(6) who is highly recommended for IES and with whom I had a fabulous interview will be in DC next week

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable (b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, "Simmons, Lee (Dougie)" <leed.simmons@ed.gov>
Date: Tue, 11 Apr 2017 12:10:12 -0400

Eric, please let (b)(6) know if a meeting with Betsy will work. Thanks so much.

From: (b)(6)
Sent: Tuesday, April 11, 2017 11:51 AM
To: Al Hubbard (b)(6)
Cc: Jennifer Richardson (b)(6)
Subject: RE: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Al,

I enjoyed talking with you yesterday. FYI, I will be in DC next Wednesday (b)(6) (b)(6) I could easily be available for a meeting on Tuesday afternoon or Wednesday afternoon if that would be useful. If not, I can also get to DC at another time pretty easily.

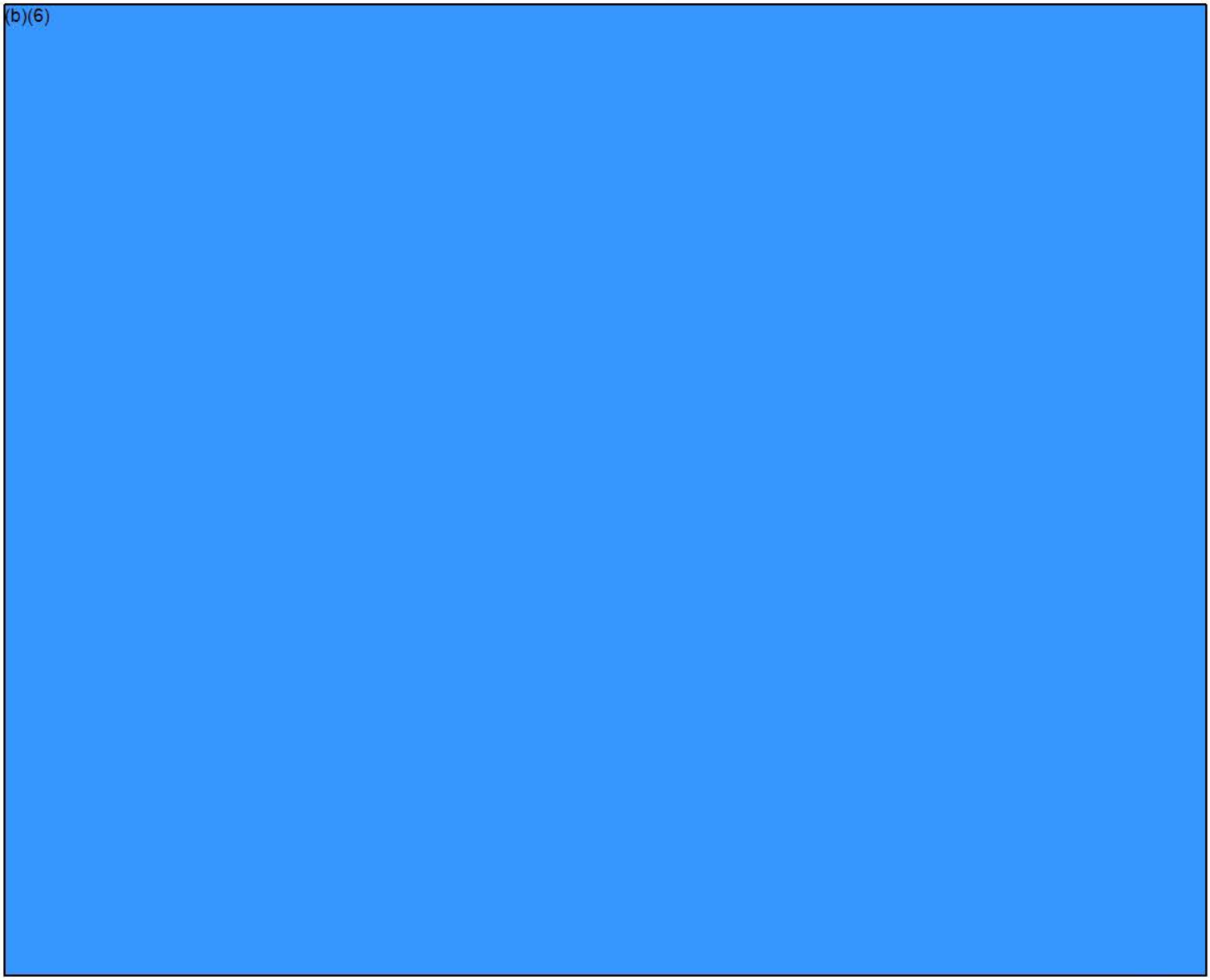
Best,
(b)(6)

From: (b)(6)
Sent: Monday, 10 April, 2017 9:08 AM
To: Al Hubbard (b)(6)
Cc: Jennifer Richardson (b)(6)
Subject: RE: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Noon ET today is great. How should I reach you? I've pasted my bio below.
Best,
(b)(6)

(b)(6)

AMERICAN OVERSIGHT



From: Al Hubbard (b)(6)
Sent: Monday, 10 April, 2017 5:04 AM
To: (b)(6) <(b)(6)
Cc: Jennifer Richardson <(b)(6)
Subject: Re: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

How about noon today, EDT?

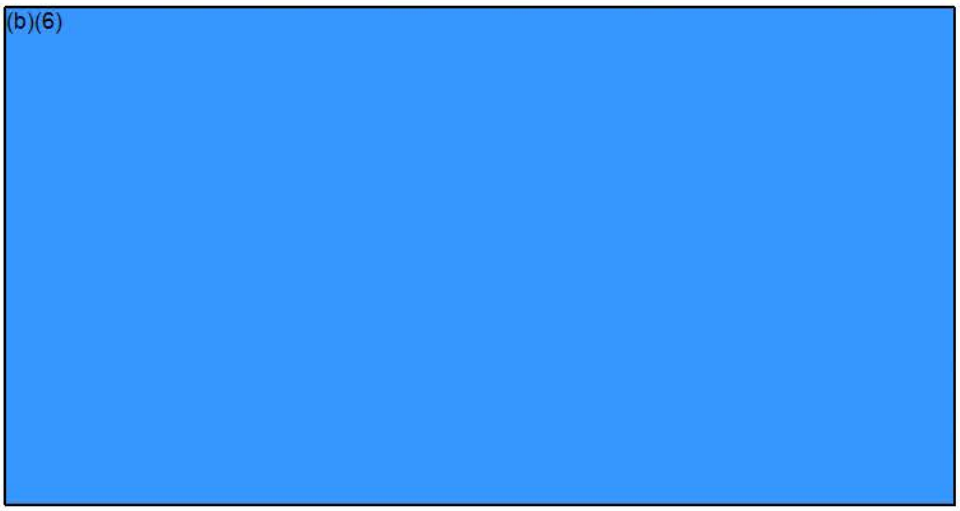
From: (b)(6)
Date: Sunday, April 9, 2017 at 8:13 PM
To: A Hubbard <(b)(6)
Subject: Re: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Al,

Sure, thanks for getting in touch. My schedule is pretty open on Monday before 2:30pm ET. Is there a time that would work well for you?

Best,

AMERICAN OVERSIGHT



From: Al Hubbard <(b)(6)
Sent: Sunday, April 9, 2017 3:34 PM
To: (b)(6)
Subject: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Jay Greene suggested I talk with you. Would you have a few minutes to speak with me?

Thanks so much.

Al Hubbard

AMERICAN OVERSIGHT

(b)(6) and higher ed position

From: Al Hubbard <(b)(6)
To: Betsy DeVos <(b)(6) Josh Venable (b)(6), "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Wed, 05 Apr 2017 18:34:31 -0400

Very interested in higher ed position. Knows (b)(6) well. Knows (b)(6) very well. And (b)(6)

Cell is (b)(6)

Went to (b)(6) for masters and (b)(6) for phD. Has been involved in higher ed since (b)(6)

Been in this position for (b)(6)
(b)(6)

His vision: much more can be done to simplify fin aid applications. Got to get IRS matching back up. Deregulation is a huge concern of his. Can undo a lot of what has been done. Can give Lamar advice on dereg for reauth bill. Has concerns about the cuts to Pell, etc. We need to create an environment of innovation through de-reg and accretidation.

(b)(6) Has flexibility.

Knows [redacted] very well. And also some other Lumina folks.

I was very impressed and think y'all should talk with him as soon as possible.

AMERICAN OVERSIGHT

(b)(6) bio

From: Al Hubbard (b)(6)
To: Betsy DeVos <(b)(6), Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Fri, 07 Apr 2017 11:52:09 -0400
Attachments: (b)(6) Resume.doc (78.85 kB)

From: (b)(6)
Date: Wednesday, April 5, 2017 at 11:44 PM
To: A Hubbard <(b)(6)
Subject: RE: great talking with you

Al,

It was great to visit with you as well! I hope we will have some time in the very near future to sit down and talk further. I've attached a copy of my resume. Let me know if you need any additional information.

Thanks,

(b)(6)

From: Al Hubbard [mailto(b)(6)
Sent: Wednesday, April 5, 2017 5:32 PM
To(b)(6)
Subject: great talking with you

Pls do send your bio. We will follow up.

AMERICAN OVERSIGHT

Cleary-Wayne Johnson and FSA

From: Al Hubbard <(b)(6)
To: Betsy DeVos <(b)(6), Josh Venable (b)(6), "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, "Toner, Jana" <jana.toner@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Sun, 11 Jun 2017 15:55:46 -0400

Begin forwarded message:

From: "Cleary, David (Alexander)" <David_Cleary@alexander.senate.gov>
Date: June 7, 2017 at 7:37:42 AM CDT
To: Al Hubbard <(b)(6)
Subject: Federal Student Aid

Wayne Johnson of Georgia really wants to be the FSA head.

I'd hire him tomorrow. Seriously.

Betsy needs to put some wins up on the board, and needs to get some people in there that are competent and she can trust.

He would be superb , and he really wants the job.

It doesn't require senate confirmation, so this could be a quick process.

Lamar, Johnny Isakson, Richard Burr, and Saxby Chambliss all support him.

I can generate more support if that would be helpful.

But if I were in your shoes, I'd call him today and offer him the job, he's that impressive.

David

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

Congrats on your 1st day!

From: Townsend McNitt <(b)(6)
To: Betsy DeVos <(b)(6)
Cc: "Venable, Joshua" <joshua.venable@ed.gov>
Date: Wed, 08 Feb 2017 20:30:30 -0500

Hi Betsy: Hope your first day was great! I thought your remarks were terrific and I'm so excited to see you at ED!

I have recommendations for you regarding outreach to the special ed community which I'll send by Friday.

Best,

Townsend

Sent from my iPhone

AMERICAN OVERSIGHT

David Cleary recommends (b)(6) for OESE

From: Al Hubbard <(b)(6)
To: Betsy DeVos (b)(6), Josh Venable (b)(6), "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Sun, 09 Apr 2017 15:35:23 -0400

Todd Huston is also very high on him. Should we run up the WH flagpole?

From: Todd Huston (b)(6)
Date: Monday, April 3, 2017 at 2:58 PM
To: A Hubbard (b)(6)
Subject: Re: do you know (b)(6)

I do. (b)(6) Made headlines by being anti-Common Core but was the most agreeable of the Anti-Common Core folks. Most think he was really just (b)(6) (b)(6) A practical thinker who was a good (b)(6) (b)(6) He would be an excellent.

On Mon, Apr 3, 2017 at 2:50 PM, Al Hubbard (b)(6) wrote:

From: Cleary, David (Alexander) [mailto:David_Cleary@alexander.senate.gov]
Sent: Monday, April 03, 2017 8:31 AM
To: Al Hubbard (b)(6)
Subject: Re: (b)(6)

Glad you made a connection.

Had a thought for OESE.

What about (b)(6)

(b)(6)

We could easily get him confirmed. He'd be a good leader and would be a good match with you and Betsy

From: Al Hubbard (b)(6)
Date: Friday, March 31, 2017 at 9:19 AM
To: David Cleary <David_Cleary@alexander.senate.gov>
Subject: Re: (b)(6)

Can't remember if I thanked you for sending.

On Mar 10, 2017, at 11:06 PM, Cleary, David (Alexander) <David_Cleary@alexander.senate.gov> wrote:

> Al:

AMERICAN OVERSIGHT

This gentleman is very interested in working for you all on the HBCU office.

Lamar does recall him from his time as (b)(6) but not well enough to make a strong recommendation, but thinks you should look at him in case he works out.

David

From: (b)(6)
Date: Friday, March 3, 2017 at 3:12 PM
To: David Cleary <David_Cleary@alexander.senate.gov>
Subject: (b)(6)

Good afternoon David,

I am very appreciative of your call and time. I have enclosed a few documents including my resume, bio and letter that Senator Corker's staff asked me to send to identify the position at the US Department of Education.

I have spoken with Senator Cornyn's chief of staff, Jay-guerrero@cornyn.senate.gov who is very familiar with my work and reputation in (b)(6) (b)(6)

Some of my fondest memories are the times spent with Senator Alexander and my time in (b)(6) with him and would appreciate the opportunity to visit in DC or Tennessee that would brighten my spirits.

Thank you,

(b)(6)

<Corker to whom it may concern.docx>

<updated Bio for me.doc>

AMERICAN OVERSIGHT

December 2017 Mess Statement

From: "Teets, Russell G. CSC USN WHMO/PFS" <(b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Fri, 05 Jan 2018 13:25:10 -0500



AMERICAN OVERSIGHT

Dinner Invitation from Wayne and Catherine Reynolds

From: Maggie Jones <maggie@achievement.org>
To: "Simmons, Lee (Dougie)" <leed.simmons@ed.gov> (b)(6) (b)(6)
Cc: Vanessa Moore (b)(6)
Date: Tue, 28 Mar 2017 15:31:34 -0400

Dear Madam Secretary and Mr. DeVos,

Mr. and Mrs. Reynolds would like to invite you to join them for an intimate Academy dinner. Dinner will be held on Thursday, May 4, in the Private Cellar at The Jefferson Hotel, 1200 16th Street N.W., in Washington, D.C. Cocktails will begin at 6:00 p.m. followed by dinner at 6:30 p.m.

Please RSVP to me by email or phone no later than Thursday, April 27.

We look forward to seeing you on the evening of Thursday, May 4. Thank you.

With best wishes,

Maggie Jones
— —

Maggie O. Jones
Program Director
Academy of Achievement
1222 16th Street, N.W.
Washington, D.C. 20036
Phone 202-887-0000, ext. 108
Cell Phone (b)(6)
maggie@achievement.org
www.achievement.org

AMERICAN OVERSIGHT

(b)(6)

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable
(b)(6) (b)(6) "Ventimiglia, Eric" <(b)(6)
Cc: Al Hubbard (b)(6)
Date: Tue, 07 Mar 2017 15:03:06 -0500

Happy where he is. Feels like the work he is doing in (b)(6) s what he should be doing. (b)(6) program is working well. (b)(6) the tax credit program. (b)(6) on a voucher program. Tax credit program is needs based.

(b)(6) —innovative IT guy. Might be someone for the Dept. Will send other ideas.

AMERICAN OVERSIGHT

FEBRUARY 2018 MESS STATEMENT

From: "Teets, Russell G. CSC USN WHMO/PFS" <(b)(6)
To: (b)(6)
Cc: (b)(6)
Date: Tue, 06 Mar 2018 14:50:47 -0500
Attachments: mStmt_DEVOS_00.pdf (113.93 kB)

AMERICAN OVERSIGHT

FW: Bill Hansen suggested I reach out to you.

From: Al Hubbard (b)(6)
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Mon, 06 Mar 2017 09:38:07 -0500

From: (b)(6) <(b)(6)
Date: Monday, March 6, 2017 at 7:13 AM
To: A Hubbard (b)(6)
Subject: Re: Bill Hansen suggested I reach out to you.

Al, draft attached. I will refine over next few days... Best, (b)(6)

On Tue, Feb 28, 2017 at 1:56 PM, Al Hubbard (b)(6) wrote:

> Terrific. Thanks so much.
>
> From: (b)(6) mailto: (b)(6)
> Sent: Tuesday, February 28, 2017 8:51 AM
> To: Al Hubbard <(b)(6)
> Subject: Re: Bill Hansen suggested I reach out to you.
>
> Al, I will have a three pager for you by the end of the week. A few ideas for you ... Best, (b)(6)
>
> Sent from my iPhone
>
> On Feb 23, 2017, at 12:13 PM, Al Hubbard <(b)(6) wrote:
>
> > This is Al Hubbard. I'm helping Betsy DeVos find outstanding people for the Dept. Would you be available for a short phone call. My cell is (b)(6)

AMERICAN OVERSIGHT

FW: (b)(6)

From: Al Hubbard (b)(6)
To: Betsy DeVos <(b)(6)>, "Venable, Joshua" <joshua.venable@ed.gov>
Date: Thu, 01 Jun 2017 08:57:48 -0400

AMERICAN OVERSIGHT

FW: (b)(6)

From: Al Hubbard <(b)(6)>
To: "Betsy DeVos (b)(6)" <(b)(6)>, "Josh Venable (b)(6)" <(b)(6)>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)>
Date: Wed, 19 Apr 2017 15:35:45 -0400

(b)(6)

He cannot join the Admin.

K-12:

Doesn't know (b)(6)

(b)(6) –very good

(b)(6) –good work in (b)(6)

(b)(6) –he would be the best. Super smart. Tough minded. Pro market, pro choice. Is technically available. (b)(6)

(b)(6) –a very strong choice. (b)(6) is more street tough but you cannot go wrong with (b)(6) Very connected in DC.

(b)(6) –powerhouse thinker behind her. Has had great experience. Smart tough. Deputy asst level. Has deep state experience.

(b)(6) (b)(6) Headed a charter school. Very courageous. Very good on importance of families. Could be asst sec. he gets it.

(b)(6) Would be a great deputy asst. is available. Very well respected in charter arena.

(b)(6) –would be a great asst sec. has grown a lot in his current job. May be too centrist for this Admin.

Higher Ed:

(b)(6) Very strong.

(b)(6) Great rolodex.

IES:

(b)(6)

(b)(6) s excellent. He would be fabulous.

AMERICAN OVERSIGHT

FW: From Al Hubbard

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable
(b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Thu, 02 Mar 2017 17:51:34 -0500

From: (b)(6)
Sent: Thursday, March 02, 2017 4:19 PM
To: Al Hubbard (b)(6)
Cc: Jennifer Richardson
Subject: Re: From Al Hubbard

Thank you for the opportunity to connect this morning. I genuinely appreciate your time and consideration. For your convenience, I've also attached a shorter CV, which describes my work.

Thinking of our conversation, it's imperative the Secretary reshape the narrative around her profile and education reform initiatives. This can be done but it needs to be sequenced and bolstered by key allies who will externally promote this agenda.

I look forward to supporting you and your efforts in any way I can.

Thank you again.
(b)(6)

On Wed, Mar 1, 2017 at 3:23 PM, Al Hubbard <(b)(6) wrote:

Yes. Thanks so much. I look forward to talking with you.

From: (b)(6)
Sent: Wednesday, March 01, 2017 4:23 PM
To: Al Hubbard <(b)(6)
Cc: Jennifer Richardson (b)(6)
Subject: Re: From Al Hubbard

Certainly. 9am EST?

On Wed, Mar 1, 2017 at 4:22 PM Al Hubbard <(b)(6) wrote:

Would 9 am work?

From: (b)(6)
Sent: Wednesday, March 01, 2017 4:21 PM
To: Al Hubbard <(b)(6)
Subject: Re: From Al Hubbard

Hi, thank you for your email.

AMERICAN OVERSIGHT

I'm certainly able to chat. I'm currently about to depart NYC. How about tomorrow?

(b)(6)

On Wed, Mar 1, 2017 at 4:18 PM Al Hubbard (b)(6) wrote:

I'm helping Betsy DeVos identify prospects for the Dept of Ed. Would you have a few minutes to chat about this? My cell is (b)(6)

AMERICAN OVERSIGHT

FW: From Al Hubbard

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable
(b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Thu, 02 Mar 2017 17:52:44 -0500

From: (b)(6)
Sent: Thursday, March 02, 2017 4:20 PM
To: Al Hubbard (b)(6)
Subject: Re: From Al Hubbard

(b)(6)
(b)(6)

On Thu, Mar 2, 2017 at 3:18 PM, (b)(6) wrote:

Thank you for the opportunity to connect this morning. I genuinely appreciate your time and consideration. For your convenience, I've also attached a shorter CV, which describes my work.

Thinking of our conversation, it's imperative the Secretary reshape the narrative around her profile and education reform initiatives. This can be done but it needs to be sequenced and bolstered by key allies who will externally promote this agenda.

I look forward to supporting you and your efforts in any way I can.

Thank you again.

(b)(6)

On Wed, Mar 1, 2017 at 3:23 PM, Al Hubbard <(b)(6) wrote:

Yes. Thanks so much. I look forward to talking with you.

From (b)(6)
Sent: Wednesday, March 01, 2017 4:23 PM
To: Al Hubbard (b)(6)
Cc: Jennifer Richardson (b)(6)
Subject: Re: From Al Hubbard

Certainly. 9am EST?

On Wed, Mar 1, 2017 at 4:22 PM Al Hubbard <(b)(6) wrote:

Would 9 am work?

AMERICAN OVERSIGHT

From: (b)(6)
Sent: Wednesday, March 01, 2017 4:21 PM
To: Al Hubbard <(b)(6)
Subject: Re: From Al Hubbard

Hi, thank you for your email.

I'm certainly able to chat. I'm currently about to depart NYC. How about tomorrow?

(b)(6)
(b)(6)

On Wed, Mar 1, 2017 at 4:18 PM Al Hubbard <(b)(6) wrote:

> I'm helping Betsy DeVos identify prospects for the Dept of Ed. Would you have a few minutes to chat about this? My cell is (b)(6)

AMERICAN OVERSIGHT

FW: OCR

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable
(b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Wed, 01 Mar 2017 14:18:45 -0500

From: Carlos Muniz [mailto:(b)(6)
Sent: Saturday, February 25, 2017 7:14 PM
To: Al Hubbard (b)(6)
Subject: OCR

Al, this is the person I mentioned the other night:

(b)(6)

Best,
Carlos

Sent from my iPhone

AMERICAN OVERSIGHT

FW: [redacted] for k-12

From: Al Hubbard [redacted]
To: "Betsy DeVos [redacted] "Josh Venable [redacted] "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard [redacted]
Date: Wed, 19 Apr 2017 15:40:28 -0400

[redacted] Open to the position. He worked on Hill for a couple of years. Helped write the Clinton reauth of k-12. Title 1, title 2, etc. Knows David Cleary and Todd very well. Very close to Tony.

Coming to DC next week.

Fed govt has a role in protecting students' civil rights. He fought Arne and Margaret on Fed intrusion. The orig act says the Dept shouldn't be in the curriculum business. [redacted] [redacted] Common Corp.

Pro school choice. Helped the [redacted] Likes start up funds for charters. He is a big believer in shutting down failing charter schools. On vouchers, has to be done correctly. Education savings accts are an easier battle to win. The voucher program has to be designed to keep the govt out of regulating pvt schools. He is comfortable with where Betsy is.

Could support tax credits at Fed level if done correctly to prevent Fed intrusion. One of cleanest ways may be a block grant.

Gov Bush stopped social promotion from 3rd to 4th grade for reading which he fully supports. He has taken stands against misuse of testing but has always supported standards, instructional materials consistent with standards and then assessments. That is the iron triangle in his mind.

The goals should be to examine every program in the agency and see if it is necessary. He downsized his agency in [redacted] by 30-40%. This is what he would do at the Fed level. The org chart at the Dept does not make sense. Seems to be organized about social policy and interest groups rather than policy.

ESSA—the delicate balancing act for the Dept is approving state plans. You don't want to be heavy handed. But there are some min things states need to do.

First priority—organize the team, figure out where the $ are, and then set priorities. Title 4 in ESSA is a huge oppty for states.

He would take a hard look at FERPA—data privacy.

His job—implement Betsy's agenda.

Happy to help if this doesn't work out.

OCR recommendation—[redacted] [redacted] for OCR. [redacted] Was one of his most trusted advisors. Would be hard for her to move.

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Could meet with Betsy next Monday or Tues mornings in DC. If it works, I would recommend that you meet with him. Tony and Todd are very high on him.

AMERICAN OVERSIGHT

FW: Speaking of Government

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable (b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, Kathy Hubbard <(b)(6)
Date: Thu, 02 Mar 2017 17:39:09 -0500

From: Harry Clark (b)(6)
Sent: Wednesday, March 01, 2017 10:20 PM
To: Al Hubbard (b)(6)
Subject: Fwd: Speaking of Government

Al -

Good catching up.....see below about Betsy DeVos's Calvin College.....very complimentary especially coming from the Atlantic.

Best to Kathy

Harry

Harry W. Clark

(b)(6) *Cell*
(203) 622-6511 CT office
(212) 333-3810 NY office
(415) 671-7676 SF office

Senior Counselor, Brunswick Group LLP
Senior Adviser, Albright Stonebridge Group

---------- Forwarded message ----------
From: The Atlantic <newsletters@theatlantic.com>
Date: Wed, Mar 1, 2017 at 5:31 PM
Subject: Speaking of Government
To: (b)(6)

Wednesday Mar 1, 2017

SHARE NEWSLETTER

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WHAT WE'RE FOLLOWING

Trump's Speech, Reviewed: Compared to the combative rhetoric of his campaign, the president's address to Congress last night struck a surprisingly hopeful tone. He refrained from digressions such as insults to the press, and in many ways, he sounded like an ordinary politician. The normalcy of it all earned him some glowing reviews—but as David Frum writes, there were still some key elements missing. And lest past assessments of Trump's speaking style color our judgment of him now, James Fallows breaks down the speech as if listening to Trump for the first time.

Budget Points: Trump didn't offer many policy details in the speech, but he did mention making health insurance cheaper. The GOP has suggested doing this by scaling back what basic plans are required to cover—but for those who do need more extensive benefits (like maternity care or mental-health coverage), **insurance would get a lot more expensive**. And that's just one potential sticking point: Trump's economic plan, which also involves major tax cuts and an increase in military spending, has been **divisive within his own party** and could hurt his voter base.

Government Insiders: So, can Trump get Congress to carry out his agenda? He's been running into legislative roadblocks recently, though he's had **some success charming some of the lawmakers**. Meanwhile, his Cabinet is moving slowly toward completion, most recently with today's confirmation of **Ryan Zinke as interior secretary**. But in the State Department, where numerous key posts are left unfilled, officials are anxious: The White House has announced that radical foreign-policy change is coming, but current employees **seem to know very little about what's going on**.

SNAPSH



Photographer Michael B. Hardie caught this image of an octopus riding the back of a turtle in Hawaii for *Smithsonian* magazine's 2016 photo contest. **See more of the finalists here**.

EVENING READ

Emily DeRuy on Calvin College, **Betsy DeVos's misunderstood alma mater**:

DeVos is now Calvin's most famous alum, and in recent weeks, the school has been **painted in some circles** both online and in conversation as a conservative, insular institution that helped spawn a controversial presidential-cabinet member intent on using public dollars to further religious education. But that is a grossly simplified narrative, and one that obscures the nuances and very real tensions at the school.

In more than a dozen interviews, professors, students, and alumni of all political stripes painted a picture of a college where intellectual diversity and thought-provoking debate are the norm, and where the belief that followers of the Christian Reformed Church, with which the school is affiliated, have an

AMERICAN OVERSIGHT

obligation to engage with the world around them compels both instructors and students to question what they think they know.

Keep reading here, as Emily explores Calvin's history of fierce debate and the complications of its present.

WHAT DO YO KNOW?

1. In the wild, elephants sleep for an average of _____ hours every night.

Scroll down for the answer, or find it here.

2. Because of climate change, spring is starting about _____ days earlier every decade.

Scroll down for the answer, or find it here.

3. Uber is valued at $_____—but after a month of back-to-back scandals, it may be heading for a meltdown.

Scroll down for the answer, or find it here.

ANSWERS: 2, 2.5, 68 BILLION

LOOK BACK

Yellowstone National Park was established on this day in 1872. In our April 1898 issue, John Muir described the landscape:

> However orderly your excursions or aimless, again and again amid the calmest, stillest scenery you will be brought to a standstill hushed and awe-stricken before phenomena wholly new to you. Boiling springs and huge deep pools of purest green and azure water, thousands of them, are plashing and heaving in these high, cool mountains as if a fierce furnace fire were burning beneath each one of them; and a hundred geysers, white torrents of boiling water and steam, like inverted waterfalls, are ever and anon rushing up out of the hot, black underworld.

More on Yellowstone from our archives here. Elsewhere in history: Today marks 100 years since the publication of the Zimmerman Telegram—the leak that helped push the U.S. into World War I.

AUSTRALIA AIR

So far, our collection of aerial photos has been limited to the U.S., but John

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ED-18-0909-A, 19-0837-A-000037

Muir's description above of an "inverted waterfall" seemed like a good reason to share this image from reader Chelsea Attenborough in Australia:



I've always been fascinated by aerial photos (to the point where I now have a drone to bugger around with—Insta is @chelatt if you want to check them out ...). But your submission on February 13 reminded me of a photo I took on my iPhone in early 2015 as we were coming in to land at Melbourne airport after a trip to the (Australian) Gold Coast.

See many more aerial photos from readers here, and send us your own via hello@theatlantic.com (guidelines here).

READER RESPON

From a midshipman at the Naval Academy who "thought you might be interested in hearing a reaction to the President's speech from an officer in training":

I was profoundly disturbed by the moment surrounding the exaltation of Senior Chief Owens and his widow. Most news analysis marked it as the highlight of the speech. Even someone like Van Jones said it "was one of the most extraordinary moments you have ever seen in American politics, period." The full context of the situation makes this all very disturbing to me. Hours before the speech, Trump blamed "the generals" for the SEAL's death. The country lost a highly trained special operator and a multi-million dollar aircraft while at the same time killing civilians and collecting intelligence of questionable value. Yet Trump considers questioning the efficacy of the mission to be unAmerican and disrespectful to the SEAL's memory.

I worry what this means for my friends and those who I will lead. Are we simply offerings to "American greatness," to be slaughtered on the altar in far-off lands so our mothers and widows can be glorified on national television in this perverse ritual in our civic religion? Are we to become the pious, saintly martyrs in Bannon's crusade against the Mohammedans? Nobody in that room could do anything but clap.

I think what happened was the full maturation of what Fallows calls "The Chickenhawk Nation." We will continue to honor veterans with major league baseball games at the Naval Academy and at the Superbowl, and give the DoD (their contractors) an increase in the defense budget nearly the equal to the size of the entire defense budget of Russia. Yet this administration will at best not rethink American grand strategy in the War on Terror, and at worst, they will undermine the mechanisms that have prevented major-power war for 70 years.

VERB

Rocks licked, girls glowed, busyness boasted, Wolverine waves goodbye.

AMERICAN OVERSIGHT

The Atlantic *Daily is written by* ***Rosa Inocencio Smith***. *To contact us, email* ***hello@theatlantic.com***.

MOST POPULAR ON *THE ATLANTIC*

1. The State of Trump's State Department
2. Giving Trump a Clean Shave
3. The Three Failures of Trump's Speech
4. Betsy DeVos's Misunderstood Alma Mater
5. Why Amazon's Data Centers Are Hidden in Spy Country



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FW: [redacted]-OESE, OCTAE. Mitch D and Todd Huston say he is a superstar!

From: Al Hubbard <[redacted]>
To: Betsy DeVos <[redacted]>, Josh Venable [redacted]
Cc: "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, Al Hubbard <[redacted]>
Date: Sat, 06 May 2017 17:57:43 -0400

I think [redacted] should be seriously considered for OESE and [redacted] for OCTAE. References have been good for [redacted]

From: A Hubbard <[redacted]>
Date: Saturday, May 6, 2017 at 5:50 PM
To: Betsy DeVos [redacted], Josh Venable <[redacted]>
Cc: Eric Ventimiglia <Eric.Ventimiglia@ed.gov>, A Hubbard [redacted]
Subject: [redacted]-OESE, OCTAE. Mitch D and Todd Huston say he is a superstar!

Former superintendent of [redacted] Knows Mitch and Tony well.

He and Betsy were on a roundtable together [redacted]

He agrees with Betsy on the issues.

[redacted] Grown from 30 to 200 people. [redacted] Purpose is to transform teaching and learning to make more workforce oriented. All STEM focused. Is all toward building a skilled workforce.

Would be interested. [redacted] It works with his family.

Grew up near [redacted] All degrees incl PHD from [redacted]-master in education and policy management. MBA from [redacted]

Taught for 5 years. High school principal for 8 years. Asst sup for 1 year. [redacted]

Strong advocate of choice, vouchers, etc. Knows [redacted] well. As sup, he authorized charter schools incl one of best in country. He believes that choice helps a community economically. Vouchers are an equity issue. We do it in higher ed. He has written a lot on this. [redacted]

Mgmt style—tries to empower people. not a micro manager. And then hold them accountable.

Would also be interested in k-12 position.

[redacted]

In his book, [redacted]

[redacted]

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He is on the [redacted] Appointed by [redacted] Never advocated for fed govt's involvement. He knows Pence well and thinks he would be very supportive.

Was on [redacted] Wasn't at meeting when [redacted]

Has never criticized Trump.

References—Mitch, [redacted]

Will send book, bio and recent article.

Mitch—the best superintendent he has ever known. Was very helpful on the governor's roundtable. Very smart. Believes in what we believe. Would recommend him highly. Check with Todd Huston who knows him better.

Here is what Todd says:

Al:

Thanks for asking for my feedback on [redacted] I have known [redacted] for many years but have worked with him closely over the past fifteen as he has grown from a Principal to an Assistant Superintendent to the Superintendent [redacted] is an outstanding leader and one of the most innovative thinkers in K-12 education. He has a passion for student-centered policies that support providing every student with the options to meet their needs.

When [redacted] we could always count on him to support our reforms, including providing more school choice options to students and families. He worked collaboratively with his local charter schools and worked with his local teachers union on a contract that rewarded top teachers and made sure that a strong evaluation program was implemented. We only wished that we had a state full of Superintendent's like [redacted]

I would also note the incredible growth of [redacted] They have great momentum around the country because of his leadership and they have created an outstanding K-12 STEM-based curricular program. He has become recognized as one of the nations top experts in STEM education.

Please let me know if you would like anymore information. He would be an outstanding selection for any administration.

Thanks,

Todd

AMERICAN OVERSIGHT

Fwd: from GS

From: Elisabeth Prince DeVos (b)(6)
To: "Venable, Joshua" <joshua.venable@ed.gov>
Date: Fri, 05 Jan 2018 19:10:05 -0500

Hi Josh,

Received this from (b)(6) a couple days ago.....per the exchange, could we have someone draft answers for the questions for me to review and respond? (While the brother is clearly asking with a perspective, the info I'm sure will be helpful:)

Also, per John's note, it would be worthwhile to plan a stop when in CA for an FOA event.

Thanks,
Betsy

Sent from my iPad

Begin forwarded message:

> Dick and Betsy,
>
> Received this e-mail from (b)(6) (b)(6) (b)(6) (b)(6) In any event he had these questions about re Charter Schools as you can see. If there is someone in your office who could respond that would be great.
>
> I do think it could be productive and fun this coming year if we could put you guys in a room with some of the FOA folks. We would be happy to host the event at our house if you could fit us in on one of your Southern California trips.
>
> Hope you guys had a wonderful Christmas and we look forward to seeing you in 2018!
>
> Happy New Year!
>
> J.
>
> ——— Forwarded message ———
>
> Brother J,
>
> Heading top Pasadena to begin Rose Parade activities.
>
> Wanted to get this to you in hopes that Betsy can clarify for (b)(6)
>
> Always good for our folks to have the ammo to fight back against attacks.
>
> So here's what he said and asks:

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-

-

(b)(6)

-

Part of my family is militant democratic and had serious hostile reactions to Betsy Devos so I asked one brother to be specific and my younger brother a long time but now retired Muskegon Michigan teacher asked these questions:

-

-Clarify the use of public funds for private and charter schools.

-How are transportation issues addressed in charter schools?
How do poor children attend the 'school of their choice' without bussing?

-What percentage of charter schools operate at the secondary level?

-What are children of elementary charter programs to do for their high school years?

-What is the percentage of special education students enrolled in any charter or private school?

-Are all charter schools required to hire certified teachers?

-

AMERICAN OVERSIGHT

Fwd: great talking with you

From: Al Hubbard <(b)(6)>
To: Betsy DeVos <(b)(6)>, Josh Venable <(b)(6)>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Wed, 05 Apr 2017 18:50:26 -0400
Attachments: (b)(6) Resume.doc (78.85 kB)

Begin forwarded message:

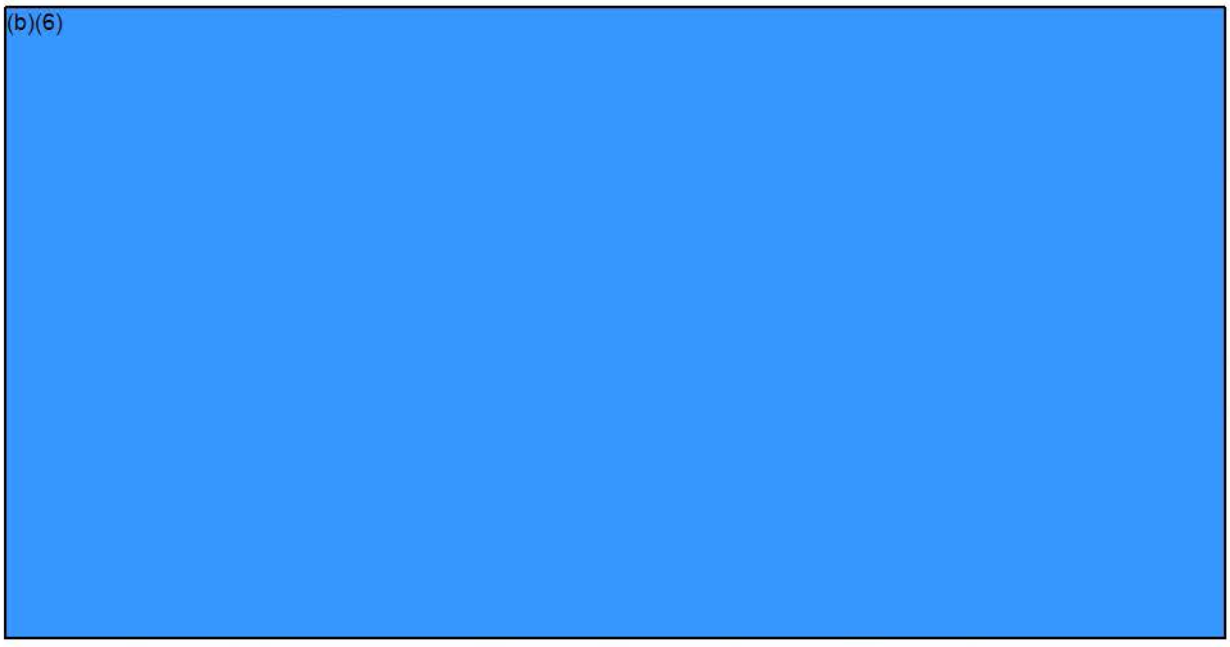
From: (b)(6)
Date: April 5, 2017 at 6:44:20 PM EDT
To: Al Hubbard <(b)(6)
Subject: RE: great talking with you

Al,

It was great to visit with you as well! I hope we will have some time in the very near future to sit down and talk further. I've attached a copy of my resume. Let me know if you need any additional information.

Thanks,

(b)(6)



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Governor Ernie Fletcher on (b)(6)

From: Al Hubbard (b)(6)
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, "Toner, Jana" <jana.toner@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Thu, 15 Jun 2017 19:36:46 -0400

Governor Fletcher is the Republican governor (b)(6) who gave him a glowing reference.

He was very good. Good to work with. Understands the importance of work skills. Expanded the technical schools significantly. . Provided excellent leadership. Conducted himself well.

Does not know what his philosophy is. Bec he is not from 4 year school, he is more conservative. If he were to pursue reducing regs etc, he would be effective. Well spoken. Brings the perspective that we must go.

Can navigate very well politically. Works with both sides of aisle.

Weaknesses: he quietly worked in background. He is not a big personality. But he works well behind the scenes. Not really a weakness. Don't know how well he will interface with the Hrvards and big time academics.

He was a good manager. Very efficient on spending $. Never one incident of impropriety.

AMERICAN OVERSIGHT

Invitation to IDEA Public Schools College Signing Day

From: Kenneth Campbell <kenneth.campbell@ideapublicschools.org>
To: Betsy DeVos <(b)(6)>, "DeVos, Betsy" <betsy.devos@ed.gov>
Date: Thu, 23 Mar 2017 11:07:05 -0400

Madam Secretary, good morning. Hope you are well.

Please find attached an invitation to join IDEA Public Schools for College Signing Day on April 27th.

Ken

Kenneth Campbell
Louisiana Executive Director | IDEA Public Schools
kenneth.campbell@ideapublicschools.org
225-252-8751

Kenneth Campbell
Executive Director |
225-252-8751 | Kenneth.Campbell@ideapublicschools.org
Join IDEA's Team and Family: Apply Today | Refer-A-Friend

IDEA Public Schools believes that each and every child can go to college. Since 2001, IDEA Public Schools has grown from a small school with 150 students to the fastest-growing network of tuition-free, Pre-K-12 public charter schools in the United States. IDEA was recently named America's Best Charter School Network and boasts national rankings on *The Washington Post* and *U.S. News & World Report's* top high schools lists. IDEA serves nearly 30,000 college-bound students in 51 schools across three Texas regions and is on-track to maintain its legacy of sending 100% of its graduates to college.

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JANUARY 2018 MESS STATEMENT

From: "Teets, Russell G. CSC USN WHMO/PFS" (b)(6)
To: (b)(6) ed.gov
Cc: (b)(6)
Date: Tue, 06 Feb 2018 15:16:34 -0500
Attachments: rmStmt_DEVOS_00.pdf (111.22 kB)

AMERICAN OVERSIGHT

(b)(6) and OCR

From: Al Hubbard <(b)(6)
To: "Betsy DeVos (b)(6)" (b)(6) "Josh Venable (b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Thu, 02 Mar 2017 14:50:01 -0500

Open to OCR. Very well qualified. She teaches the subject and has written often on it.

She thinks there are TV videos of her being critical of Trump.

She knows Kelly Anne. (b)(6)

Cannot move but would commute. Is doable.

Could occasionally perhaps work out of (b)(6) CR office.

She knows this office is very political.

Harvard Law.

Not worried about criticism.

Has written stuff on Title 9 that the feminists don't like.

(b)(6) on Title 9 and sexual assault.

Why she qualified—written about Title 9, taught courses on civil rights and education (b)(6) (b)(6) (b)(6)

Has not had a lot of experience managing. Did manage a staff of 11 in last job. She thinks she could do it. She could identify people who could help her. She know a lot of people in this space who are conservative. She knows who to reach out to to put together a staff.

If she is not the perfect person for OCR, could she work in Sec's office as an advisor.

(b)(6)

Hasn't worked full time in decades. It has all been part time since her kids were born.

Wrote for (b)(6)

Passionate about ed. (b)(6)

Has kids in public schools and pvt schools.

Very much against Common Core. In favor of high standards and in favor of testing.

Clerked for 2 judges and practiced at (b)(6) She represented school districts. This is how she got interested in these issues. 4 + years.

Gave advice to (b)(6)

AMERICAN OVERSIGHT

Has never given advice as a GC but understands these issues so well and the politics that she is confident she could give good advice.

Would love to help in any way that works. Would love to come down and meet with Betsy.

(b)(6) She does not know him well.

(b)(6)

AMERICAN OVERSIGHT

(b)(6)

From: Al Hubbard <(b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable
(b)(6) (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Mon, 13 Mar 2017 17:59:20 -0400

Has been interviewing with (b)(6) Thinks she is one of two finalists. Otherwise would be interested in our position. Her last interview was a week ago.

Does not know ED. Not her area. But would be interested.

Likes her life at (b)(6) Member of (b)(6) Covers issues that are commercial side of business.

When she was (b)(6) she did do some in ED. But she is not that knowledgeable.

Has never run a large org but is confident she can do it. when she was (b)(6) (b)(6) she helped with mgmt.. At (b)(6) she has been trained in leadership. She has not actually run an organization.

How hard would it be to learn these issues? Not going to be really easy. There is a whole body of knowledge which she doesn't know. When it comes to particular legal issue, she is comfortable at being able to deal with it. (b)(6) She was able to learn quickly.

Strengths—good clear headed versatile lawyer. Quick study. Great relationships in the legal community.

Weaknesses—not that knowledgeable of the issues. Civil Rights as it relates to disabled—(b)(6) (b)(6) IDEA—ok to send to states. Will always think (b)(6)

She would be behind when she came in.

(b)(6) would be a possibility. He worked with Kent? (b)(6) would be fabulous. You would be lucky to have him. Kent Talbert was GC under Margaret. I should call him.

Because of her lack of experience, I think we should not pursue her.

AMERICAN OVERSIGHT

(b)(6)

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) (b)(6) "Josh Venable (b)(6) (b)(6)
Cc: "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, Al Hubbard (b)(6)
Date: Mon, 01 May 2017 18:57:29 -0400

Teacher by trade. Has always been interested in politics and has been active as a volunteer. (b)(6)

(b)(6) Dept was in a mess when she arrived.

She would bring to the table her record of success. She always has the perspective of the teacher. Makes a conscientious choice to tie policy to teaching and learning.

She is interested in talking about the position. (b)(6) (b)(6)

I asked the choice question. It is not a yes or no answer. She has exercised choice with her kids. They went to a parochial school. She believes very strongly that you can be for public schools and for choice. They do not have vouchers. They have started discussions about ESA's which she finds interesting. There are (b) charter schools in (b)(6) and a handful of parochial schools. We should all be for school choice. She is not very knowledgeable about vouchers. She understands that in some situations, vouchers take $ away from the traditional public schools. The topic has not come up to a great degree in (b)(6) She believes vouchers should be decided at the state level.

She is a big fan of Betsy. Cannot stand the way she has been treated.

Conceptually, she is an advocate for choice and she realizes that means vouchers. But vouchers really wouldn't work in (b)(6)

Her vision for the position: reducing the bureaucracy, honoring ESSA's intent to reduce federal intrusion, give states' max flex. There is mismanagement of Title 4 funding. There need to be guardrails around it. Stem for girls. Incent states to offer more STEM opportunities. There needs to be alignment between states and the Fed govt. Career, College and Military readiness is the vision in (b)(6) Five focus areas for this vision.

She thinks that the Sec's vision should be taken to the states and through incentives and compulsory rules get states to follow it.

Title 4 is (b)(6 million per year in (b)(6) students take advantage of this afterschool program. The most vulnerable are the most involved.

The dept of ed needs to protect Title1, 2 and 4 funding and needs to set guard rails for it.

She would not support portability of Title 1 funding.

She is not for block grants because it could negatively impact the more challenged populations.

They have common core in (b)(6) It raised their standards.

AMERICAN OVERSIGHT

They are in the process of improving their common core standards.

She appreciates the oppty for the discussion. She suffered under the over regulation of the Obama Admin.

She is obviously a great lady and very effective in (b)(6) don't think she has the experience with urban situations that she needs. I also don't think she is truly pro choice the way Betsy is. She has not lived with it. And she definitely thinks the Federal govt should not give up its involvement in state decision making.

AMERICAN OVERSIGHT

John Bailey's comments on Communications people

From: Al Hubbard <(b)(6)
To: "Betsy DeVos (b)(6) <(b)(6)>, "Josh Venable (b)(6) <(b)(6)>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)>
Date: Thu, 02 Mar 2017 13:26:47 -0500

1. (b)(6) —would be very good. Knows policy and politics
2. -worked for (b)(6) Knows the dept
3. -worked with (b)(6) Good on political front. Knows policy very well. Thinks we can overcome Common Corp problem.
4. (b)(6) (b)(6) Has done it. True conservative.
5. -very good. Will be hard to get him.

AMERICAN OVERSIGHT

(b)(6) Asst Sec for OSERS

From: Al Hubbard (b)(6)
To: Betsy DeVos (b)(6) Josh Venable (b)(6)
Cc: "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, Al Hubbard (b)(6)
Date: Wed, 26 Apr 2017 16:43:19 -0400

From: Al Hubbard (b)(6)
Date: Wednesday, April 26, 2017 at 2:22 PM
To: Al Hubbard (b)(6)
Subject: (b)(6) - Asst Sec for OSERS

Would be interested in the spec ed position.

Grew up in (b)(6) with a number of relatives with disabilities.

Taught the disabled for a number of years in public schools in NYC.

Then worked on national project for OSEP for four years which focused on children and youth who had severe disabilities.

Then worked at (b)(6) providing grants to k-12 disabled students.

(b)(6)

During this past year, he has served as (b)(6)

Registered Repub. Has worked for Dem and Repub governors. Trump Voter. (b)(6) s not a Common Corp state. (b)(6) No public statements ag. Trump.

What he would want to accomplish—increase school choice. There is a massive sp ed teacher shortage—he would want to make that a priority. He is very local and state govt focused. They are the closest to kids. Our job is to provide tools and resources and then get out of the way. Would want to make sure that IDEA and ADA are being followed and that students are not being discriminated against bec of their disability. Over the last 8 years, there has been way too much intrusion. Very hard to implement. He believes there is fed overreach and much should be sent back to the states. IDEA $ are enormous but the regs are very burdensome. 23 states have voucherized it. The problem is you sign away your IDEA protections. This needs to be figured out. He likes voucherizing as long as parents and kids are protected. There needs to be accountability for pvt schools just like with public schools. But the regs need to be dramatically reduced.

IDEA needs to be reauthorized. It is way past due. Should have been reauthorized in 2010. Should happen in next 3-5 years.

Believes in returning authority to states as long as these kids' civil rights are protected. He is a state and local guy.

Very comfortable with Betsy's agenda and the President's. Very much a believer in vouchers and charters.

Has worked closely with national organizations. Knows the staff at ED. Very passionate for these kids.

Would be able to move to DC. (b)(6)

Helped start the first charter school in (b)(6) It is a (b)(6)

Would like to know policy issues Betsy would like to talk with him about.

Has strong working relationship wit (b)(6) enators and congressmen.

AMERICAN OVERSIGHT

Would be very excited to serve and work for Betsy and Pres Trump.

References: (b)(6)

I was very impressed. I want to check a couple of references and if positive, will recommend you both meet with him.

AMERICAN OVERSIGHT

JULY 2017 MESS STATEMENT

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" (b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Wed, 09 Aug 2017 11:54:39 -0400

AMERICAN OVERSIGHT

JUNE 2017 MESS STATEMENT

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" (b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Fri, 07 Jul 2017 16:22:07 -0400



AMERICAN OVERSIGHT

Lamar on [redacted] for Dep Sec

From: Al Hubbard <[redacted]>
To: Betsy DeVos <[redacted]> "Venable, Joshua" <joshua.venable@ed.gov>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, "Toner, Jana" <jana.toner@ed.gov>
Cc: Al Hubbard <[redacted]>
Date: Wed, 07 Jun 2017 17:58:02 -0400

From: Lamar Alexander <[redacted]>
Date: Wednesday, June 7, 2017 at 5:52 PM
To: A Hubbard <[redacted]>
Subject: Re: Thanks

Al know David talked to you about [redacted] David said he wants the job of deputy . He should be an extraordinarily good appointment if you can get him.

Sent from my iPhone

AMERICAN OVERSIGHT

(b)(6) for OCO--Notes from interview and resume

From: Al Hubbard <(b)(6)
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Thu, 02 Mar 2017 09:55:09 -0500

Worked for (b)(6) Bush 43. Would be willing to consider commun position. She is in a flexible position. Will send bio.

Why you would be good for this job. She knows the job. In 43 she was (b)(6) (b)(6)

(b)(6)
Was not a typical college student. started late. Took 5 years. Then got an MBA. Started working at 13. 3rd and 5th generation Mexican American. Can speak Spanish but not great at it.

Understands fed agencies. Knows how to get them to work together. Highly versed with crisis communication. Lots of experience on corporate side. Done a lot of media training for cabinet members and corp leaders. Knows how to navigate multiple media platforms.

Good writer. Wrote 2 books.

Best qualification for job—she has done it. Worked with (b)(6) in Bush 43. (b)(6) (b)(6)

Asked for example of how she managed a difficult commun situation. She worked with (b)(6) (b)(6) It was a big challenge to try to neutralize the establishment Repubs. She feels like she was successful at doing that. Her job was to get him elevated in the conservative movement.

She feels she is a great commun stategist. She is good at anticipating incoming opposition. Strategically navigating from point to point. Very good at building alliances. She likes to have a researcher with her and a writer.

Weaknesses—not a fast writer. Over-extending.

Willing to do some consulting for her sooner rather than later. Has time now.

She is a big talker. Very self confident.

From: (b)(6)
Date: Thursday, March 2, 2017 at 9:30 AM
To: A Hubbard (b)(6)
Subject: Resume

AMERICAN OVERSIGHT

(b)(6) for OCO

From: Al Hubbard <(b)(6)
To: "Betsy DeVos (b)(6) " (b)(6) , "Josh Venable (b)(6) " (b)(6) , "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Wed, 08 Mar 2017 17:52:31 -0500

Have talked to a couple of other dept. Cares a lot about education. Ed Dept is going to shake things up which is a good thing. Agrees with Betsy on everything, including charters and choice. Communication is going to be a challenge.

Why she would be good. Good at getting message out. has thick skin. Comfortable with controversy. (b)(6) Comfortable working directly with the press.

Would like to be the director of commun. Would consider being deputy dir of commun.

Strengths—good at taking complicated policies and boiling down to understandable bites. Good at principal management—media training, media prep, etc. Very good writer

Weaknesses—gets frustrated when others don't have high stds, overly efficient—can annoy other people, likes to get people going

She has never worked on the Hill. She doesn't view as a neg. she knows how to create news. When on the Hill, the press comes to you.

It is annoying how organized she is.

Very detailed oriented but there is always room for improvement. Some times she rushes too much.

She is pretty far along with these other agencies. We need to get in gear.

I was impressed with her on the phone. Not sure she should be the Asst Sec but my gut is she would be fantastic as Deputy Asst Sec. I encourage you both to meet with her asap.

AMERICAN OVERSIGHT

MARCH 2018 MESS STATEMENT

From: "Muggelberg, Daniel J. CSCS USN WHMO/PFS" <(b)(6)
To: (b)(6) @ed.gov
Cc: (b)(6)
Date: Thu, 05 Apr 2018 15:45:01 -0400
Attachments: rmStmt_DEVOS_00.pdf (109.5 kB)

AMERICAN OVERSIGHT

MARCH 2017 MESS STATEMENT

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" (b)(6)
To: Private - Betsy DeVos <(b)(6)
Cc: (b)(6)
Date: Wed, 05 Apr 2017 16:09:18 -0400

AMERICAN OVERSIGHT

MAY 2017 MESS STATEMENT

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" (b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Mon, 12 Jun 2017 15:38:39 -0400

AMERICAN OVERSIGHT

Meeting with President Grant Cornwell of Rollins College

From: Jillian Schumm (b)(6)
To: "DeVos, Betsy" <betsy.devos@ed.gov>
Cc: (b)(6)
Date: Mon, 06 Nov 2017 09:28:33 -0500

Good afternoon Secretary DeVos.

President Grant Cornwell of Rollins College (b)(6) alma matter) will be in DC on November 16th and 17th and was hoping that he might be able to meet with you. Could you let me know if this is possible?

We appreciate your time.

Sincerely,

Jillian A. Schumm
Executive Assistant to the President

Rollins College
Office of the President
1000 Holt Avenue
Winter Park, FL 32789-4499
Office 407-646-2120
Fax 407-646-1501
www.rollins.edu

AMERICAN OVERSIGHT

Mike Crow's ideas and names for OPE

From: Al Hubbard <(b)(6)
To: Betsy DeVos <(b)(6) Josh Venable <(b)(6) "Toner, Jana" <jana.toner@ed.gov>
Cc: Eric Ventimiglia (b)(6) Al Hubbard <(b)(6)
Date: Thu, 11 May 2017 14:45:13 -0400

What we should do:

Complete reset on higher ed act. Deregulation. Downsize. Get OCR under control.

Build accountability into the system. We need to encourage colleges to innovate. Measure outcomes with consequences. For U's to receive full funding, they have to be making progress toward goals.

Completion is the biggest crisis now . 50 % of people who have received pell grants since 1980 have no degree.

He is going to think about someone for OCR. Should come from a university. Needs to be a special person. Need to rework all these rules. Will think of names.

(b)(6) –doesn't know well. Not nearly as impressive as folks down below.

(b)(6) –would be outstanding. Very thoughtful person. Has done a lot of things. Absolutely a driver, a pusher, a committed public servant. Would not be viewed as an ideologue. Knows how to fix things.

(b)(6) –very smart, capable, has done a fabulous job. Was just given a community college with 20,000 students to add to his existing responsibilities. . Understands educating minority students better than anyone. PhD MI. a superstar. Tremendous public servant.

(b)(6) –policy savvy. Never run a univ. very solid. Less good at testimony. Could lead policy reform,etc. Very good.

(b)(6) –wants to link k-12 with higher education. Battle hardened reformer. Very effective. All of these would impress the higher ed community. (b)(6) –cell.

(b)(6) –tough guy, good guy. Lots of exp. Worth talking to.

(b)(6) has done well. (b)(6) would be better.

(b)(6) Reform oriented policy shaper in (b)(6) nd wants to apply it nationally. Not at level of other people. Might be useful in other roles.

(b)(6) –has heard good things about him.

Does not know all the others on our list.

AMERICAN OVERSIGHT

notes from conversation with Jim Blew

From: Al Hubbard (b)(6)
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Wed, 05 Apr 2017 17:23:26 -0400

Has talked to White House. Has submitted the forms.

Knows my wife from AFC. Has managed the Walton K-12 and political. Did it for 10 years. Then took over Students First from Michelle Rhee and folded into another org.

Was a political consultant. John Walton hired him to help with ballot measure on choice and went to work for John and took over for him when he died.

OPEPD seems to be bureaucratic. Has an MBA. Is a good manager. Wants to make it a clearing house for good ideas.

When he was with Walton he focused on charters and choice. Since then, he has spent time with traditional public schools.

Has worked with David Harris and thinks the world of him.

Cell (b)(6)

He is very excited about this oppty.

AMERICAN OVERSIGHT

notes from Paul Peterson of Harvard-PEPG

From: Al Hubbard (b)(6)
To: "Betsy DeVos (b)(6) "Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Wed, 08 Mar 2017 18:12:55 -0500

(b)(6) –very good but prickly. Should be at CEA.

(b)(6) –likes him a lot. Worked at CBO. Would be good at IES.

(b)(6) Excellent administrative skills. Has run the (b)(6) studies on charters. Would be great running IES.

(b)(6) –doesn't know him. Jeb likes him a lot. In Ed School. Doesn't know where he is on choice, etc. Into digital learning. Marty know him well.

(b)(6) –he is the best. Perfect for OPEPD.

(b)(6) –at (b)(6) Extremely smart. Could do IES or OPEPD.

(b)(6) –(b)(6) Easy to work with. Very sound.

Eric, pls add (b)(6) and (b)(6) to our list and for me to call. And update the others. Thx.

AMERICAN OVERSIGHT

November 2017 Mess Statement

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" <(b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Wed, 06 Dec 2017 14:51:52 -0500

AMERICAN OVERSIGHT

October 2017 Mess Statement

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" (b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Wed, 08 Nov 2017 12:58:39 -0500



AMERICAN OVERSIGHT

RE: American Council of Young Political Leaders Chinese Delegation

From: Peter DeAnna (b)(6)
To: "Newman, Jessica" <jessica.newman@ed.gov>
Cc: (b)(6)
Date: Tue, 03 Oct 2017 17:14:58 -0400

As an addendum to my last email, I've attached a delegate list.

Thanks again,
Pete

Pete DeAnna | Program Officer
American Council of Young Political Leaders (ACYPL)
2131 K Street, NW | Suite 400 | Washington, DC 20037
P: 202.448.9328 | C: 202.257.9611
acypl.org | Support Our Work

From: Peter DeAnna
Sent: Tuesday, October 3, 2017 5:05 PM
To: 'jessica.newman@ed.gov' <jessica.newman@ed.gov>
Cc: (b)(6)
Subject: American Council of Young Political Leaders Chinese Delegation

Hi Ms. Newman,

I'm emailing you on behalf of the American Council of Young Political Leaders (ACYPL), a DC based non-profit organization that Secretary Devos has been deeply involved with for years, including as an alumni, board member, and trustee.

ACYPL hosts political and cultural exchange programs and sends young US leaders to other countries on exchange programs as well. Secretary Devos travelled to China on an ACYPL program in 1988 and was a member of the board for years after that.

ACYPL is hosting a delegation from China with a vested interest in education policy and we would be thrilled if the group could meet with Ms. Devos, given her current role in the Trump administration, her experience travelling to China and her recent comments regarding how the US can "learn from other nations, including China" [about academics]. This would be a great opportunity for her to do so. Would the Secretary be willing to meet with the group on Wednesday, November 8th? The group is in town from November 7th-9th and would be willing to make schedule adjustments to accommodate the Secretary.

Thank you for considering this request,
Pete

Pete DeAnna | Program Officer
American Council of Young Political Leaders (ACYPL)
2131 K Street, NW | Suite 400 | Washington, DC 20037
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acypl.org | Support Our Work

AMERICAN OVERSIGHT

ACYPL is a nonpartisan non-profit organization internationally recognized as the pre-eminent catalyst for introducing rising political and policy leaders to international affairs and to each other. Each year, with generous support from the US Department of State, Bureau of Educational and Cultural Affairs and a wide range of corporate, foundation, and individual partners, we conduct exchanges with 20-25 countries around the world. ACYPL has a network of over 7,500 alumni in 100 countries, many whom have risen to positions of national and international prominence.

AMERICAN OVERSIGHT

RE: American Council of Young Political Leaders Chinese Delegation

From: Peter DeAnna (b)(6)
To: "Newman, Jessica" <jessica.newman@ed.gov>
Cc: (b)(6)
Date: Wed, 11 Oct 2017 11:39:55 -0400

Hi Jessica,

I'm following up on last week's email. Is this a meeting request that the Secretary can consider?

In light of Secretary Devos' recent comments about the importance of a strong educational relationship, I think this meeting could be very beneficial to both parties.

I look forward to your response.

Warm Regards,
Pete

Pete DeAnna | Program Officer
American Council of Young Political Leaders (ACYPL)
2131 K Street, NW | Suite 400 | Washington, DC 20037
P: 202.448.9328 | C: 202.257.9611
acypl.org | Support Our Work

From: Peter DeAnna
Sent: Tuesday, October 3, 2017 5:15 PM
To: 'jessica.newman@ed.gov' <jessica.newman@ed.gov>
Cc: (b)(6)
Subject: RE: American Council of Young Political Leaders Chinese Delegation

As an addendum to my last email, I've attached a delegate list.

Thanks again,
Pete

Pete DeAnna | Program Officer
American Council of Young Political Leaders (ACYPL)
2131 K Street, NW | Suite 400 | Washington, DC 20037
P: 202.448.9328 | C: 202.257.9611
acypl.org | Support Our Work

From: Peter DeAnna
Sent: Tuesday, October 3, 2017 5:05 PM
To: 'jessica.newman@ed.gov' <jessica.newman@ed.gov>
Cc: (b)(6)
Subject: American Council of Young Political Leaders Chinese Delegation

Hi Ms. Newman,

AMERICAN OVERSIGHT

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ACYPL is hosting a delegation from China with a vested interest in education policy and we would be thrilled if the group could meet with Ms. Devos, given her current role in the Trump administration, her experience travelling to China and her recent comments regarding how the US can "learn from other nations, including China" [about academics]. This would be a great opportunity for her to do so. Would the Secretary be willing to meet with the group on Wednesday, November 8th? The group is in town from November 7th-9th and would be willing to make schedule adjustments to accommodate the Secretary.

Thank you for considering this request,
Pete

Pete DeAnna | Program Officer
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AMERICAN OVERSIGHT

RE: [redacted] and GC

From: Al Hubbard [redacted]
To: Betsy DeVos [redacted]
Cc: [redacted] [redacted] "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Wed, 08 Mar 2017 14:54:02 -0500

Yes. I was totally open with him about the situation. He wanted to think about it. If we are making progress, I need to call him asap.

From: Betsy DeVos [redacted]
Sent: Wednesday, March 08, 2017 2:38 PM
To: Al Hubbard [redacted]
Cc: Josh Venable [redacted] [redacted] Eric Ventimiglia (Eric.Ventimiglia@ed.gov) <Eric.Ventimiglia@ed.gov>
Subject: Re: [redacted] and GC

Have you reconnected with Carlos? We finally may have some forward motion....

Sent from my iPhone

On Mar 8, 2017, at 1:48 PM, Al Hubbard [redacted] wrote:

> Open to a conversation. Said some things about Trump on Facebook. Will send to me to see if we think it will disqualify her.
>
> Would be interested in the GC position. She is good at interacting with people who have different view points from her. She thinks she would be good at dealing with the career people who are left leaning. She has not been a lawyer for a long time. She was [redacted] [redacted]
>
> Career wise, she is not interested in the leg position.
>
> She would also be interested in a senior advisor role.
>
> She started out as [redacted] n education, tax, and budget. Worked on no child left behind.
>
> Has great relations with Alexander staff.
>
> Would consider deputy GC.
>
> References: [redacted]
>
> For leg, [redacted] perhaps should be considered or one of her people. Think about someone from Alexander's staff.
>
> My gut is she does not fit.

AMERICAN OVERSIGHT

Re: (b)(6) [redacted]

From: Al Hubbard <(b)(6) [redacted]
To: "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Betsy DeVos (b)(6) [redacted] Josh Venable <(b)(6) [redacted]
Date: Fri, 17 Mar 2017 16:37:59 -0400

Hard to see that this is disqualifying. But, they set the rules.

On 3/17/17, 4:35 PM, "Ventimiglia, Eric" <Eric.Ventimiglia@ed.gov> wrote:

(b)(6) [redacted]

>
>Eric Ventimiglia
>Special Assistant to the Secretary
>Department of Education
>(C): 202 215-7389
>
>
>---Original Message---
>From: Al Hubbard [mailto:(b)(6) [redacted]
>Sent: Friday, March 17, 2017 4:34 PM
>To: Ventimiglia, Eric
>Subject: Re: (b)(6) [redacted]
>
>thanks.
>
>
>
>
>On 3/17/17, 4:29 PM, "Ventimiglia, Eric" <Eric.Ventimiglia@ed.gov> wrote:
>
>>I found something that could possibly be - but it's a long read and I haven't had an opportunity to read it yet.
>>
>>Sent from my iPhone
>>
>>> On Mar 17, 2017, at 4:00 PM, Al Hubbard <(b)(6) [redacted] wrote:
>>>
>>> It appears he would be interested in a job if he has not disqualified himself because of writings against the President. He did no sign any anti-Trump letter. Nothing came to mind of any writing that would be a disqualification.

AMERICAN OVERSIGHT

RE: coding curriculum

From: Alex Slusky <alex@vectorcapital.com>
To: Betsy DeVos [redacted]
Cc: "Delahunty, Sarah" <sarah.delahunty@ed.gov>
Date: Mon, 13 Mar 2017 14:20:06 -0400

Dear Betsy,

It was an honor to meet you at the AEI dinner and a real pleasure to chat about the future of education.

The best coding language to start with is Scratch. It was designed at MIT to be the first computer language you learn and is very accessible, but also quite modern and powerful. It is widely used in K-12 education and is also the first language taught in many introductory computer science classes. It is accessible free at https://scratch.mit.edu/

The best curriculum to learn Scratch was developed at Harvard and can be downloaded at http://scratched.gse.harvard.edu/guide/index.html It is terrific for an individual learner and will also give you a sense of how educators use Scratch with kids. I think you will really enjoy it.

I am passionate about computer and math education in America's schools. Please let me know if there is anything I can do to help our kids!

Warmly,

Alex

Alex Slusky
CEO
Vector Capital
One Market Street
Steuart Tower, 23rd Floor
San Francisco, CA 94105

(415) 293-5005 phone
[redacted] mobile

alex@vectorcapital.com

From: Betsy DeVos [mailto [redacted]
Sent: Sunday, March 12, 2017 9:22 AM
To: Alex Slusky <alex@vectorcapital.com>
Subject: coding curriculum

Hi Alex,

It was a pleasure to meet and talk with you over dinner last evening! Per our conversation, can you recommend a self-taught coding curriculum? To be sure, this is simply for my own interest and in concert with my desire to be a life-long learner ☺

I hope that we will have opportunity to work together on behalf of kids!

AMERICAN OVERSIGHT

All the best,



DeVos

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AMERICAN OVERSIGHT

Re: from GS

From: "Venable, Joshua" <joshua.venable@ed.gov>
To: Elisabeth Prince DeVos (b)(6)
Date: Sat, 06 Jan 2018 15:58:08 -0500

We're on it.

Sent from my iPhone

On Jan 5, 2018, at 19:10, Elisabeth Prince DeVos (b)(6) wrote:

Hi Josh,

Received this from (b)(6) a couple days ago.....per the exchange, could we have someone draft answers for the questions for me to review and respond? (While the brother is clearly asking with a perspective, the info I'm sure will be helpful:)

Also, per John's note, it would be worthwhile to plan a stop when in CA for an FOA event.

Thanks,
Betsy

Sent from my iPad

Begin forwarded message:

Dick and Betsy,

Received this e-mail from (b)(6)
(b)(6) In any event he had these questions about re Charter Schools as you can see. If there is someone in your office who could respond that would be great.

I do think it could be productive and fun this coming year if we could put you guys in a room with some of the FOA folks. We would be happy to host the event at our house if you could fit us in on one of your Southern California trips.

Hope you guys had a wonderful Christmas and we look forward to seeing you in 2018!

Happy New Year!

J.

--------- Forwarded message ---------

(b)(6)

Heading top Pasadena to begin Rose Parade activities.

Wanted to get this to you in hopes that Betsy can clarify for (b)(6)

AMERICAN OVERSIGHT

Always good for our folks to have the ammo to fight back against attacks.

So here's what he said and asks:

-

(b)(6)

-

Part of my family is militant democratic and had serious hostile reactions to Betsy Devos so I asked one brother to be specific and my younger brother a long time but now retired Muskegon Michigan teacher asked these questions:

-

-Clarify the use of public funds for private and charter schools.

-How are transportation issues addressed in charter schools?
How do poor children attend the 'school of their choice' without bussing?

-What percentage of charter schools operate at the secondary level?

-What are children of elementary charter programs to do for their high school years?

-What is the percentage of special education students enrolled in any charter or private school?

-Are all charter schools required to hire certified teachers?

-

AMERICAN OVERSIGHT

RE: Meeting with President Grant Cornwell of Rollins College

From: "DeVos, Betsy" <betsy.devos@ed.gov>
To: Jillian Schumm <j(b)(6)
Cc: (b)(6)
Date: Mon, 06 Nov 2017 09:42:44 -0500

This acknowledgement is sent on behalf of Secretary of Education Betsy DeVos.

Dear Ms. Schumm:

Thank you for your e-mail to Secretary of Education Betsy DeVos. Your request for an appointment on behalf of President Cornwell has been forwarded to the Secretary's Special Assistant and to the the Secretary's scheduling staff for review. The staff there will evaluate your request and be in touch if there are any questions.

If you have any questions regarding the status of your request, the scheduling staff can be reached at 202-401-3043.

Sincerely,
Edgar Mayes
Director, Correspondence and
Communication Control Unit
Office of the Secretary
U.S. Department of Education
Washington, DC 20202

From: Jillian Schumm [mailto:(b)(6)
Sent: Monday, November 06, 2017 9:29 AM
To: DeVos, Betsy
Cc: (b)(6)
Subject: Meeting with President Grant Cornwell of Rollins College
Importance: High

Good afternoon Secretary DeVos.

President Grant Cornwell of Rollins College (b)(6) alma matter) will be in DC on November 16th and 17th and was hoping that he might be able to meet with you. Could you let me know if this is possible?

We appreciate your time.

Sincerely,

Jillian A. Schumm
Executive Assistant to the President

Rollins College

AMERICAN OVERSIGHT

Office of the President
1000 Holt Avenue
Winter Park, FL 32789-4499
Office 407-646-2120
Fax 407-646-1501
www.rollins.edu

AMERICAN OVERSIGHT

Re: [redacted] for k-12

From: Al Hubbard [redacted]
To: Betsy DeVos [redacted] "Josh Venable [redacted]
[redacted] "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Thu, 20 Apr 2017 06:22:42 -0400

Terrific. What did you think of [redacted]? [redacted]? Others?

From: Betsy DeVos [redacted]
Date: Wednesday, April 19, 2017 at 8:43 PM
To: A Hubbard [redacted] Josh Venable [redacted] Eric Ventimiglia <Eric.Ventimiglia@ed.gov>
Subject: Re: Robert Scott for k-12

Let's meet with him.

Also talked with [redacted] oday.



From: Al Hubbard [redacted]
Date: Wednesday, April 19, 2017 at 3:40 PM
To: Betsy DeVos [redacted] Josh Venable [redacted] "Eric Ventimiglia (Eric.Ventimiglia@ed.gov)" <Eric.Ventimiglia@ed.gov>
Cc: Al Hubbard [redacted]
Subject: FW: [redacted] or k-12

[redacted] Open to the position. He worked on Hill for a couple of years. Helped write the Clinton reauth of k-12. Title 1, title 2, etc. Knows David Cleary and Todd very well. Very close to Tony.

Coming to DC next week.

Fed govt has a role in protecting students' civil rights. He fought Arne and Margaret on Fed intrusion. The orig act says the Dept shouldn't be in the curriculum business. [redacted] not to go Common Corp.

Pro school choice. Helped the [redacted] Likes start up funds for charters. He is a big believer in shutting down failing charter schools. On vouchers, has to be done correctly. Education savings accts are an easier battle to win. The voucher program has to be designed to keep the govt out of regulating pvt schools. He is comfortable with where Betsy is.

Could support tax credits at Fed level if done correctly to prevent Fed intrusion. One of cleanest ways may be a block grant.

Gov Bush stopped social promotion from 3rd to 4th grade for reading which he fully supports. He

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has taken stands against misuse of testing but has always supported standards, instructional materials consistent with standards and then assessments. That is the iron triangle in his mind.

The goals should be to examine every program in the agency and see if it is necessary. He downsized his agency i[(b)(6)]y 30-40%. This is what he would do at the Fed level. The org chart at the Dept does not make sense. Seems to be organized about social policy and interest groups rather than policy.

ESSA—the delicate balancing act for the Dept is approving state plans. You don't want to be heavy handed. But there are some min things states need to do.

First priority—organize the team, figure out where the $ are, and then set priorities. Title 4 in ESSA is a huge oppty for states.

He would take a hard look at FERPA—data privacy.

His job—implement Betsy's agenda.

Happy to help if this doesn't work out.

OCR recommendation-[(b)(6)]

[(b)(6)] r OCR. [(b)(6)] [(b)(6)] Was one of his most trusted advisors. Would be hard for her to move.

Could meet with Betsy next Monday or Tues mornings in DC. If it works, I would recommend that you meet with him. Tony and Todd are very high on him.

AMERICAN OVERSIGHT

Re: (b)(6) for k-12

From: Al Hubbard (b)(6)
To: Betsy DeVos (b)(6) "Josh Venable (b)(6)
(b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Thu, 20 Apr 2017 06:50:22 -0400

You may want to wait til we are together next Monday to respond.

From: A Hubbard (b)(6)
Date: Thursday, April 20, 2017 at 6:22 AM
To: Betsy DeVos (b)(6) Josh Venable (b)(6) Eric Ventimiglia <Eric.Ventimiglia@ed.gov>
Subject: Re: (b)(6) for k-12

Terrific. What did you think of (b)(6) (b)(6) (b)(6) Others?

From: Betsy DeVos (b)(6)
Date: Wednesday, April 19, 2017 at 8:43 PM
To: A Hubbard (b)(6) Josh Venable (b)(6) Eric Ventimiglia <Eric.Ventimiglia@ed.gov>
Subject: Re: (b)(6) for k-12

Let's meet with him.

Also talked with (b)(6) today.

Betsy

From: Al Hubbard (b)(6)
Date: Wednesday, April 19, 2017 at 3:40 PM
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Eric Ventimiglia (Eric.Ventimiglia@ed.gov)" <Eric.Ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Subject: FW: (b)(6) for k-12

(b)(6) Open to the position. He worked on Hill for a couple of years. Helped write the Clinton reauth of k-12. Title 1, title 2, etc. Knows David Cleary and Todd very well. Very close to Tony.

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Could meet with Betsy next Monday or Tues mornings in DC. If it works, I would recommend that you meet with him. Tony and Todd are very high on him.

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Re: spoke with (b)(6) this aft

From: Al Hubbard <(b)(6)
To: Elisabeth Prince DeVos <(b)(6)
Cc: Betsy DeVos (b)(6), "Venable, Joshua" <joshua.venable@ed.gov>
Date: Tue, 13 Jun 2017 16:31:07 -0400

He kept saying that he is trying to figure out in which position could he do more good for the country. I think that needs to be your tack. Giving him a lot of autonomy would be very helpful. As best I could tell, he has someone who could succeed him. I made the point that there would be many opportunities for him when he left the Department and that he uniquely has in-depth experience in both higher ed and k-12.

From: Betsy DeVos <(b)(6)
Date: Tuesday, June 13, 2017 at 4:26 PM
To: A Hubbard <(b)(6)
Cc: Betsy DeVos <(b)(6) "Venable, Joshua" <Joshua.Venable@ed.gov>
Subject: Re: spoke with (b)(6) this aft

I would like to talk with him again. Based on your conversation, do you sense a pathway to yes?

Josh-I can/will make time to talk with him tomorrow or Thursday morning. Can we get a time or two from him?

Sent from my iPhone

On Jun 13, 2017, at 3:22 PM, Al Hubbard <(b)(6) wrote:

He is very interested in the position but is so committed to finishing the (b)(6)) (b)(6) He is very torn. Leaning against it but will pray over it some more. $ are a problem. Has asked for a time to talk with Betsy this week.

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Re: spoke with (b)(6) this aft

From: Al Hubbard <(b)(6)
To: Betsy DeVos <(b)(6)
Cc: Elisabeth Prince DeVos <(b)(6) "Venable, Joshua" <joshua.venable@ed.gov>
Date: Tue, 13 Jun 2017 19:29:34 -0400

Happy to help

On Jun 13, 2017, at 6:01 PM, Betsy DeVos (b)(6) wrote:

> That is helpful insight Al, thanks!
>
> Josh-will look forward to a call asap.
>
> Sent from my iPhone
>
> On Jun 13, 2017, at 3:32 PM, Al Hubbard <(b)(6) wrote:

He kept saying that he is trying to figure out in which position could he do more good for the country. I think that needs to be your tack. Giving him a lot of autonomy would be very helpful. As best I could tell, he has someone who could succeed him. I made the point that there would be many opportunities for him when he left the Department and that he uniquely has in-depth experience in both higher ed and k-12.

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Date: Tuesday, June 13, 2017 at 4:26 PM
To: A Hubbard <(b)(6)
Cc: Betsy DeVos <(b)(6) "Venable, Joshua" <Joshua.Venable@ed.gov>
Subject: Re: spoke with (b)(6) this aft

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Sent from my iPhone

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AMERICAN OVERSIGHT

References for Wayne Johnson

From: Al Hubbard (b)(6)
To: Betsy DeVos <(b)(6), Betsy DeVos (b)(6) Josh Venable (b)(6) "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Thu, 15 Jun 2017 19:36:44 -0400

Reference from Phil Tomlinson:

Founder of Total Systems which is the second largest credit card processor in the world. Columbus, GA. He and I are acquaintances—my brother lived in Columbus.

Has known him for 25 years. One of smartest guys he knows. Very hard worker. Very creative. Always wanted to be in education.

They have 800 million customers. He is used to big numbers. He liked him so much he hired him. Would be good at running a big organization. Good with people. He is opinionated but not obnoxious. He has probably already put together a business plan. TSS services 35-40 million student loans today. He is a good politician. As hard a working guy as he has ever seen.

He gets excited. He will talk, talk, talk. You like being around him because he is so smart. He has charm.

Weaknesses: tries to do too many things at one time. He builds companies and sells them. Still trying to figure out what he wants to be when he grows up. He sees this as the way to get into the education world which is his passion.

He would kill himself for you. He will listen to his boss and smart people. He doesn't tolerate fools well. He will know exactly how to deal with contractors. He will have to learn how to deal with govt employees.

Reference from Don Shafer who has run 4 different financial services companies:

If Wayne Johnson would be willing to do it, he would be great. Known him for 8 years. Done business deals with him. Have given him $ without knowing the endgame. Has total trust. Has incredible analytical skills. Is wiling to challenge people. He listens well to other people. He wants input. Very action oriented. Is a bulldog in a good way. It is get the job done.

Has not worked with him when he managed lots of people. He is good at delegating and holding them accountable. He believes he can do that.

Wayne understands banking extremely well. Knows the card business, the payment business. He will bring in awesome ideas.

Weaknesses: can be righteous and annoyed if people haven't done what they were supposed to.

Very good at analyzing things and challenging folks. He will make the call. He has contacts throughout the financial services area to bring in to help.

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He would relish idea of making it more efficient.

Reference from Jim Robinson, former CEO of American Express:

Wayne is an entrepreneur. Knows how to run a big operation that is a data processing machine.

Very creative. Gets along well with people. Does he listen—yes and no. Jim has had a good interactive relationship with him.

Knows technology

How would he be with the politics. Has a good nose for it. Will be persisitant but won't offend. He is a rainmaker. Can negotiate well.

Weaknesses: trying to do too much.

Just known him for 2 years but very intensely with Wayne's current co. Jim is on his board and has invested in his co.

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[redacted] declined to talk with me

From: Al Hubbard [redacted]
To: "Betsy DeVos [redacted] [redacted] "Josh Venable
[redacted] [redacted] "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Date: Tue, 07 Mar 2017 15:38:02 -0500

I told his asst that it was to get suggestions for the dept and also see if he had any interest in serving.

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September 2017 Mess Statement

From: "Crofts, Kevin L. CS1 USN WHMO/PFS" (b)(6)
To: Private - Betsy DeVos (b)(6)
Cc: (b)(6)
Date: Thu, 05 Oct 2017 14:47:45 -0400



AMERICAN OVERSIGHT

spoke with (b)(6) this aft

From: Al Hubbard <(b)(6)
To: Betsy DeVos (b)(6) Betsy DeVos <(b)(6) , "Venable, Joshua" <joshua.venable@ed.gov>
Date: Tue, 13 Jun 2017 16:22:10 -0400

He is very interested in the position but is so committed to finishing the creation of his (b)(6) (b)(6) He is very torn. Leaning against it but will pray over it some more. $ are a problem. Has asked for a time to talk with Betsy this week.

AMERICAN OVERSIGHT

THRIVE- Only Public Boarding School in Louisiana

From: Julie Grunewald <jgrunewald@thrivebr.org>
To: "DeVos, Betsy" <betsy.devos@ed.gov>, (b)(6)
Date: Tue, 30 May 2017 10:09:16 -0400

Dear Mrs. DeVos,

I am reaching out to you in regards to a truly unique program that is perfectly aligned with your educational passion and that of the foundations that you represent.

THRIVE is the very first of it's kind in Louisiana- a free world-class public school in an innovative residential setting serving the most at-risk students of Louisiana. By combining the best educational methods with a 24-hour supportive environment, THRIVE provides students with a place to learn where there are minimal obstacles. This combination of nurturing and responsibility helps develop the independence that they desperately need. Our students are either homeless, have parents involved in gun/drug/human trafficking, parents who have been incarcerated, and so on. Their home lives are literally the worst of the worst.

THRIVE currently serves 140 students in grades 6-10, growing by a grade each year to eventually have 350 students in grades 6-12. Our high school students are dual enrolled at a local college and are setting their path to a successful career and life ahead of them.

My Executive Director will be in DC later this week. If you or someone from your staff have a few minutes, she would love to tell you more about the program.

Thank you for your time.

Sincerely,

Julie Grunewald
(b)(6)
www.thrivebr.org

AMERICAN OVERSIGHT

Undeliverable: RE: Meeting with President Grant Cornwell of Rollins College

From: postmaster@federationforchildren.org
To: (b)(6)
Date: Mon, 06 Nov 2017 09:42:49 -0500
Attachments: RE_ Meeting with President Grant Cornwell of Rollins College.msg (50.18 kB)

Your message to (b)(6) couldn't be delivered.

(b)(6)

Betsy.DeVos
Action Required

Office 365

(b)(6)
Recipient

Unknown To address

How to Fix It

The address may be misspelled or may not exist. Try one or more of the following:

- * Send the message again following these steps: In Outlook, open this non-delivery report (NDR) and choose Send Again from the Report ribbon. In Outlook on the web, select this NDR, then select the link "To send this message again, click here." Then delete and retype the entire recipient address. If prompted with an Auto-Complete List suggestion don't select it. After typing the complete address, click Send.
- * Contact the recipient (by phone, for example) to check that the address exists and is correct.
- * The recipient may have set up email forwarding to an incorrect address. Ask them to check that any forwarding they've set up is working correctly.
- * Clear the recipient Auto-Complete List in Outlook or Outlook on the web by following the steps in this article: Fix email delivery issues for error code 5.1.10 in Office 365, and then send the message again. Retype the entire recipient address before selecting Send.

If the problem continues, forward this message to your email admin. If you're an email admin, refer to the More Info for Email Admins section below.

Was this helpful? Send feedback to Microsoft.

More Info for Email Admins

Status code: 550 5.1.10

This error occurs because the sender sent a message to an email address hosted by Office 365 but the address is incorrect or doesn't exist at the destination domain. The error is reported by the recipient domain's email server, but most often it must be fixed by the person who sent the message. If the steps in the How to Fix It section above don't fix the problem, and you're the email admin for the recipient, try one or more of the following:

The email address exists and is correct - Confirm that the recipient address exists, is correct, and is accepting messages.

Synchronize your directories - If you have a hybrid environment and are using directory synchronization make sure the recipient's email address is synced correctly in both Office 365 and in your on-premises directory.

Errant forwarding rule - Check for forwarding rules that aren't behaving as expected. Forwarding can be set up by an admin via mail flow rules or mailbox forwarding address settings, or by the recipient via the Inbox Rules feature.

Recipient has a valid license - Make sure the recipient has an Office 365 license assigned to them. The recipient's email admin can use the Office 365 admin center to assign a license (Users > Active Users > select the recipient > Assigned License > Edit).

Mail flow settings and MX records are not correct - Misconfigured mail flow or MX record settings can cause this error. Check your Office 365 mail flow settings to make sure your domain and any mail flow connectors are set up correctly. Also, work with your domain registrar to make sure the MX records for your domain are configured correctly.

For more information and additional tips to fix this issue, see Fix email delivery issues for error code 5.1.10 in Office 365.

Original Message Details

Created Date: 11/6/2017 2:42:44 PM
Sender Address: Betsy.DeVos@ed.gov
Recipient Address: (b)(6)
Subject: RE: Meeting with President Grant Cornwell of Rollins College

Error Details

Reported error: *550 5.1.10 RESOLVER.ADR.RecipientNotFound; Recipient* (b)(6) *not found by SMTP address lookup*
DSN generated by: CY4PR17MB1557.namprd17.prod.outlook.com

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Message Hops

HOP	TIME (UTC)	FROM	TO	WITH
1	11/6/2017 2:42:44 PM	SN4PR0901MB2222.namprd09.prod.outlook.com	SN4PR0901MB2222.namprd09.prod.outlook.com	mapi
2	11/6/2017 2:42:46 PM	SN4PR0901MB2222.namprd09.prod.outlook.com	SN4PR0901MB2223.namprd09.prod.outlook.com	Microsoft SMTP Server (version=TLS1_2, cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384_
3	11/6/2017 2:42:48 PM	gcc01-CY1-obe.outbound.protection.outlook.com	CO1NAM03FT041.mail.protection.outlook.com	Microsoft SMTP Server (version=TLS1_2, cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384_
4	11/6/2017 2:42:48 PM	CO1NAM03FT041.eop-NAM03.prod.protection.outlook.com	DM5PR17CA0072.outlook.office365.com	Microsoft SMTP Server (version=TLS1_2, cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384)
5	11/6/2017 2:42:48 PM	DM5PR17CA0072.namprd17.prod.outlook.com	CY4PR17MB1557.namprd17.prod.outlook.com	Microsoft SMTP Server (version=TLS1_2, cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384_

Original Message Headers

Received: from DM5PR17CA0072.namprd17.prod.outlook.com (10.175.217.162) by
 CY4PR17MB1557.namprd17.prod.outlook.com (10.173.62.22) with Microsoft SMTP
 Server (version=TLS1_2, cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384_P256) id
 15.20.197.13; Mon, 6 Nov 2017 14:42:48 +0000
Received: from CO1NAM03FT041.eop-NAM03.prod.protection.outlook.com
 (2a01:111:e400:7e48::205) by DM5PR17CA0072.outlook.office365.com
 (2603:10b6:3:13f::34) with Microsoft SMTP Server (version=TLS1_2,
 cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384) id 15.20.197.13 via Frontend
 Transport; Mon, 6 Nov 2017 14:42:48 +0000
Authentication-Results: spf=pass (sender IP is 23.103.200.67)
 smtp.mailfrom=ed.gov; allianceforschoolchoice.org; dkim=pass (signature was
 verified) header.d=ed.gov;allianceforschoolchoice.org; dmarc=pass action=none
 header.from=ed.gov;
Received-SPF: Pass (protection.outlook.com: domain of ed.gov designates
 23.103.200.67 as permitted sender) receiver=protection.outlook.com;
 client-ip=23.103.200.67; helo=gcc01-CY1-obe.outbound.protection.outlook.com;
Received: from gcc01-CY1-obe.outbound.protection.outlook.com (23.103.200.67)
 by CO1NAM03FT041.mail.protection.outlook.com (10.152.81.163) with Microsoft
 SMTP Server (version=TLS1_2,
 cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384_P384) id 15.20.197.9 via
 Frontend Transport; Mon, 6 Nov 2017 14:42:48 +0000
DKIM-Signature: v=1; a=rsa-sha256; c=relaxed/relaxed; d=ed.gov; s=selector1;
 h=From:Date:Subject:Message-ID:Content-Type:MIME-Version;
 bh=qpN/339681rfQG3rdDcDwquVGTiM+mFl7VFK+kPeTY=;
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 CMvPDok7octiRXish/el5GHGCrQLxCJYwef+hXFhA5vGM=
Received: from SN4PR0901MB2222.namprd09.prod.outlook.com (10.167.151.150) by
 SN4PR0901MB2223.namprd09.prod.outlook.com (10.167.151.151) with Microsoft
 SMTP Server (version=TLS1_2,
 cipher=TLS_ECDHE_RSA_WITH_AES_256_CBC_SHA384_P256) id 15.20.197.13; Mon, 6
 Nov 2017 14:42:44 +0000
Received: from SN4PR0901MB2222.namprd09.prod.outlook.com
 ([fe80::ccc5:a9d:2685:b702]) by SN4PR0901MB2222.namprd09.prod.outlook.com
 ([fe80::ccc5:a9d:2685:b702%13]) with mapi id 15.20.0197.020; Mon, 6 Nov 2017
 14:42:44 -0000
From: "DeVos, Betsy" <Betsy.DeVos@ed.gov>
To: Jillian Schumm <JSCHUMM@Rollins.edu>
CC: "betsyd@windquest.com" <betsyd@windquest.com>,
 "Underwa@allianceforschoolchoice.org" [redacted]
Subject: RE: Meeting with President Grant Cornwell of Rollins College
Thread-Topic: Meeting with President Grant Cornwell of Rollins College
Thread-Index: AdNXCNoYUlmsNvvORQuHpoEMtyI4cwABF18Q
Date: Mon, 6 Nov 2017 14:42:44 +0000
Message-ID: <SN4PR0901MB2222C26E5179BED56439487500B@SN4PR0901MB2222.namprd09.prod.outlook.com>
References: <BLUPR02MB437CE6DF66C546D75CEAB1AE5008BLUPR02MB437.namprd02.prod.outlook.com>
In-Reply-To: <BLUPR02MB437CE6DF66C546D75CEAB1AE5008BLUPR02MB437.namprd02.prod.outlook.com>
Accept-Language: en-US
Content-Language: en-US
X-MS-Has-Attach:
X-MS-TNEF-Correlator:
dlp-product: dlpe-windows
dlp-version: 11.0.0.3
dlp-reaction: no-action
Authentication-Results-Original: spf=none (sender IP is)
 smtp.mailfrom=Betsy.DeVos@ed.gov;
x-originating-ip: [165.224.214.5]
x-ms-publictraffictype: Email
X-Microsoft-Exchange-Diagnostics-untrusted: 1;SN4PR0901MB2222;20:QecpciAT1u1GIK2591jewYtVej+tV5VenTs19137V3U1VcH2yqwf/5tkbdhNHK
 JPvXOnB+MN0l5KjECXIrJtXrM/BxvEvMsp4exQ2TjUXRxSYVyYoDE6/5e1lTC0VLc7QO1oF56UwDabaB1cqg/42NOBllnhjHPL2Faf15m3P4funbixtuHe+54xUlb
 qtJiyUOsH8Erh7gxtqrzzIcRRFn;uCDTDuVRXWrieTKksNnAJiH5CixT+DRT+MnD
x-ms-exchange-antispam-srfa-diagnostics: SSOS;
X-MS-Office365-Filtering-Correlation-Id: 71085673-e0d9-4427-7ddc-08d52526a67e
x-ms-office365-filtering-ht: Tenant
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x-microsoft-antispam-prvs: <SN4PR0901MB2223E2D7BF5B26F35AEF2297500@SN4PR0901MB2223.namprd09.prod.outlook.com>
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 en;

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

[redacted]-OESE, OCTAE. Mitch D and Todd Huston say he is a superstar!

From: Al Hubbard <[redacted]>
To: Betsy DeVos <[redacted]>, Josh Venable <[redacted]>
Cc: "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>, Al Hubbard <[redacted]>
Date: Sat, 06 May 2017 17:50:13 -0400

Former superintendent of [redacted] Knows Mitch and Tony well.

He and Betsy were on a roundtable together at [redacted]

He agrees with Betsy on the issues.

[redacted] Grown from 30 to 200 people. [redacted] Purpose is to transform teaching and learning to make more workforce oriented. All STEM focused. Is all toward building a skilled workforce.

Would be interested. [redacted] It works with his family.

Grew up near [redacted] All degrees incl PHD from [redacted]-master in education and policy management. MBA from [redacted]

Taught for 5 years. High school principal for 8 years. Asst sup for 1 year. [redacted]

Strong advocate of choice, vouchers, etc. Knows [redacted] well. As sup, he authorized charter schools incl one of best in country. He believes that choice helps a community economically. Vouchers are an equity issue. We do it in higher ed. He has written a lot on this. [redacted]

Mgmt style—tries to empower people. not a micro manager. And then hold them accountable.

Would also be interested in k-12 position.

[redacted]

He is on the [redacted] Appointed by [redacted] Never advocated for fed govt's involvement. He knows Pence well and thinks he would be very supportive.

Was on [redacted] Wasn't at meeting wher [redacted]

Has never criticized Trump.

AMERICAN OVERSIGHT

References—Mitch, T(b)(6)

Will send book, bio and recent article.

Mitch—the best superintendent he has ever known. Was very helpful on the governor's roundtable. Very smart. Believes in what we believe. Would recommend him highly. Check with Todd Huston who knows him better.

Here is what Todd says:

Al:

Thanks for asking for my feedback on (b)(6) I have known (b)(6) for many years but have worked with him closely over the past fifteen as he has grown from a Principal to an Assistant Superintendent to the Superintendent (b)(6) (b)(6) (b)(6) is an outstanding leader and one of the most innovative thinkers in K-12 education. He has a passion for student-centered policies that support providing every student with the options to meet their needs.

When (b)(6) we could always count on him to support our reforms, including providing more school choice options to students and families. He worked collaboratively with his local charter schools and worked with his local teachers union on a contract that rewarded top teachers and made sure that a strong evaluation program was implemented. We only wished that we had a state full of Superintendent's like (b)(6)

I would also note the incredible growth of (b)(6) They have great momentum around the country because of his leadership and they have created an outstanding K-12 STEM-based curricular program. He has become recognized as one of the nations top experts in STEM education.

Please let me know if you would like anymore information. He would be an outstanding selection for any administration.

Thanks,

Todd

AMERICAN OVERSIGHT

VP comments on (b)(6)

From: Al Hubbard <(b)(6)
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Toner, Jana" <jana.toner@ed.gov>
Cc: Eric Ventimiglia <(b)(6) Al Hubbard (b)(6)
Date: Tue, 09 May 2017 17:47:40 -0400

From: Marc Lotter <(b)(6) @ovp.eop.gov>
Date: Tuesday, May 9, 2017 at 5:05 PM
To: Al Hubbard <(b)(6)
Cc: Josh Pitcock <(b)(6)
Subject: RE: did you have a chance to get a read out from Josh?

Al,

I was just getting ready to call you. The VP strongly supports (b)(6) That being said, DoE should go through the normal vetting procedures and steps, but the VP thinks he would serve the Department and students very well.

Marc

Marc Lotter

Special Assistant to the President

Press Secretary to the Vice President

Office: (b)(6)

Mobile

Twitter: @VPPressSec

From: Al Hubbard [mailto:(b)(6)
Sent: Tuesday, May 9, 2017 5:01 PM
To: Lotter, Marc E. EOP/OVP <(b)(6) @ovp.eop.gov>
Cc: Pitcock, Josh M. EOP/OVP <(b)(6) @ovp.eop.gov>
Subject: did you have a chance to get a read out from Josh?

Thanks so much for your help.

AMERICAN OVERSIGHT

(b)(6)

From: Al Hubbard <(b)(6)
To: Betsy DeVos <(b)(6) Josh Venable <(b)(6)>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Fri, 07 Apr 2017 13:24:38 -0400

Not a good time for him. (b)(6) And they are so down on for profits it probably doesn't make sense to do it now. But does want to be helpful. He knows he would be recused from gainful employment issues for 2 years—1.5 years from now which is a problem.

My sense is he really does want to be helpful in any way he can and doesn't want to create unnecessary problems. I continue to be very impressed with him.

Josh, he would still like to talk with you.

AMERICAN OVERSIGHT

Wayne Johnson--COO of FSA

From: Al Hubbard <(b)(6)
To: Betsy DeVos <(b)(6)>, "Venable, Joshua" <joshua.venable@ed.gov>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard <(b)(6)
Date: Tue, 13 Jun 2017 17:52:38 -0400

Worked with a lot of banks on operations and back office. Also the balance sheet side.

Why can he do the job—has operated a number of situations with thousands of employees and hundreds of million of accounts. Dissertation for PhD was on student loans. Managing a student loan is much easier than managing credit cards. Credit cards are used multiple times a day. Financing is much easier with the govt than pvt sector. 1400 direct employees at FSA.

What should be done—move assets to Treas. We should consider selling assets to private sector. Biggest beneficiary of FSA are the schools. They should take responsibility for part of the loans.

What he would most like to do is make it easier to borrow the money. Set up disbursement cards for indiv student. The card would inform the student of the impact of the borrowing on his/her future debt payments. What he has done with credit cards will help in organizing this.

Betsy did the right thing in pulling back on servicer selection and also adjustment to forgiveness of debt issue.

He is a big believer in Betsy. Much of her legacy will be determined by how student aid office is handled.

Has operational experience to make it run better. And has credentials to defend the changes that are needed.

References: Phil Thomlison from TSYS, Jim Robinson—American Express, Don Shaeffer out of TX. Bill Hansan.

Wants the job. Willing to make personal sacrifices to avoid conflicts and to move to DC etc.

My gut—he talks a lot. Is very confident—almost too confident. He sounds like he has the right experience. I think references are key. I will call them.

AMERICAN OVERSIGHT

Wayne Johnson--COO of FSA

From: Al Hubbard <(b)(6)>
To: Betsy DeVos <(b)(6)>, Betsy DeVos (b)(6) Venable, Joshua" <joshua.venable@ed.gov>, "Ventimiglia, Eric" <eric.ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Date: Wed, 14 Jun 2017 06:33:49 -0400

Additional thoughts. I did not think he interviewed that well—talked and talked. It was not a back and forth which I think is the most effective way to interview. His background is impressive. I still think the references are key which I will do.

From: A Hubbard <(b)(6)>
Date: Tuesday, June 13, 2017 at 5:52 PM
To: Betsy DeVos <(b)(6)>, "Venable, Joshua" <Joshua.Venable@ed.gov>, Eric Ventimiglia <Eric.Ventimiglia@ed.gov>
Cc: A Hubbard (b)(6)
Subject: Wayne Johnson--COO of FSA

Worked with a lot of banks on operations and back office. Also the balance sheet side.

Why can he do the job—has operated a number of situations with thousands of employees and hundreds of million of accounts. Dissertation for PhD was on student loans. Managing a student loan is much easier than managing credit cards. Credit cards are used multiple times a day. Financing is much easier with the govt than pvt sector. 1400 direct employees at FSA.

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Wants the job. Willing to make personal sacrifices to avoid conflicts and to move to DC etc.

My gut—he talks a lot. Is very confident—almost too confident. He sounds like he has the right experience. I think references are key. I will call them.

AMERICAN OVERSIGHT

Wednesday

From: AJ Sherrill [redacted]
To: "DeVos, Betsy" <betsy.devos@ed.gov>, Betsy DeVos <[redacted], Dick DeVos [redacted]
Date: Fri, 22 Dec 2017 09:54:19 -0500

Madame Secretary,

It was so great to see you and Dick the other night. We were honored to attend the Christmas party and enjoyed it immensely again this year. Wanted you to know we covered you in prayer Wednesday.

I pray this week forward is one of rest, joy and peace.

Grace,

AJ

Sent from my iPad

AMERICAN OVERSIGHT

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:16:15 +0000
To: Private - Betsy DeVos
Subject: Fw:

From: Lamar Alexander (b)(6)
Sent: Wednesday, February 15, 2017 5:02 PM
To: DeVos, Betsy (Windquest)
Subject: Re:

Very thoughtful of you Betsy Andy would have been very good. I heard good things about your visits with employees on your first day.

Sent from my iPhone

> On Feb 15, 2017, at 4:11 PM, Betsy DeVos (b)(6) wrote:
>
> Lamar,
> So sorry to see that you are back to square one with Labor. I'm sure you've had a tough few days in anticipation of a hearing too. Just wanted to send a note of encouragement!
> Best,
> Betsy
>
> Sent from my iPhone

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:46:43 +0000
To: Private - Betsy DeVos
Subject: Fw:

From: Kushner, Jared C. EOP/WHO <(b)(6) who.eop.gov>
Sent: Tuesday, February 7, 2017 7:18 PM
To: DeVos, Betsy (Windquest)
Subject:

Dear Betsy,

Congratulations on today- it is great to have you on board. I am excited to work together to help our education system thrive. We are here to help you be successful!
Best,
Jared

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:02:22 +0000
To: Private - Betsy DeVos
Subject: Fw:

From: Jack Welch [(b)(6)]
Sent: Tuesday, May 30, 2017 4:08 PM
To: DeVos, Betsy (Windquest)
Subject: RE:

Betsy,(I took your word for this informality☺)
We left a message on your office answering machine..Would you be able to call me when you have a minute…[(b)(6)]
I'd like to visit you in the next several days to follow up on our last meeting in April.
Thanks much,
Jack

From: Betsy DeVos [mailto[(b)(6)]
Sent: Thursday, April 13, 2017 5:45 PM
To: Jack Welch [(b)(6)]
Subject: Re:

Dear Jack,

First, its Betsy please :) It was so wonderful to meet you this week and to confirm all the great things I've heard about you. I'm grateful for everything you had to offer and share: ideas and insight, perspective, and first-hand experience with creating a school that is meeting the needs of students and business.

I'd love to visit and learn more....will take you up on that offer for certain!

Gratefully,
Betsy

Sent from my iPad

On Apr 12, 2017, at 6:13 PM, Jack Welch [(b)(6)] wrote:

AMERICAN OVERSIGHT

Dear Madame Secretary,
I've heard so many nice things about you that I felt I knew you before we met..Your knowledge and action-oriented bias exceeded your billing. Thanks so much for the time and interest.
Our office is in Herndon next to Dulles and someday if you have a minute, I'd love to show you our Institute and the innovations we are putting into our MBA program.
Meanwhile, if I can ever help, I am always just a call away.
Thanks much,
Jack

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:01:35 +0000
To: Private - Betsy DeVos
Subject: Fw:

From: Ivanka Kushner (b)(6)
Sent: Wednesday, March 1, 2017 3:21 PM
To: DeVos, Betsy (Windquest)
Cc: Julie Radford; Powell, Dina H. EOP/WHO
Subject:

Hello Betsy,
It was great seeing you yesterday and spending some time chatting prior to the bill signing.
I would love to follow up and connect your chief of staff Josh, and Julie, CCed. It would be great if they could spend some time together and continue the discussions we began relating to opportunities to collaborate on locational/ workforce development and k-12 STEM education.
I look forward to seeing you again very soon!
Warmly,
Ivanka

Get Outlook for iOS

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:16:44 +0000
To: Private - Betsy DeVos
Subject: Fw:

From: (b)(6) (6)
Sent: Tuesday, February 14, 2017 12:02 PM
To: DeVos, Betsy (Windquest)
Subject:

Betsy, congratulations on your confirmation. Great to see you at the reception for KellyAnne. Through public media we have worked with Margaret Spellings, and most recently Arne Duncan on Ready To Learn. A program that has been documented, measured, evaluated helping children in high poverty neighborhoods get "ready to learn" before they enter kindergarten and first grade. One of the most impacted neighborhoods re high poverty and children at risk is former Polish district in Cleveland, Ohio where business, public media, volunteers, charter schools and Ready To Learn plus American Graduate (drop out prevention initiative) are making a difference.

I know you are going to be a great Secretary of Education. Let me know how I can help in anyway.
Best, Pat

Patricia Harrison
(b)(6)

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:18:32 +0000
To: Private - Betsy DeVos
Subject: Fw: 4/24 conversation with David Cleary on candidates

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From: Al Hubbard (b)(6)
Sent: Monday, April 24, 2017 12:51 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: 4/24 conversation with David Cleary on candidates

Loves (b)(6) Knows him well. Not concerned about his (b)(6)

Likes (b)(6) Would be very well accepted by the universities. He prefers (b)(6) because he would be much more aggressive.

For OCR, (b)(6) would be great. She will be hard to get. She is a very good person.

For Special Ed, he suggests we talk with (b)(6) who is the (b)(6) He doesn't know him but has heard wonderful things about him.

He will look for candidates for Rehabilitation and Vocational.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:07:25 +0000
To: Private - Betsy DeVos
Subject: Fw: A "Washington" question

From: Virginia Foxx <(b)(6)
Sent: Friday, February 10, 2017 10:42 PM
To: DeVos, Betsy (Windquest)
Subject: FW: A "Washington" question

This is person I mentioned to you today; I did tell Jane to tell him to apply on line as that is what I have been told by the WH. You and your staff can easily find info on (b)(6) He has written many books, speaks at conferences and is well known and respected in education circles. Jane is the former President of the J. William Pope Center which has recently been renamed the James G. Martin Center. Do let me know if you have any questions or need further information.

From: Jane Shaw Stroup [mailto(b)(6)
Sent: Wednesday, February 8, 2017 8:09 AM
To: <(b)(6) <(b)(6)
Subject: A "Washington" question

Dear Virginia: I hope to see you at the next Martin Center board meeting, but since it hasn't been set yet, I realize that it might not be possible.

Now that Betsy DeVos has been nominated, I'm writing to ask how I might recommend (b)(6) to be deputy undersecretary for higher education. Although DeVos is seen as mostly interested in K-12, she needs a strong, free-market-leaning, and politically astute person in that position. (b)(6) (b)(6) would fit it.

(b)(6) is the leading academic in the higher ed reform movement, starting with his (b)(6) He served on the (b)(6) (b)(6) (b)(6) (b)(6)

(b)(6) has a great sense of humor and, I believe, can get along with anyone.

Do you have any advice on how to promote his candidacy for this position? Certainly, I have taken an important step by sharing my thoughts with you!

AMERICAN OVERSIGHT

Best, Jane.

--
Jane Shaw Stroup

(b)(6)

Former president, John W. Pope Center, now the James G. Martin Center (http://www.jamesgmartin.center/); Higher education editor, *School Reform News (https://www.heartland.org/publications-resources/newsletters/school-reform-news)*

--
Jane Shaw Stroup

(b)(6)

Former president, John W. Pope Center, now the James G. Martin Center (http://www.jamesgmartin.center/); Higher education editor, *School Reform News (https://www.heartland.org/publications-resources/newsletters/school-reform-news)*

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:16:55 +0000
To: Private - Betsy DeVos
Subject: Fw (b)(6)

From: Al Hubbard <(b)(6)
Sent: Friday, March 17, 2017 4:37 PM
To: Ventimiglia, Eric
Cc: DeVos, Betsy (Windquest); Josh Venable
Subject: Re: (b)(6)

Hard to see that this is disqualifying. But, they set the rules.

On 3/17/17, 4:35 PM, "Ventimiglia, Eric" <Eric.Ventimiglia@ed.gov> wrote:

(b)(6)

>
(b)(6)

>Eric Ventimiglia
>Special Assistant to the Secretary
>Department of Education
>(C): 202 215-7389
>
>
>-----Original Message-----
>From: Al Hubbard (b)(6)
>Sent: Friday, March 17, 2017 4:34 PM
>To: Ventimiglia, Eric
>Subject: Re (b)(6)

AMERICAN OVERSIGHT

>
>thanks.
>
>
>
>
>On 3/17/17, 4:29 PM, "Ventimiglia, Eric" <Eric.Ventimiglia@ed.gov> wrote:
>
>>I found something that could possibly be - but it's a long read and I haven't had an opportunity to read it yet.
>>
>>Sent from my iPhone
>>
>>> On Mar 17, 2017, at 4:00 PM, Al Hubbard <(b)(6) wrote:
>>>
>>> It appears he would be interested in a job if he has not disqualified himself because of writings against the President. He did no sign any anti-Trump letter. Nothing came to mind of any writing that would be a disqualification.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 31 Jan 2019 23:59:47 +0000
To: Private - Betsy DeVos
Subject: Fw: another potential staff name
Attachments: (b)(6) Combined Materials - Ass't Secretary Postsecondary Education.pdf

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From: Denis Calabrese <(b)(6)
Sent: Thursday, February 9, 2017 6:37 PM
To: DeVos, Betsy (Windquest)
Subject: another potential staff name

Tell me when to stop sending these!

AMERICAN OVERSIGHT

Page 119

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

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Page 120

Withheld pursuant to exemption

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Page 123

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of the Freedom of Information and Privacy Act

AMERICAN OVERSIGHT

Page 130

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:01:20 +0000
To: Private - Betsy DeVos
Subject: Fw: Bears close CT school

From: Nate Bailey <(b)(6)
Sent: Wednesday, March 1, 2017 3:08 PM
To: DeVos, Betsy (Windquest)
Subject: Bears close CT school

http://www.myrecordjournal.com/news/southington/southingtonnews/10033604-154/two-southington-schools-briefly-placed-in-secure-school-mode-after.html

SOUTHINGTON — Two local schools briefly took added security measures Tuesday morning

www.myrecordjournal.com

SOUTHINGTON — Two local schools briefly took added security measures Tuesday morning

http://patch.com/connecticut/southington/wayward-bear-forces-southington-schools-secure-mode



Wayward Bear Forces Southington Schools into 'Secure Mode' | Southington, CT Patch

patch.com

Bear Forces Southington Schools into 'Secure Mode' - Southington, CT - The bear paid an unannounced visit to Southington.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:08:52 +0000
To: Private - Betsy DeVos
Subject: Fw: Best Wishes
Attachments: SECRETARY DEVOS.docx, ATT00001.txt

From: Benjamin Carson <(b)(6)
Sent: Tuesday, February 14, 2017 8:04 AM
To: DeVos, Betsy (Windquest)
Cc: Ben Carson
Subject: Best Wishes

Dear Betsy, congratulations on your confirmation. I believe God will use you mightily to preserve excellence in America.
Attached is a note from Wintley Phipps, the founder of The US Dream Academy and a personal friend. I look forward to working with you. Warm regards, Ben

---

Benjamin S Carson Sr MD
Emeritus Professor of Neurosurgery,Oncology,Plastic Surgery and Pediatrics
Johns Hopkins Medicine
President and CEO American Business Collaborative, LLC

AMERICAN OVERSIGHT

“I believe God has shown me what Secretary DeVos can do to earn the gratitude of this nation.
Equal opportunity means nothing without equal preparation. And equal preparation is not possible without equal access to excellence in corrective instruction.
Currently Education in America is the only place where professionals routinely do diagnosis and seldom give corrective prescriptions that are implemented until they succeed.
In every other area of life and professional pursuit, medicine, mechanics, business, technology, this approach would doom an initiative to failure.
A revolution that gives all children equal access to excellence in corrective instruction would earn her the gratitude of every parent in this country and assure the accelerated progress of every student in America during her tenure. I believe God has shown me how I can help her accomplish this and earn the gratitude of a nation."

Wintley

Founder and President

U S Dream Academy

The U S Dream Academy is an educational after school charity sponsored by Amway; for children whose parents have a family history of incarceration, (10 Million); and children falling behind in school.

Several of our board members are leaders in Amway and can serve as references.

Board Member: Candace Matthews
http://www.usdreamacademy.org/about/staff/candace-matthews

Board Member: Jody Victor
http://www.usdreamacademy.org/about/staff/jody-victor

Former Development Chair:
Jim Payne
http://www.usdreamacademy.org/about/staff/jim

U S Dream Academy
http://www.usdreamacademy.org/

Wintley Phipps:
Singing Amazing Grace
(b)(6)

AMERICAN OVERSIGHT

Benjamin S Carson Sr MD
Emeritus Professor of Neurosurgery,Oncology,Plastic Surgery and Pediatrics
Johns Hopkins Medicine
President and CEO American Business Collaborative, LLC

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:15:26 +0000
To: Private - Betsy DeVos
Subject: Fw: Bill Hansen suggested I reach out to you.
Attachments: higher ed ideas_draft 2.pdf

From: Al Hubbard <(b)(6)
Sent: Monday, March 6, 2017 9:38 AM
To: DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Subject: FW: Bill Hansen suggested I reach out to you.

From: (b)(6)
Date: Monday, March 6, 2017 at 7:13 AM
To: A Hubbard (b)(6)
Subject: Re: Bill Hansen suggested I reach out to you.

Al, draft attached. I will refine over next few days... Best, (b)(6)

On Tue, Feb 28, 2017 at 1:56 PM, Al Hubbard <(b)(6) wrote:

> Terrific. Thanks so much.
>
> ---
>
> **From:** (b)(6) mailto (b)(6)
> **Sent:** Tuesday, February 28, 2017 8:51 AM
> **To:** Al Hubbard <(b)(6)
> **Subject:** Re: Bill Hansen suggested I reach out to you.
>
> Al, I will have a three pager for you by the end of the week. A few ideas for you ...
> Best, (b)(6)
>
> Sent from my iPhone
>
> On Feb 23, 2017, at 12:13 PM, Al Hubbard (b)(6) wrote:
>
> > This is Al Hubbard. I'm helping Betsy DeVos find outstanding people for the Dept. Would you be available for a short phone call. My cell is (b)(6) (b)(6)

AMERICAN OVERSIGHT

DRAFT — March 6, 2016

TOWARD A NEW ERA IN AMERICAN HIGHER EDUCATION

In the Global Technology Economy, Americans need higher education more than ever even as the cost of providing it continues to soar. To secure the future for the next generation, costs of higher education must come down and the variety of offerings made more prevalent than they are today. While the staff of the prior administration seeks to celebrate their tenure on web sites, they talk in an echo chamber while the rest of America deals with a system of higher education that is in far worse shape than eight years ago. Combined with improvements in K-12 education, the United States can do much better for its students. The Trump administration and Congress should work together to minimize the politics of higher education policy while maximizing the opportunity for improvement.

The key steps to a new era in American higher education include:

1) Regulatory Reform: Reducing the regulatory creep of the U.S. Department of Education. The federal government has burdened institutions, families and students with rules that stifle innovation and add costs. The overreach and lack of innovation within the Department should concern Democrats and Republicans alike.
2) Urgent Action on the Higher Education Act of 2017: Shifting the policy debate to Congress and focusing it on the reauthorization of the Higher Education Act, making passage a national priority over the next twelve months.
3) A Sustainable, Simple, Lower Cost Student Loan Program: The critical element of policy is in America's $1.3 trillion student loan portfolio. It is our primary commitment to support higher learning for our citizens, and their commitment to pass it on in return. Reform should include measures that reduce risk to students by aligning the incentives of institutions with their students and providing students with pertinent signals about return on investment,
4) Innovating College: Producing Faster and Less Expensive Pathways to Great Jobs.

Regulatory reform

Over the past eight years, the U.S. Department of Education became an unbridled vehicle of politics and federal intervention in education. For example, the letter on transgender education, whatever its merits, invented regulatory guidance devoid of due process from Title IX statues that offered no such rights. Other Department regulations on teacher preparation, defense to repayment, state authorization and gainful employment should make us shudder for their implications about our democratic processes. In the latter case, bureaucrats wrote hundreds pages of regulatory interpretation from two words in statutory language approved first over fifty years ago. The Teacher Preparation rule was finalized despite widespread outcry from the broad higher education community.[1] The era of "legislation by regulation" must end.

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[1] "Education Department Releases Final Teacher Preparation Regulations," American Council on Education (ACE), Oct. 17, 2016. http://www.acenet.edu/news-room/Pages/Education-Department-Releases-Final-Teacher- Preparation-Regulations.aspx.

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The recent report commissioned by a bipartisan group of senators, in partnership with key higher education leaders, has identified a group of regulations to address as a starting point.[2] The Falwell Commission will add other ideas for regulatory reduction.

The regulatory reform opportunity is not to protect the status quo but to support all institutions fairly and within the statutory intent of the Congress while providing room for innovation.

Urgent Action on the Higher Education Act of 2017

If progress can be made quickly on Higher Education Reauthorization, Congress can make its intent clear even as the Department begins to eliminate the most egregious cases of regulatory overreach.

Adding to the urgency, moreover, the lifeblood of U.S. Higher Education is now at risk due to the actions of the prior administration. Through its reckless and negligent decisions on Borrower Defense to Repayment and Loan Forgiveness initiatives, the Department has turned a sustainable and profitable portfolio of federal loan programs into one that faces substantial write offs. The Department has created consumer expectations that borrowers may not have to repay their loans and somehow will be exempt from responsibility their decisions. Potential write-offs now amount to almost $200 billion.[3] If the margin that the programs generate disappears, so does the surplus that funds the Pell Grant program.

Given the general state of federal finances, funding college for the next generation and for low-income students depends on current and prior generations repaying their loans. There is room to modernize the program. For instance, the government powers attached to the student loan program are excessive, preventing discharge through bankruptcy for example, and should be reformed. However, there is no room to create a new entitlement program in student financial aid. The country borrowed over $1 trillion in the last fiscal year, with underlying demographics adding to the fiscal pressure, and all current major entitlement programs at risk.

A Sustainable, Simple, Lower Cost Student Loan Program

Within the low-interest rate economic environment today, the cost of student loans is comparatively high, averaging xx% for a xx year term.[4] The cost of loans combined with high cost of college puts an undue burden on the student borrower and a drag on the economy as young people are unable to buy homes, start new businesses, or even choose optimal jobs. In addition, the steady increases in loan amounts underwrite the persistent inflation in higher education, where costs have run at twice the rate of inflation since the federal programs were

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[2] "Recalibrating Regulation of Colleges and Universities," Task Force on Federal Regulation of Higher Education, Commissioned by Senators Lamar Alexander (R-TN), Barbara Mikulski (D-MD), Richard Burr (R-NC), and Michael Bennet (D-CO), Feb. 12, 2015, http://www.acenet.edu/news-room/Pages/Task-Force-on-Government-Regulation- of-Higher-Education-Main.aspx.

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4

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first created.[5] These high costs now place our institutions themselves at risk, practically forcing a process of "creative destruction."

Federal loan policies should be redesigned to support the long-term financial health of students, institutions and the economy by creating a new financing structure with simple, sustainable incentives to reduce costs, align incentives and provide students with signals to make better enrollment decisions:

(1) Create one student lending program with the mission to provide loans at truly low interest rates, in the range of 2-3% annually. All students seeking federal loans would participate in this program. Potentially, the program could also refinance existing loans;
(2) Participating institutions would be required to have "skin in the game" through income share agreements and loan insurance programs. Institutions will have the authority to set borrowing limits on their own accord. The availability and pricing of income share agreements, loan insurance or borrowing limits will send critical signals to students regarding likely return on investment at the level of the program, credential and institution and will help students make better enrollment decisions. As enrollment declines in low ROI programs, colleges and universities will revamp or discontinue such programs.
(3) The loan program will cooperate with the National Center for Education Statistics to provide public consumer and institutional information;
(4) Congress should consider establishing a new governance structure over federal student financing. The oversight of the loan programs has been seriously deficient and was not originally designed to manage an asset of this size. An independent, federally chartered, institution should be established to manage the loan programs according to relevant banking and financial standards.

Producing Faster and Less Expensive Pathways to Great Jobs.

Young Americans expect speed and convenience more than anyone. So, for young people, perhaps the most remarkable aspect of modern American life is that a student's path through higher education has hardly changed at all. Given the state of economy and the cost of college, society has started to change. Alternative pathways to jobs that may not, or do not involve a bachelor's degree are sprouting up.

Our system of institutional accreditation has operated successfully for decades, providing largely fair and competent review of academic integrity. It has however helped hold American higher education into a mold that is difficult to escape. The system needs to accommodate new pathways.

To foster innovation in higher education, a new accreditor should be established, designed to provide speedy review and accreditation for faster and less expensive pathways to employment Its mission will be to assess and approve the quality of more affordable routes to careers, including competency based programs. Accredited programs would be eligible for federal financing. In addition, existing accreditors should be given clear guidance that allows them, too, to approve competency based programs.

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Conclusion

Steps such as these would offer many benefits to America and American higher education:

- Student loans will become more affordable.
- Young Americans will benefit from a variety of faster and less expensive pathways to great first jobs.
- The profitable model of lending and repayment will be maintained.
- All Americans will be treated the similarly, moving away from the growing and destructive entitlement approach and preventing its damaging fiscal and social effects.
- Refinancing existing federal loans at lower rates could provide a fiscal stimulus, freeing up income for millions of Americans.
- The plan leverages the unique and extraordinary financial power of the United States but in a way that could reduce rather than increases gross loan payments.
- Applying more standard banking practices teaches young Americans about finance and creates a new conversation between lender, student and institution about the return on education investment, adding pressure to lower costs and improve financial outcomes.
- A simplified process will reduce complexity and regulatory and paperwork burdens on individuals and institutions.

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From: Elisabeth Prince DeVos
Sent: 1 Feb 2019 01:33:54 +0000
To: Private - Betsy DeVos
Subject: Fw: BP - Windquest Engagement

From: Bill Payne (b)(6)
Sent: Wednesday, December 12, 2018 5:42 PM
To: DeVos, Dick (Windquest); Prince DeVos, Elisabeth; McNeilly, Greg (Windquest)
Subject: BP - Windquest Engagement

Hi All, with my actual retirement from Amway only a few weeks away, I am focusing on looking at my life post Amway in a little more intentional way. As part of that, I want to discuss with all of you what my engagement with Windquest looks like going forward. I have some thoughts that I will share with you but would also like to get your perspectives so we can make sure we are all aligned on expectations.

(b)(6)

Suggest you three discuss and then let's all connect.

Talk soon.

Bill

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From: Betsy DeVos
Sent: 1 Feb 2019 00:17:31 +0000
To: Private - Betsy DeVos
Subject: Fw: [redacted] who is highly recommended for IES and with whom I had a fabulous interview will be in DC next week

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From: Al Hubbard <(b)(6)
Sent: Tuesday, April 11, 2017 12:10 PM
To: DeVos, Betsy (Windquest); Josh Venable ((b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov); Dougie Simmons (LeeD.Simmons@ed.gov)
Subject: (b)(6) who is highly recommended for IES and with whom I had a fabulous interview will be in DC next week

Eric, please le(b)(6) know if a meeting with Betsy will work. Thanks so much.

From: (b)(6) [mailto(b)(6)
Sent: Tuesday, April 11, 2017 11:51 AM
To: Al Hubbard <(b)(6)
Cc: Jennifer Richardson <(b)(6)
Subject: RE: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Al,

I enjoyed talking with you yesterday. FYI, I will be in DC next Wednesday(b)(6)
(b)(6) I could easily be available for a meeting on Tuesday afternoon or Wednesday afternoon if that would be useful. If not, I can also get to DC at another time pretty easily.

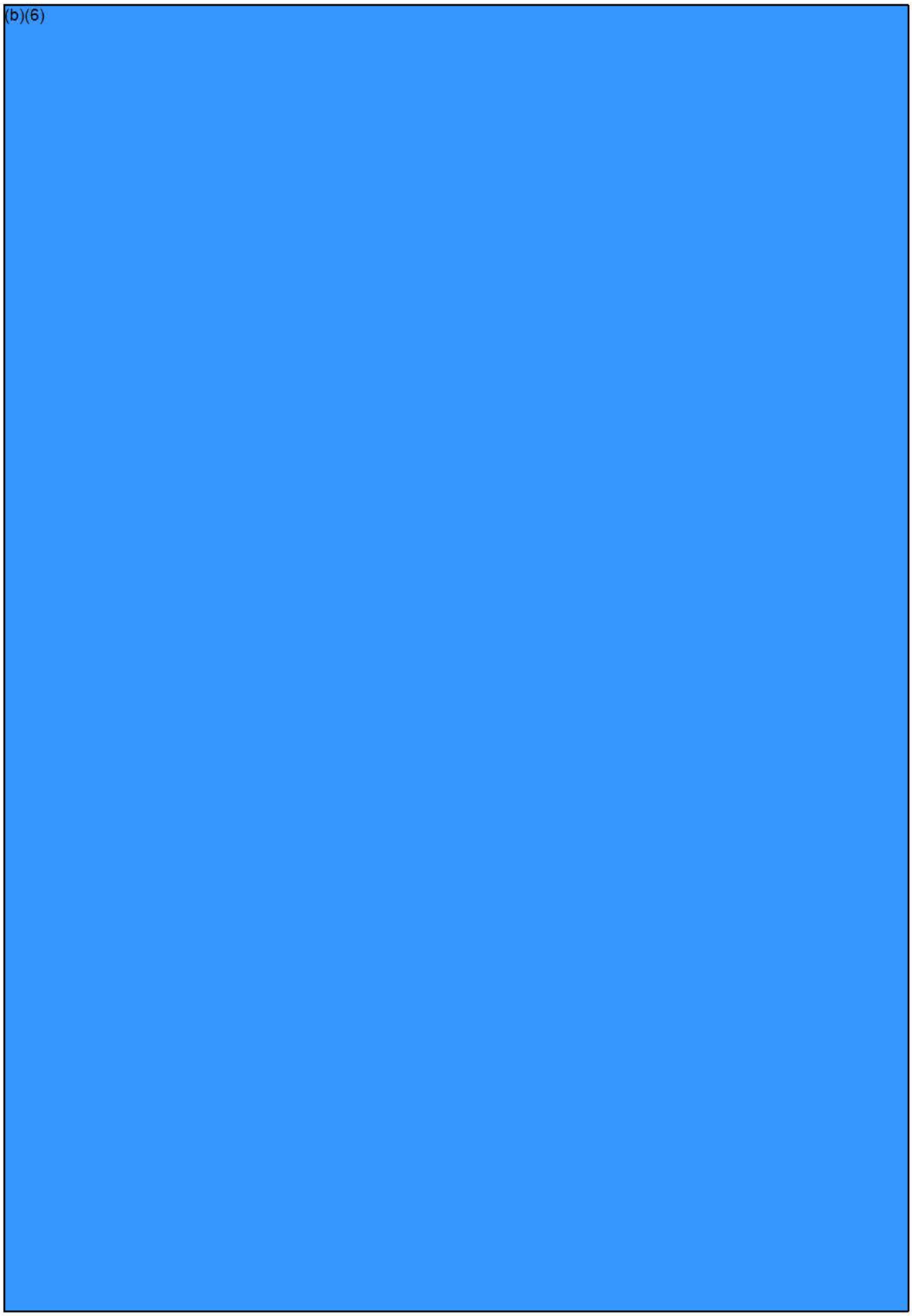
Best,
(b)(6)

From: (b)(6)
Sent: Monday, 10 April, 2017 9:08 AM
To: Al Hubbard <(b)(6)
Cc: Jennifer Richardson <(b)(6)
Subject: RE: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Noon ET today is great. How should I reach you? I've pasted my bio below.
Best,

(b)(6)
(b)(6)

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(b)(6)

From: Al Hubbard [mailto:(b)(6)
Sent: Monday, 10 April, 2017 5:04 AM
To: (b)(6) <(b)(6)
Cc: Jennifer Richardson (b)(6)
Subject: Re: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

How about noon today, EDT?

From: (b)(6) <(b)(6)
Date: Sunday, April 9, 2017 at 8:13 PM
To: A Hubbard <(b)(6)
Subject: Re: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Al,
Sure, thanks for getting in touch. My schedule is pretty open on Monday before 2:30pm ET. Is there a time that would work well for you?
Best,
(b)(6)

From: Al Hubbard <(b)(6)
Sent: Sunday, April 9, 2017 3:34 PM
To: (b)(6)
Subject: I am working with Betsy DeVos on identifying candidates for the Dept of Ed

Jay Greene suggested I talk with you. Would you have a few minutes to speak with me?

Thanks so much.

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Al Hubbard

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From: Betsy DeVos
Sent: 31 Jan 2019 23:59:39 +0000
To: Private - Betsy DeVos
Subject: Fw: Call with Speaker Ryan

From: Stoneking, Tricia <tricia.stoneking@mail.house.gov>
Sent: Thursday, February 9, 2017 3:41 PM
To: DeVos, Betsy (Windquest)
Subject: Call with Speaker Ryan

Good Afternoon,

My name is Tricia Stoneking and I handle Speaker Ryan's schedule in WI. I've been told you have been trying to reach him and have been asked to schedule a time he can call you. He would be available tomorrow, **Friday, February 10th at 12:15pm Central Time**. Would this work for you? I would also need the best number for him to call.

Thank you!

Tricia Stoneking
Director of Scheduling and Office Operations
Congressman Paul D. Ryan

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From: Betsy DeVos
Sent: 1 Feb 2019 00:08:03 +0000
To: Private - Betsy DeVos
Subject: Fw: Candidate for Office of Civil Rights (at Education)
Attachments: Candice Jackson Resume.pdf

From: Peter Thiel [(b)(6)]
Sent: Sunday, February 12, 2017 6:07 PM
To: DeVos, Betsy (Windquest)
Cc: [(b)(6)] Blake Masters [(b)(6)]
Subject: Candidate for Office of Civil Rights (at Education)

Betsy -- it was great to touch base on the phone on Friday.

I've attached the resume for Candice Jackson, who would make for a terrific choice for the OCR in Education. She has represented many women who were victimized by Bill Clinton and played a key role in bringing all of these victims together at the second Trump-Clinton debate this last fall. I believe that Title IX will be a major flashpoint, and that someone with Candace's credentials might be the exact right person to roll back these catastrophic Obama-era policies.

I'm CC'ing my colleague Blake Masters to help coordinate, as needed.

She is a big fan of yours, and at the very least, I think Josh and you would enjoy meeting her tremendously. I'll let the two of you take things from here.

Best,
Peter

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Candice Jackson

Vancouver, Washington, United States • (b)(6)

MY TOP 5 QUALIFICATIONS FOR AN ADMINISTRATION POSITION

• Attorney with Judicial Watch and private solo practice

• Nationally-featured speaker/interviewee

• Author, *Their Lives: The Women Targeted by the Clinton Machine*

• **2016 Presidential Election Activities**: founder of Their Lives Foundation; representing rape victim Kathy Shelton; investigative reporting into Kathy Shelton's abuse by Hillary Clinton; media interviews; attendance with Kathy Shelton and "Clinton accusers" at 2nd Presidential Debate; creation of ads and videos attacking Hillary Clinton's lifelong corruption and hypocritical claim to defend women and children

• Lifelong constitutional conservative with traditional values, Stanford Economics honors, Pepperdine law school honors, with unique perspective due to also being a gay Republican

Links

My Video Exposing Hillary Clinton's Malfeasance in Kathy Shelton Rape Case
https://www.facebook.com/DSouzaDinesh/videos/1536993709660612/

Investigative Journalism Article: New Evidence Against Hillary Clinton In The Kathy Shelton Rape Case
http://thefederalist.com/2016/11/01/hillary-clinton-learned-manipulate-law-defending-child-rapist/

My Appearance At 2nd Presidential Debate
http://www.theirlivesfoundation.net/kathy_shelton_attends_2nd_presidential_debate

My Media Interviews During 2016 Election
http://www.theirlivesfoundation.net/news

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Employment

Candice E. Jackson, Attorney At Law

Attorney/Owner (August 2009 - Present) • California, Oregon, Washington

In partnership with my wife Patricia Campbell, a 25-year lawyer, we represent private clients in litigation and transactional matters across the West Coast, with emphasis on entertainment law, business, employment, civil rights, and real estate.

Bullivant Houser Bailey, PC

Associate Attorney (March 2008 - August 2009) • Vancouver, Washington, United States

When I decided to relocate from southern California to my childhood region of the Pacific Northwest to enjoy living near family, I accepted a position with Bullivant Houser Bailey, a premiere full-service law firm based in Portland, Oregon. I acquired excellent litigation skills in Washington and Oregon courts before leaving to return to private, solo practice, which I prefer because I like the flexibility of selecting my own clientele and providing lower hourly rates and alternative fee arrangements to individuals and small businesses who find it challenging to afford high quality legal representation.

Education

Pepperdine University School of Law

Jurisdoctor, Cum Laude (1999 - 2002) • Malibu, California, United States

I attended Pepperdine as one of only five Faculty Scholars, receiving a full-tuition scholarship. Under guidance from constitutional law professor Bernard James, I lectured at U.S. Dept. of Justice Interagency Coordination Summits in San Francisco and San Diego presenting analysis of legal trends in Fourth Amendment search and seizure jurisprudence to education and law enforcement officials. While in law school I also received an award in the Judicial Awareness Writing Competition from Pacific Legal Foundation for my scholarly article, “Setting Constitutional Boundaries in Educational Affirmative Action.”

Stanford University

Bachelor of Arts in Economics, With Distinction (1996-1998) • Stanford, California, United States

I was a proud staff member of The Stanford Review my entire tenure at Stanford, including staff writer and News Editor. I coordinated Hoover Institution lectures with scholars like Thomas Sowell and sponsored Dinesh D'Souza to debate Jesse Jackson on affirmative action.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:00:03 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6)
Attachments: (b)(6) CV January 2017.txt, ED_Application_Cover-Letter January 16, 2017.docx, (b)(6) ED Bio_Janurary_2017.doc

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From: DeVos, Dick (Windquest)
Sent: Monday, February 20, 2017 5:44 PM
To: Josh Venable
Cc: DeVos, Betsy (Windquest)
Subject: FW: (b)(6)

Yours to handle as you decide Josh ☺.. . . .



From: "VanderHart, Ginny (RDV Corp - Foundations)" (b)(6)
Date: Monday, February 20, 2017 at 2:55 PM
To: Dick DeVos (b)(6)
Cc: "VanderHart, Ginny (RDV Corp - Foundations)" (b)(6)
Subject: FW (b)(6)

Dick,

Here is the information I promised to forward. Kimberly and Gregory Thornbury recommend (b)(6) and wanted to endorse her candidacy for a position in Betsy's cabinet. Apparently she has applied.

Thanks! Ginny

From: Kimberly Thornbury [mailto (b)(6)
Sent: Friday, February 17, 2017 8:11 AM
To: VanderHart, Ginny (RDV Corp - Foundations) (b)(6)
Subject: Fwd: (b)(6)

Dear Ginny,

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It was wonderful to finally meet you face to face this week in Orlando. Thank you for being a part of our board meeting and hearing more about King's. It was so fun being at the game as well. The DeVos are always incredible hosts, and we are so grateful.

Greg and I know that in your role you inundated with requests and favors regarding people who want to serve with Betsy. Thank you for allowing us to add another name to the list!

Greg and I write to you with the highest recommendation for our friend and former colleague (b)(6) who wishes to be of service to Betsy DeVos.

We served with (b)(6) and know her to be one of the most competent administrators we have ever known. She has experience in both faith based and for-profit settings, and has a tremendous record of success. (b)(6) is also very close with (b)(6) who is providing excellent leadership to the (b)(6) (b)(6) has many strong advocates across the industry, but Greg and I wanted to personally echo our support and find ways to help her. We would be so grateful if you could forward her resume on if appropriate.

She is following all the formal channels as well, but again, wanting to add our affirmation that she is one of the best leaders in higher education that we know, and she would very much like to make herself of service to Betsy DeVos, this administration, and to the country.

Again, it was wonderful to see you this week. If there is anything Greg and I can do on this end, please know we stand ready to help in any way.

Warmly,
Kimberly Thornbury

On Mon, Jan 16, 2017 at 1:17 PM, Do Not Reply <noreply@ptt.gov> wrote:

> Hello (b)(6)
>
> Thank you for your interest in serving America. Your commitment, dedication and service has been realized in this historic moment. The challenges ahead for us cannot be solved by any individual, but rather by a team of great Americans. Through integrity, perseverance and hard work, we will make America Great Again. Thank you for your willingness to join me in this effort.
>
> If you have any questions, please contact apply@ptt.gov. Your application will remain under consideration for the duration of the Trump Administration. All submitted applications will be reviewed as we seek the best qualified candidates to assume this

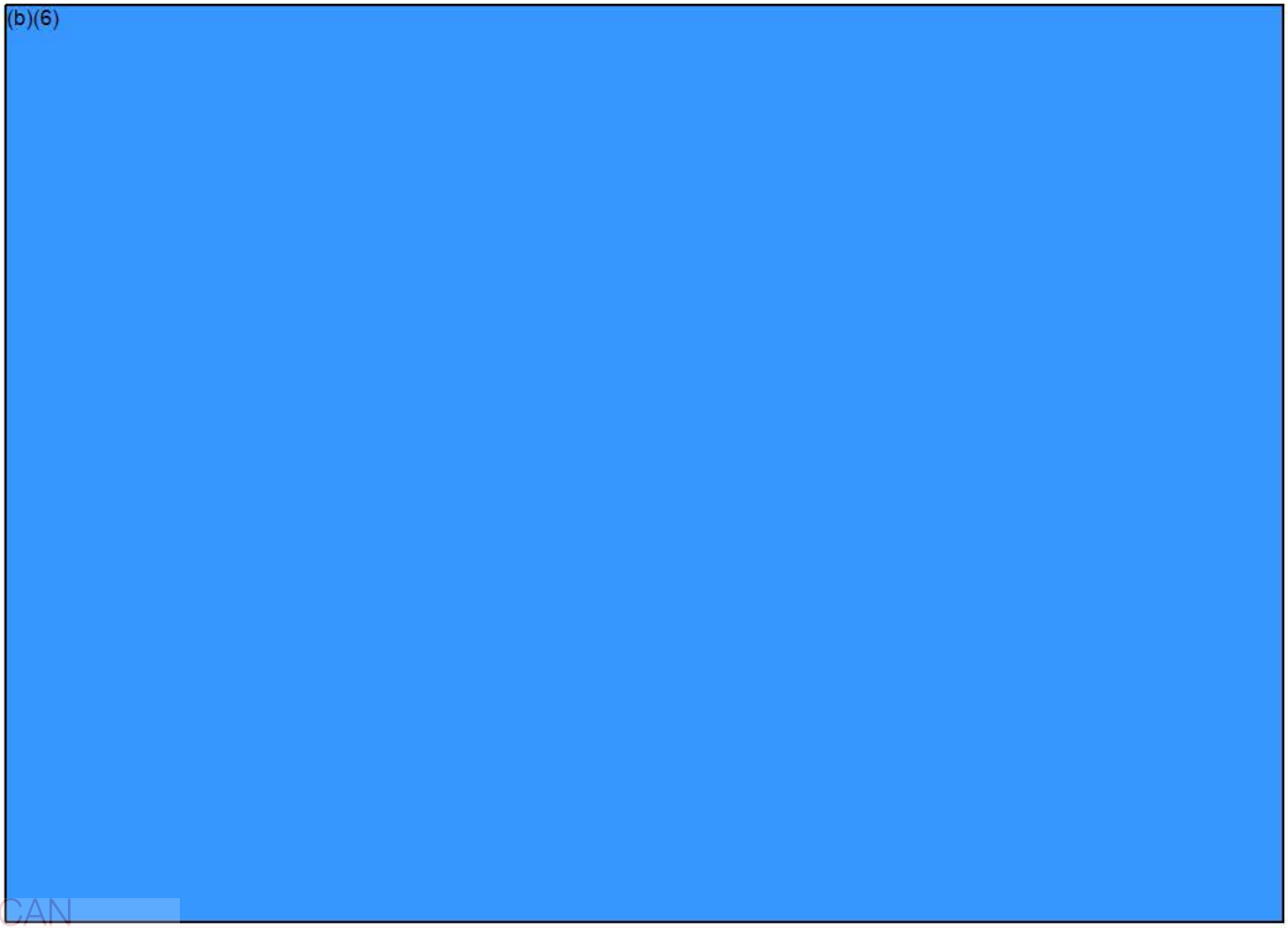
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hard work of making America Great Again.

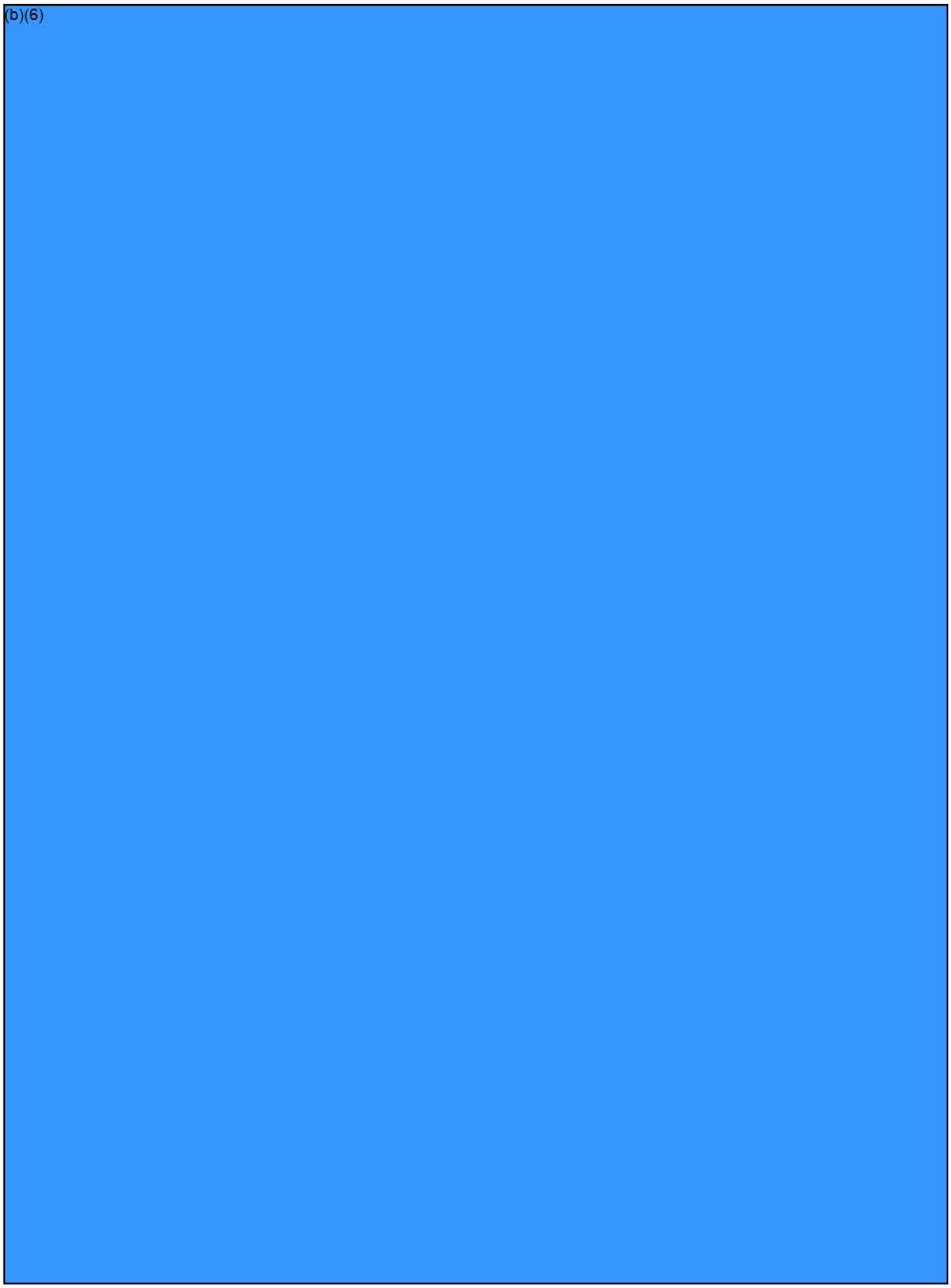
Sincerely,
Donald J. Trump, President-Elect

--
Kimberly C. Thornbury, Ph.D.
Vice President
The King's College
56 Broadway
New York, NY 10004
212.659.7209

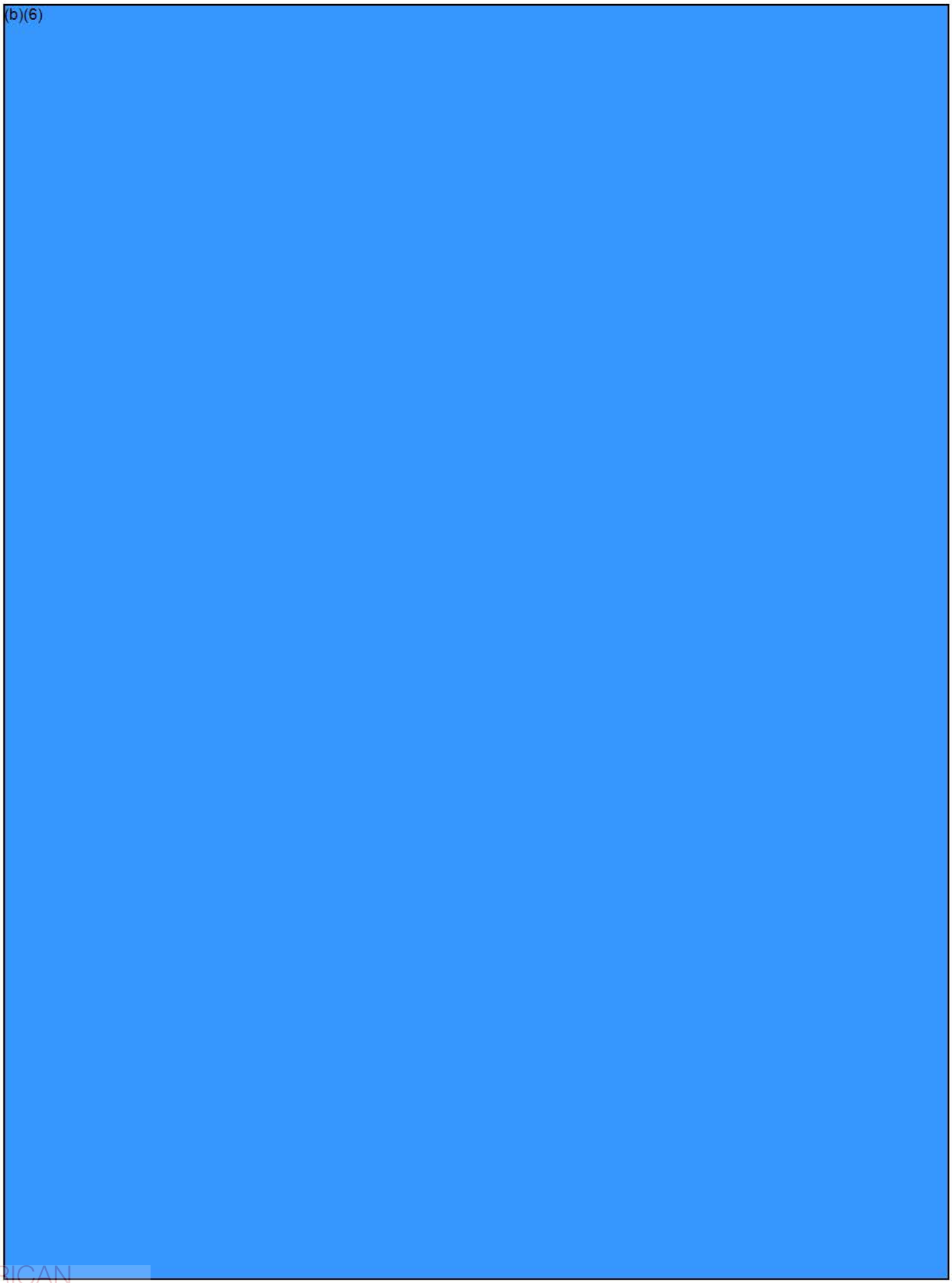
(b)(6)



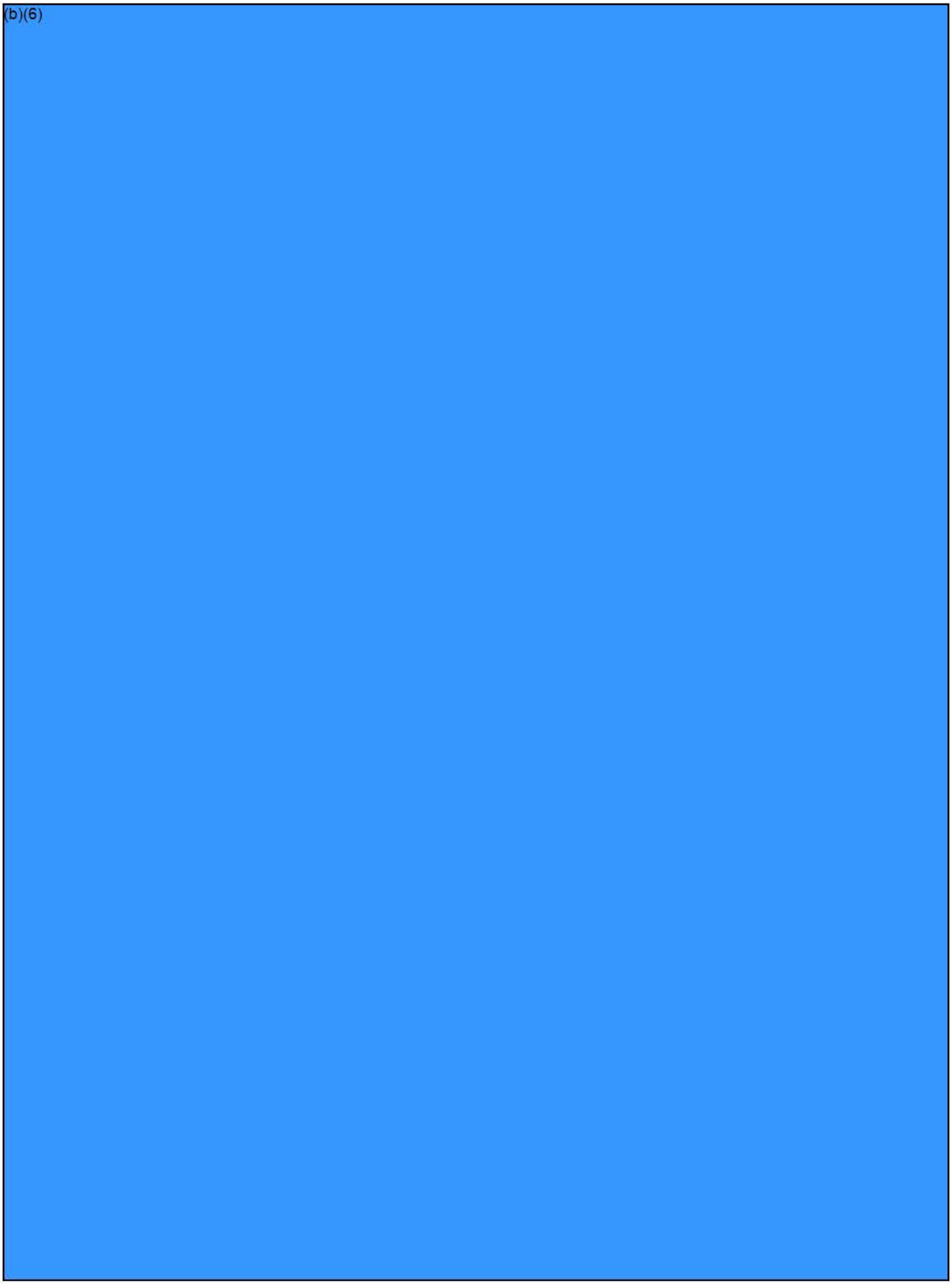
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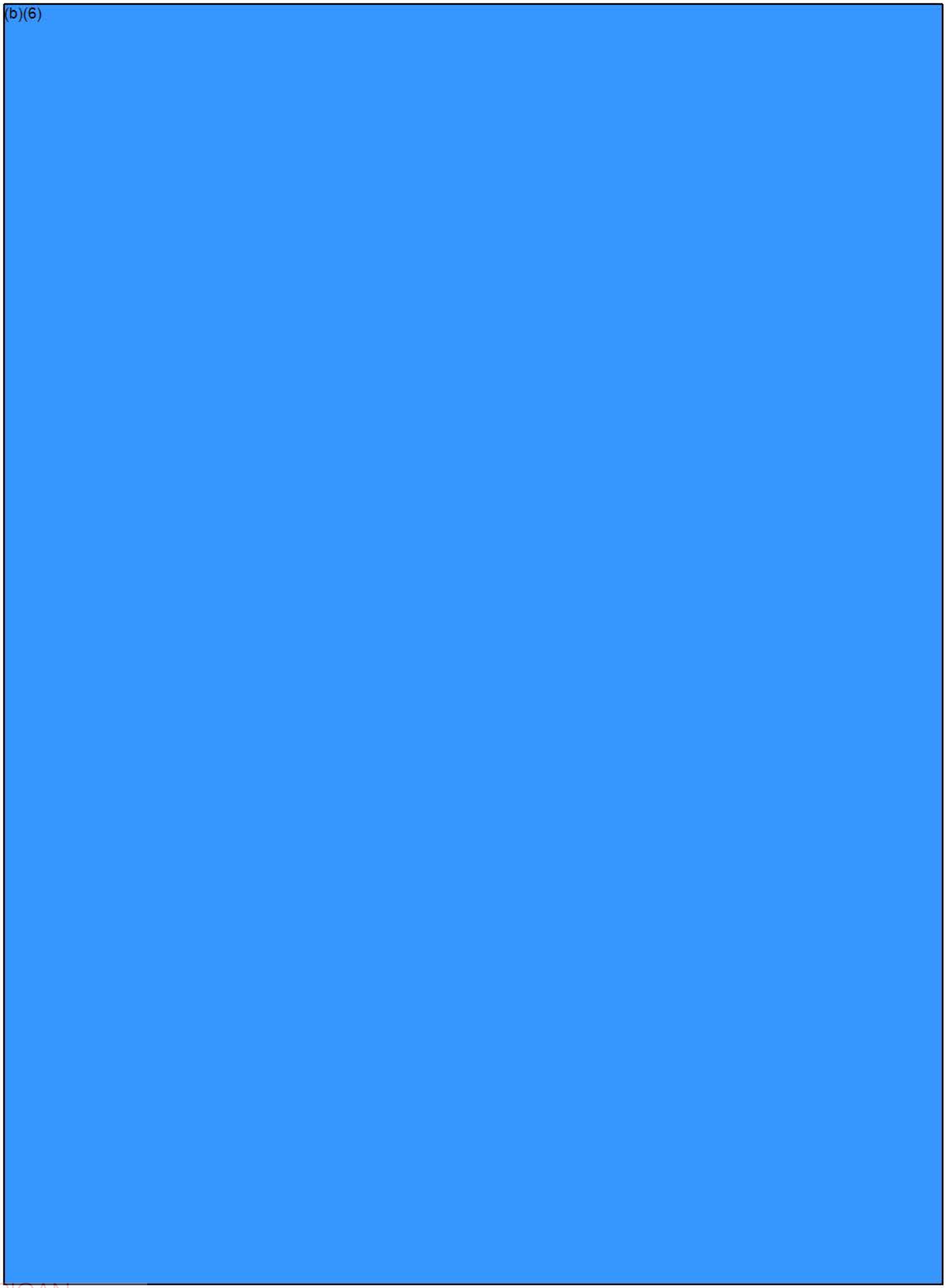
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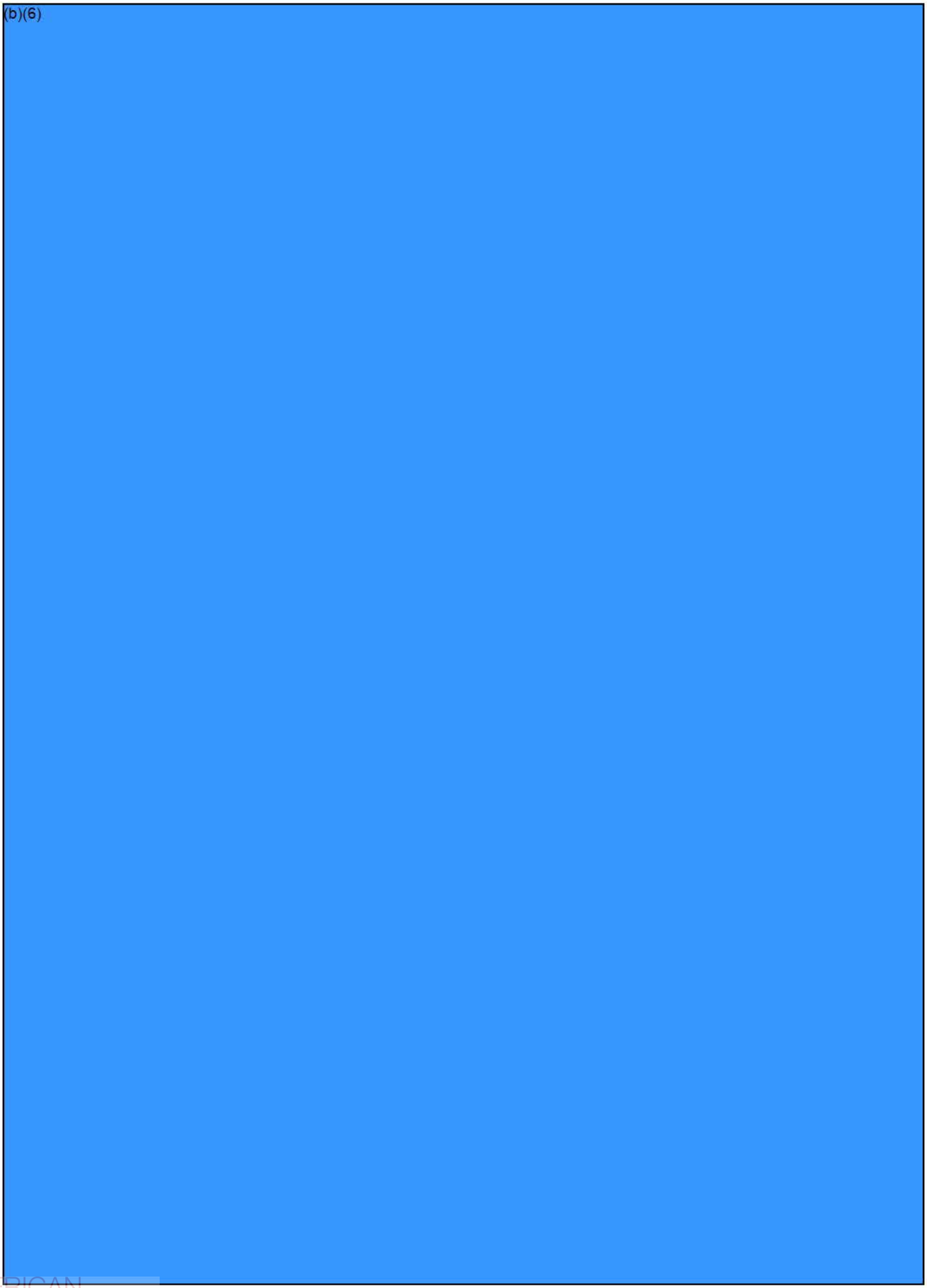
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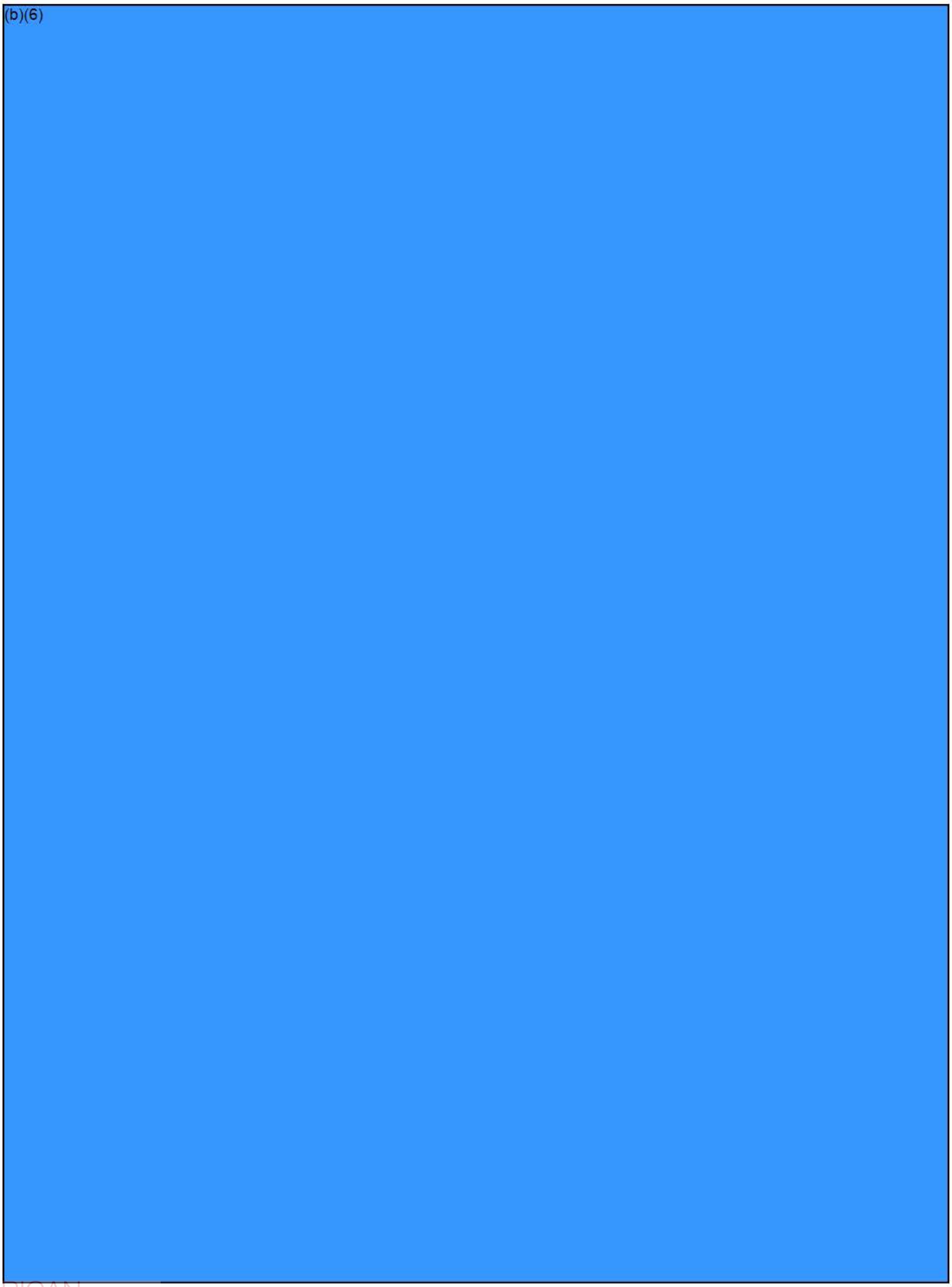
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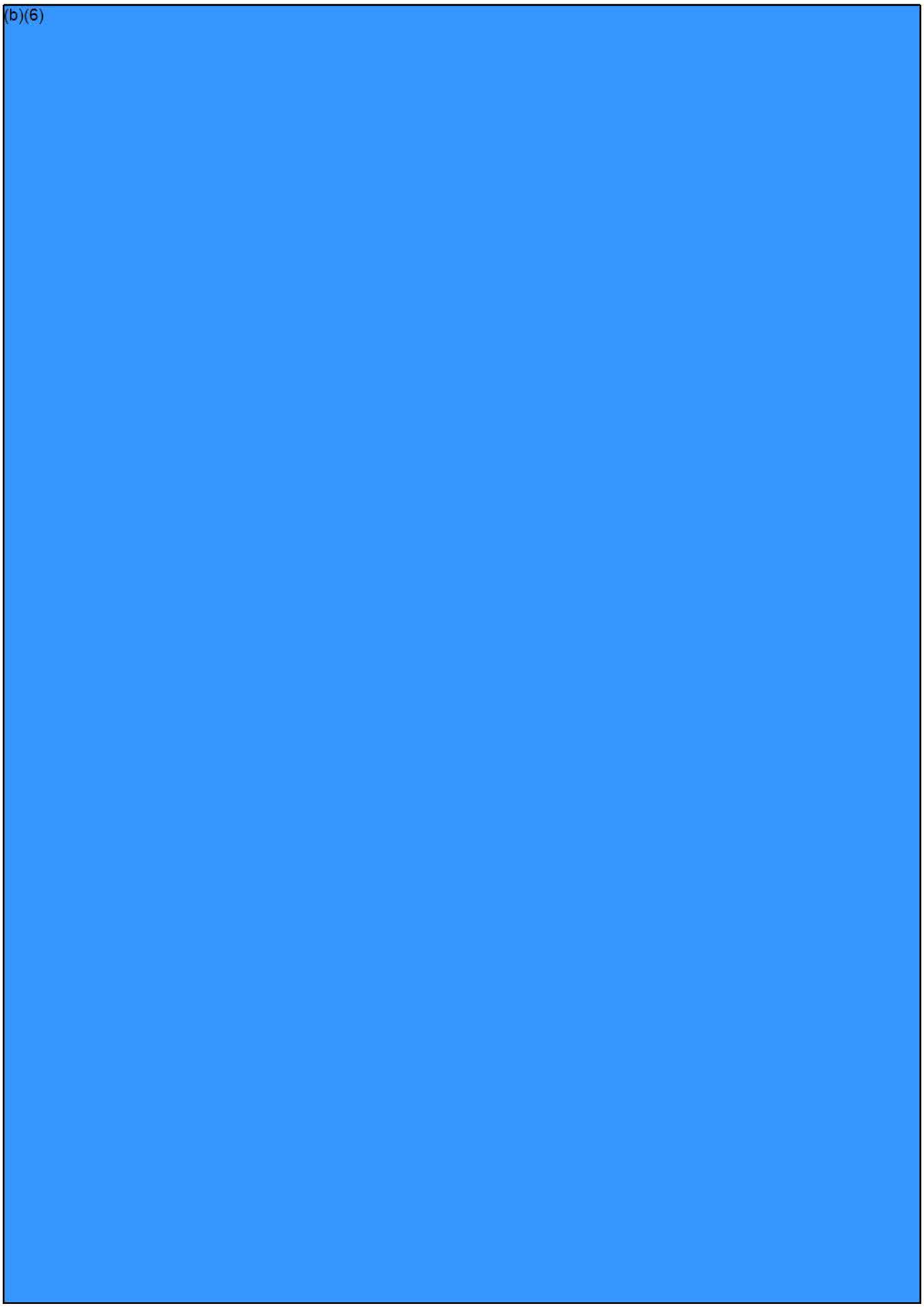
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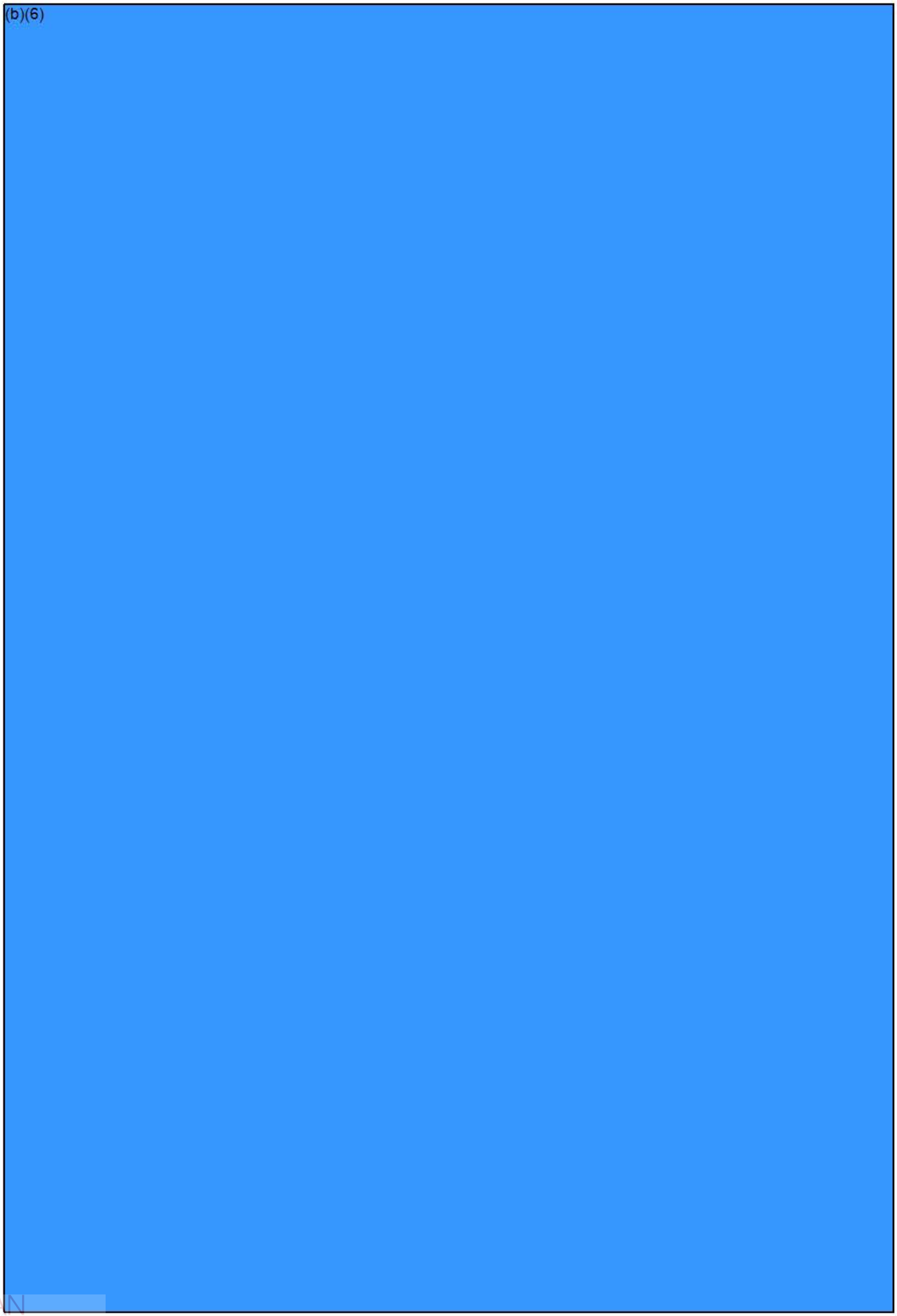
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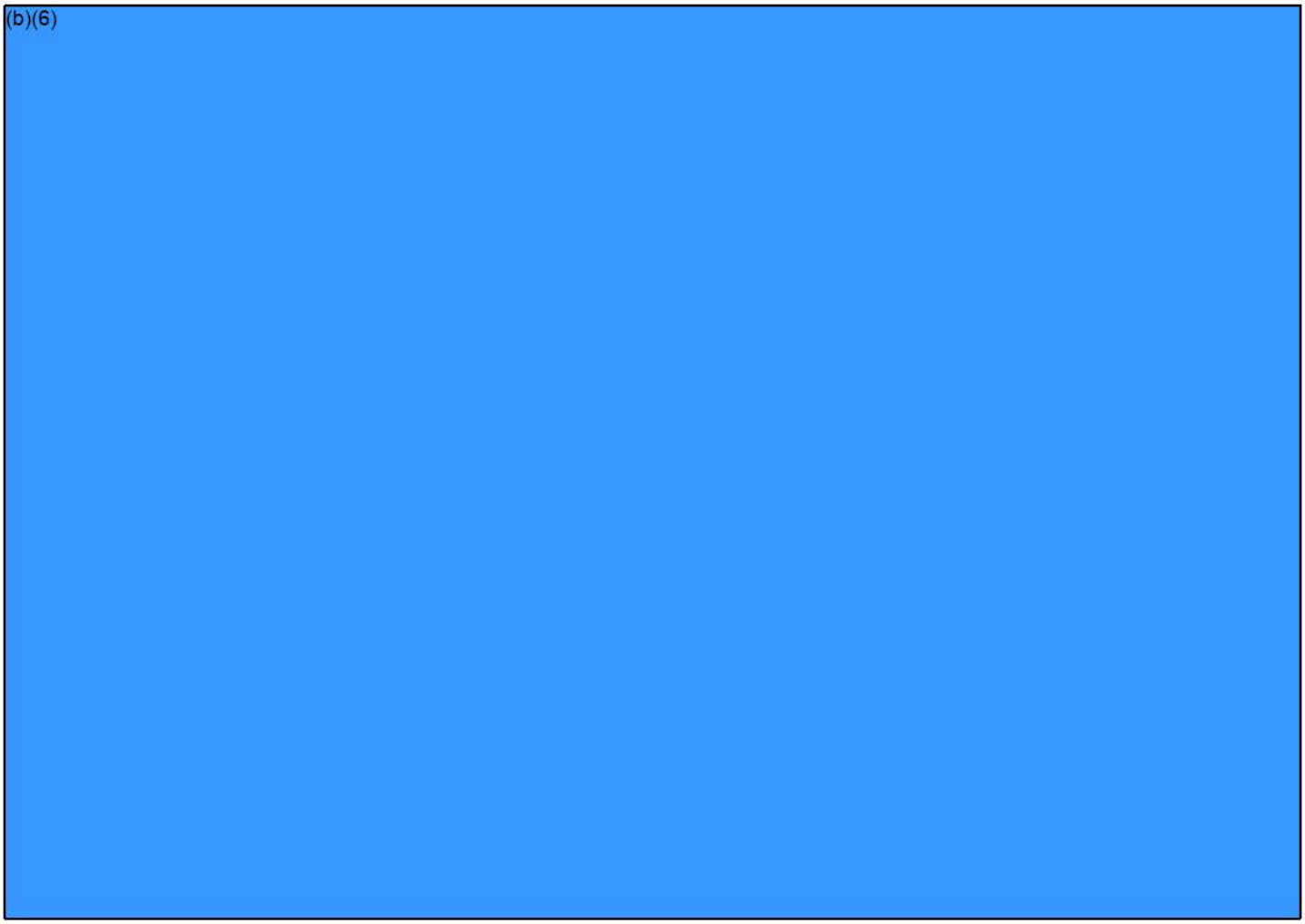
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(b)(6)

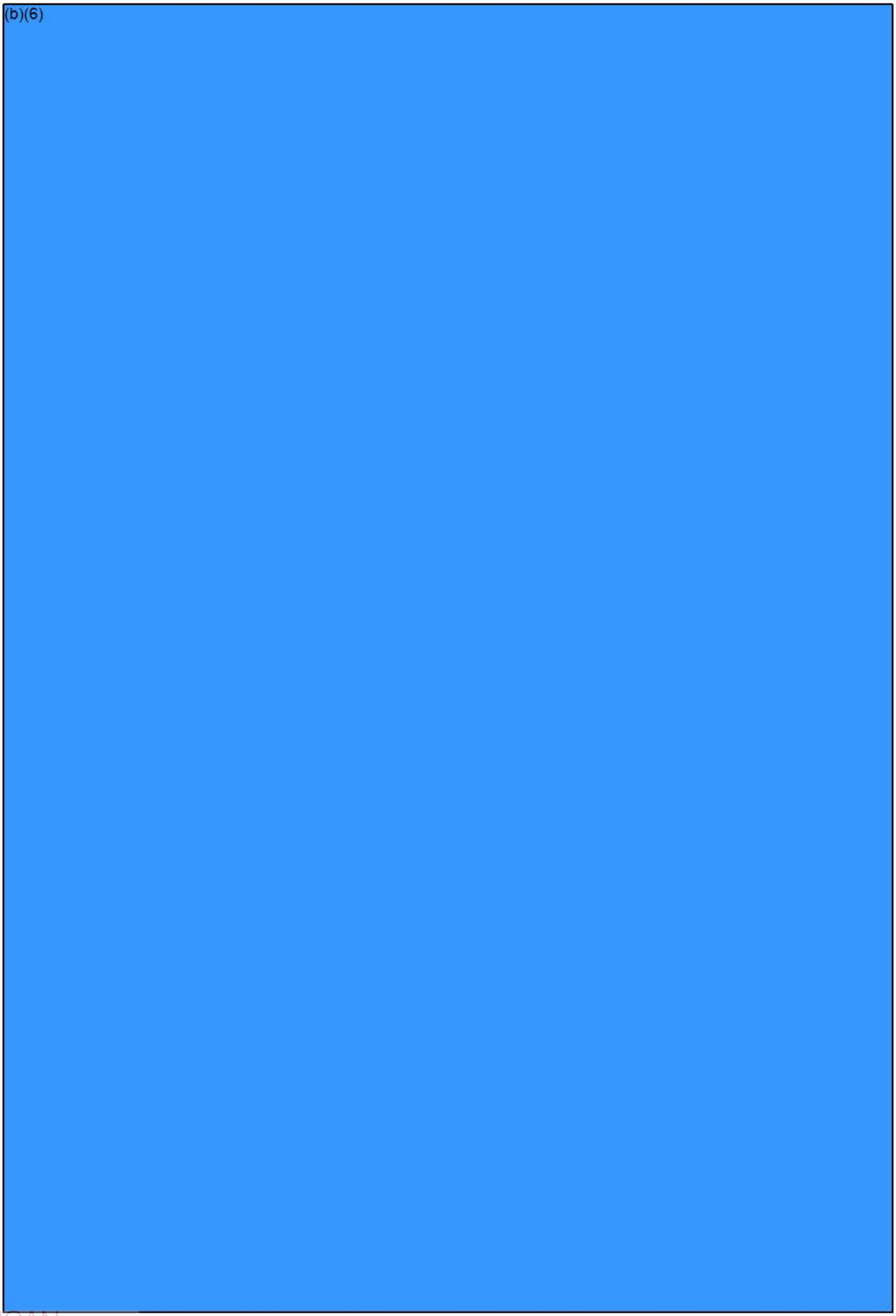
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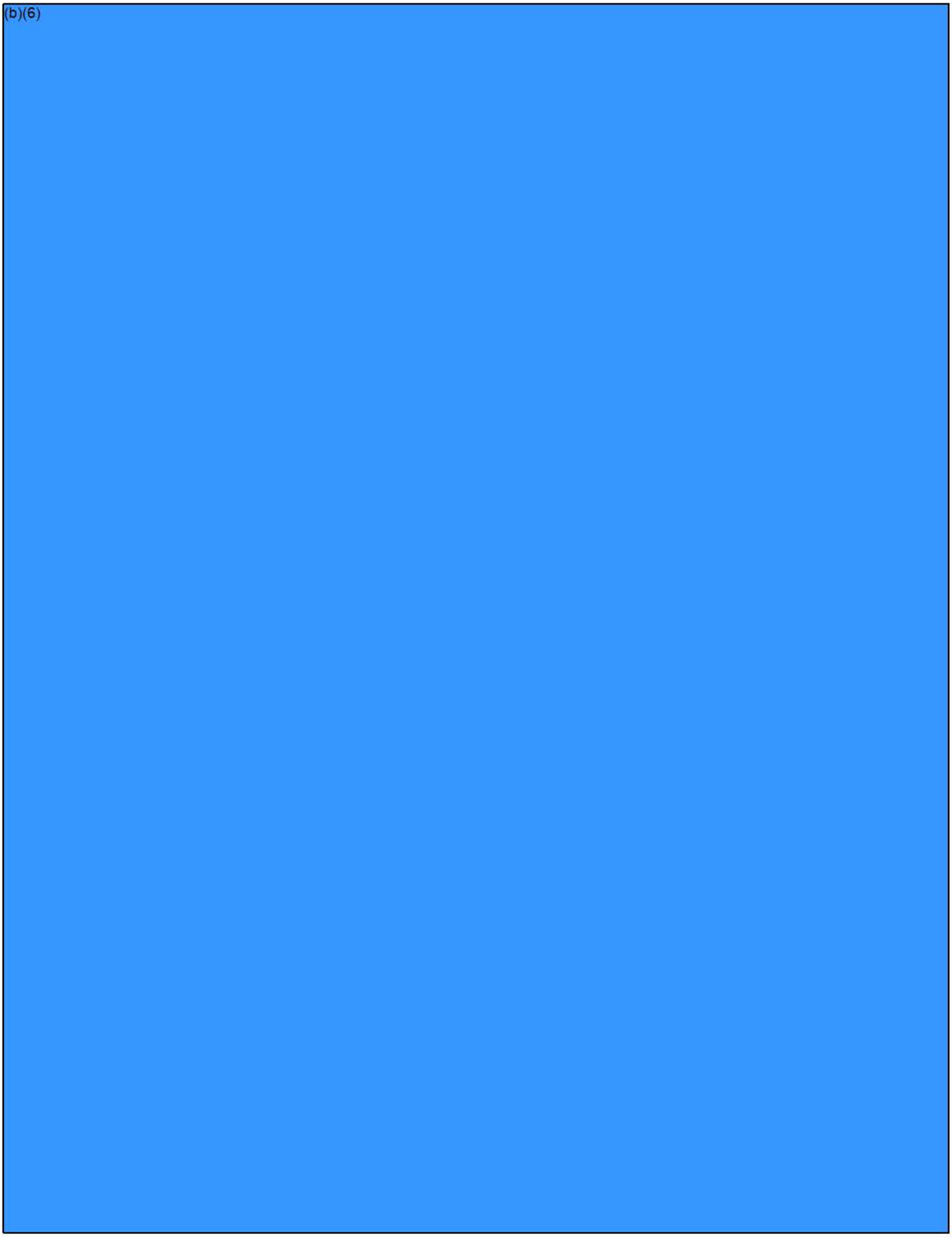
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(b)(6)

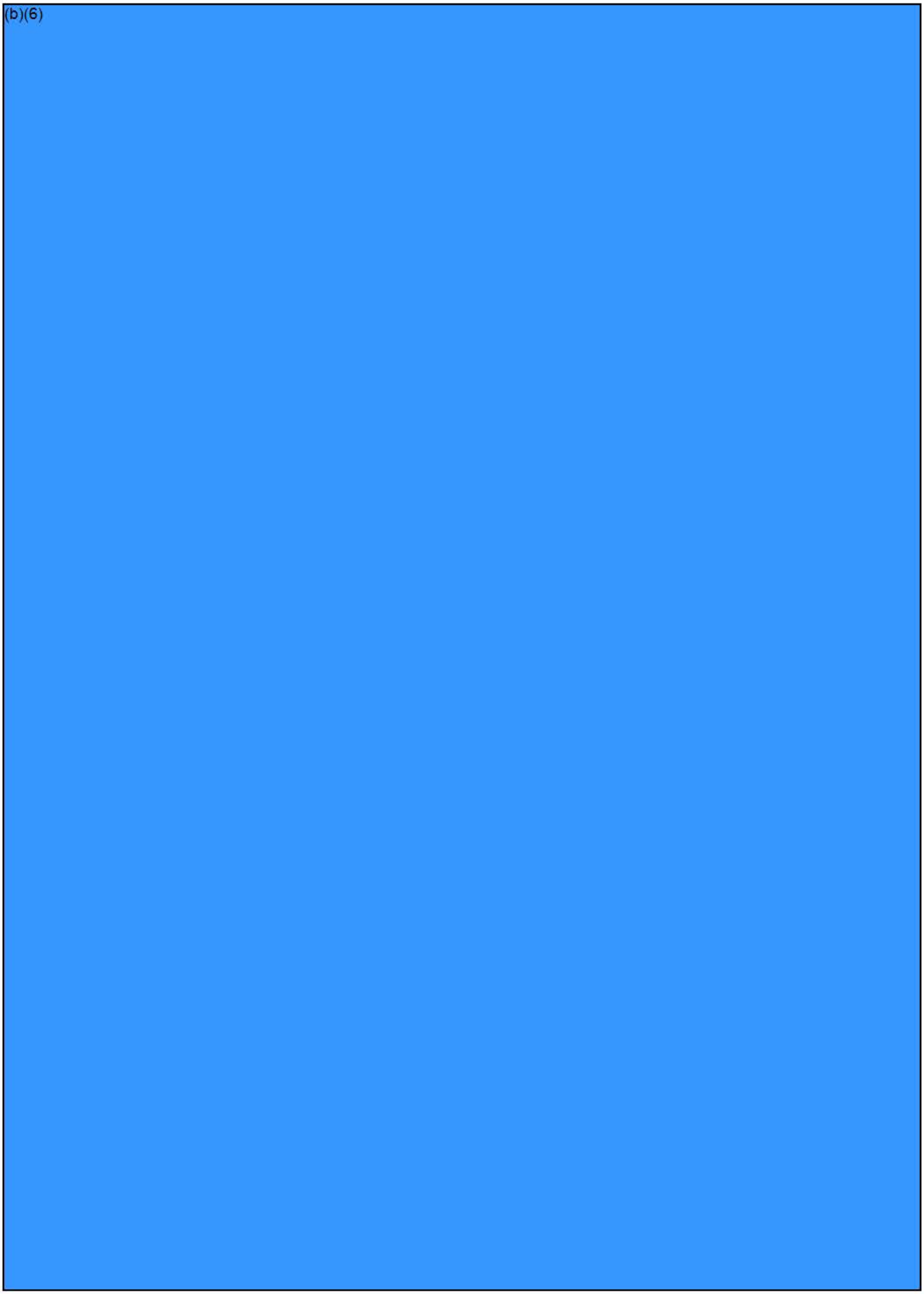
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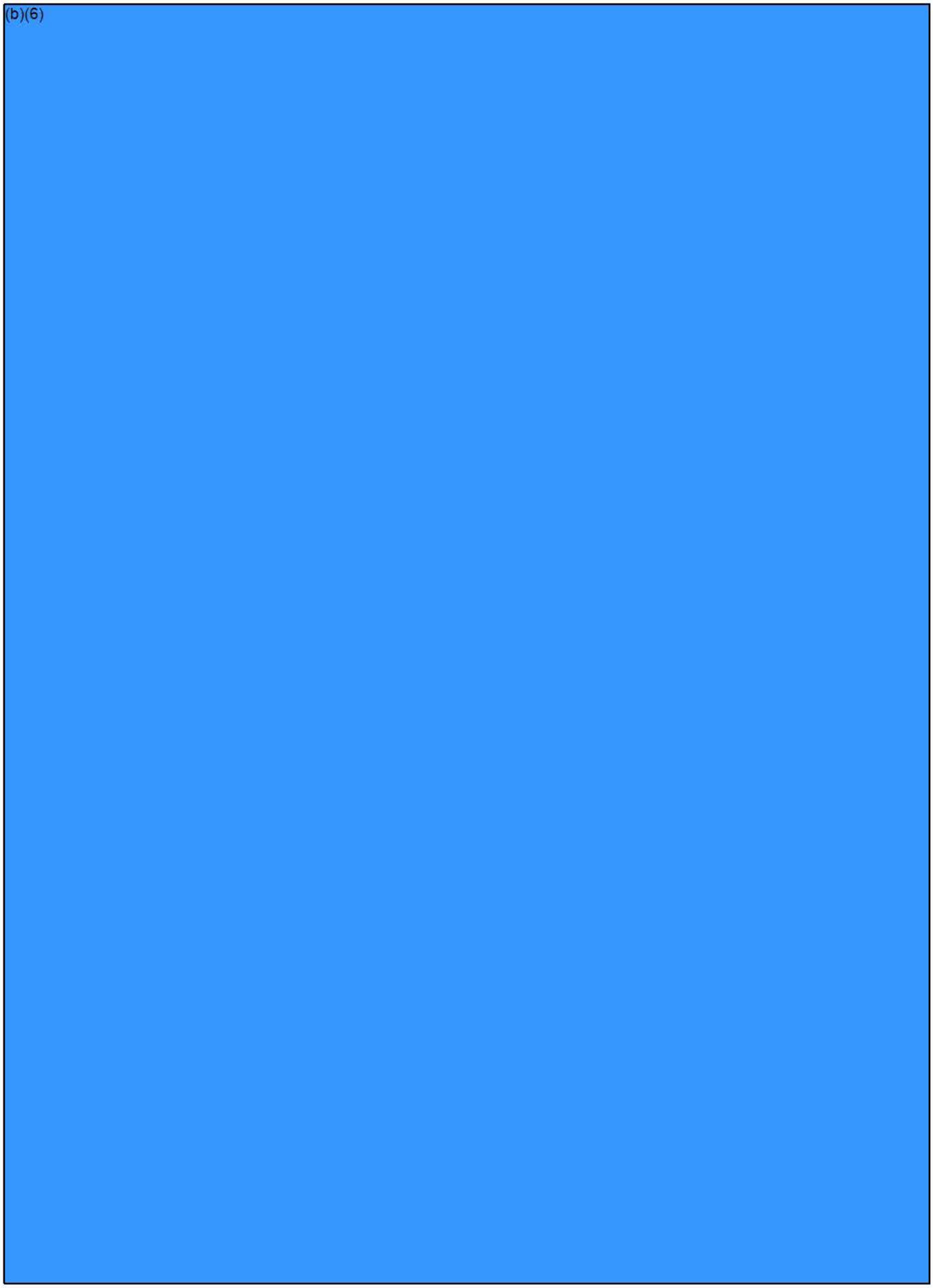
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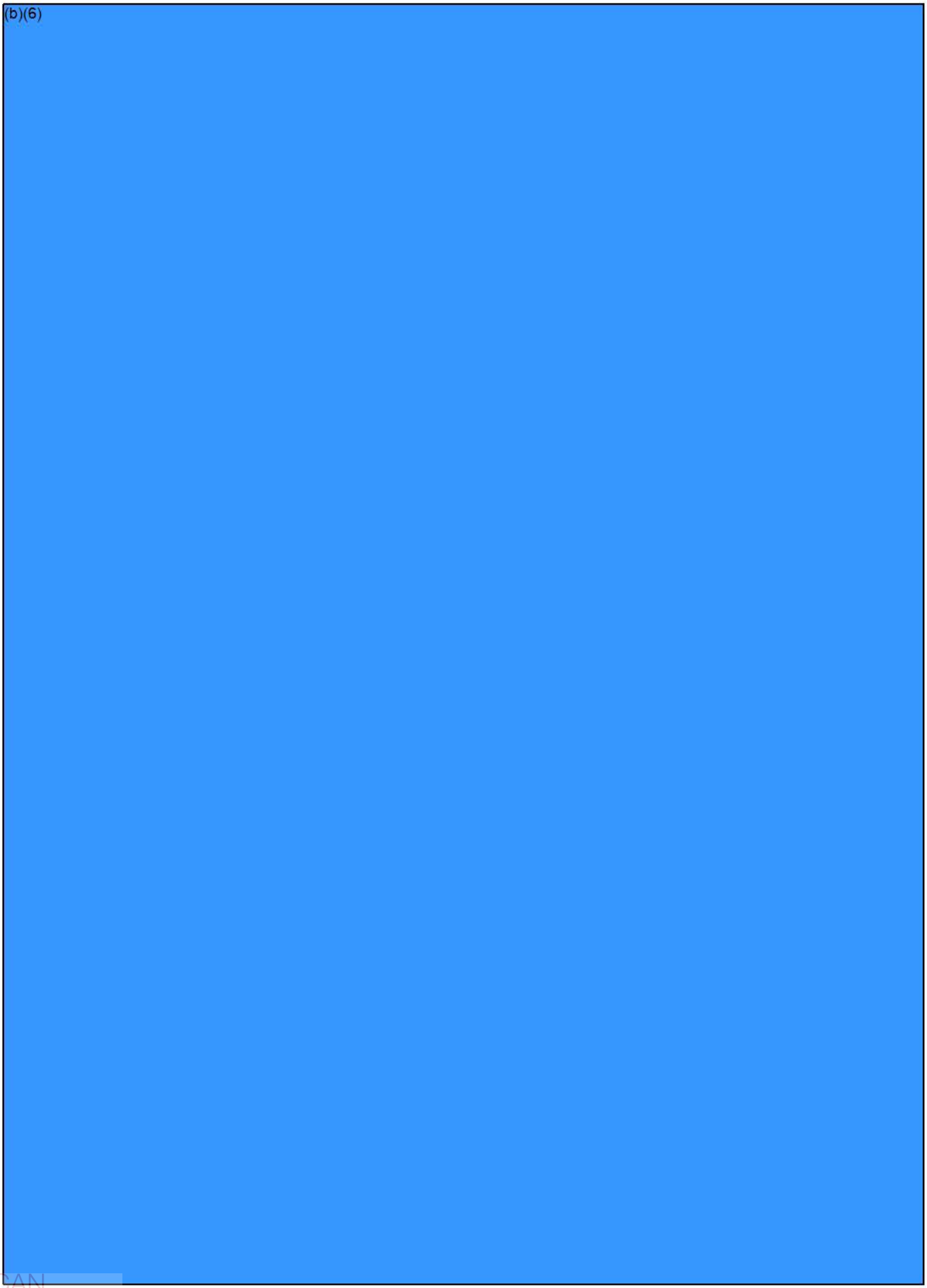
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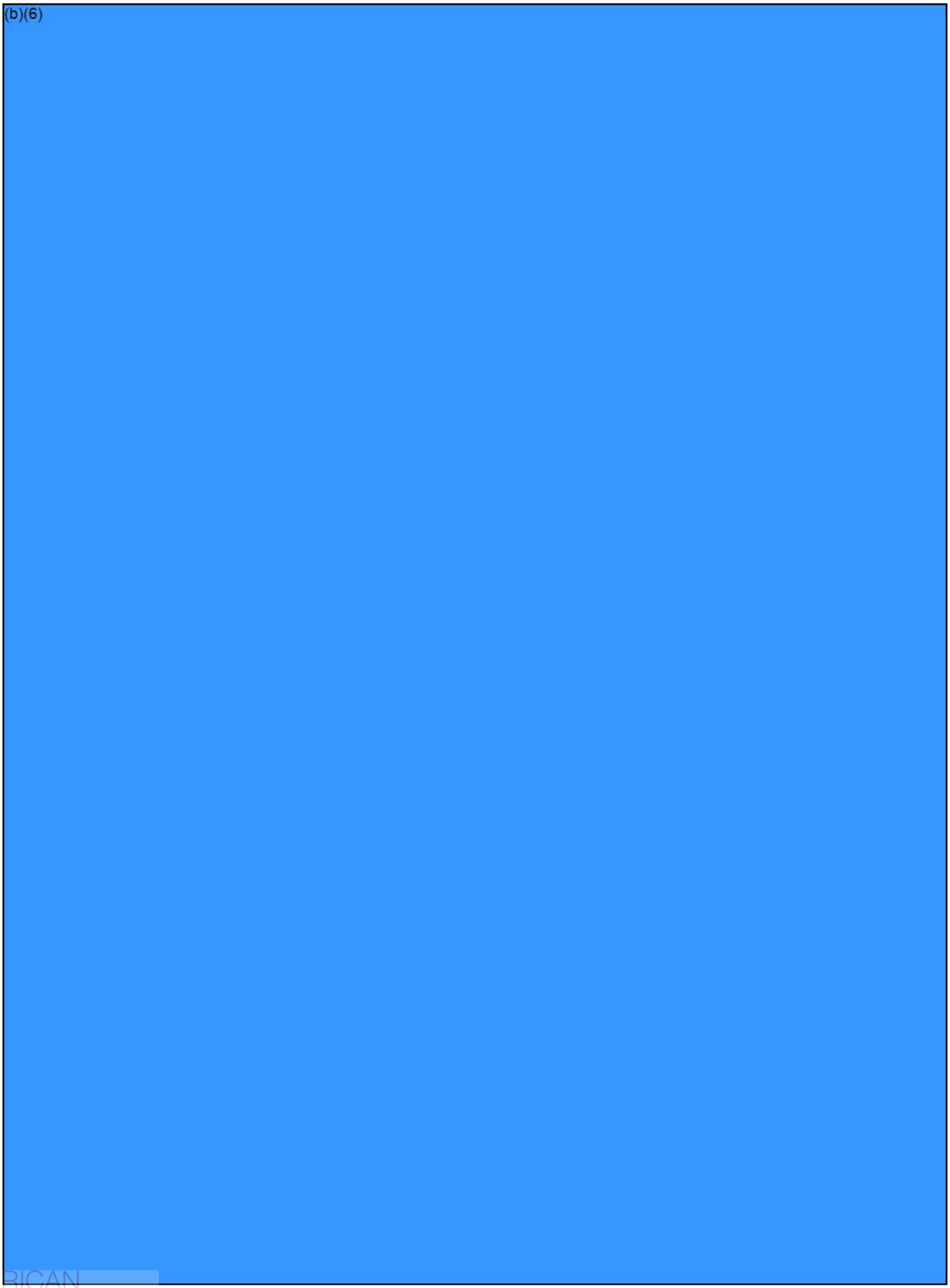
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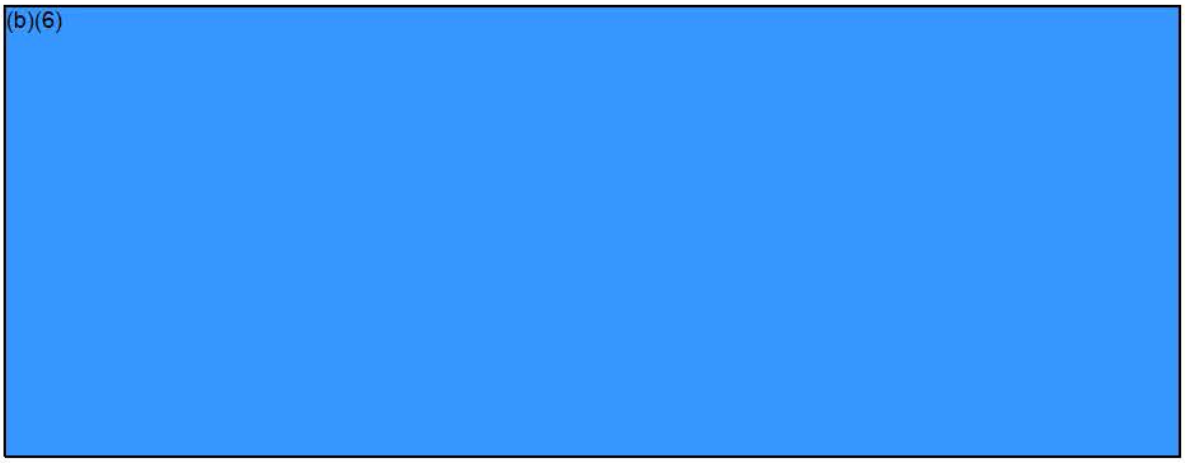
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From: Betsy DeVos
Sent: 1 Feb 2019 00:11:02 +0000
To: Private - Betsy DeVos
Subject: Fw: Charter School Support

From: Barfield, Lee <(b)(6)
Sent: Tuesday, February 21, 2017 11:47 AM
To: DeVos, Betsy (Windquest)
Subject: FW: Charter School Support

Betsy,

I hated to miss the parties last weekend in Washington but Mary and I were returning from a special trip to Hawaii to celebrate our (b)(6) We will also miss the Grand Rapids event on Friday but grateful for your thinking of us.

Good luck on the job ahead. It is terrific that you are taking on this responsibility especially in our unfortunately polarized political world.

Dee Haslam and a group of charter supporters are coming to see you soon.

Best,

Lee

H. Lee Barfield II
Member

Bass, Berry & Sims PLC
150 Third Avenue South, Suite 2800 • Nashville, TN 37201
615-742-6202 phone • 615-665-9910 fax • (b)(6) cell
(b)(6) http://www.bassberry.com

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-----Original Message-----
From: Jimmy Haslam [mailto(b)(6)
Sent: Tuesday, February 21, 2017 10:09 AM
To: Barfield, Lee
Subject: Re: Charter School Support

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Will do thanks

Sent from my iPhone

> On Feb 21, 2017, at 10:05 AM, Barfield, Lee [redacted] wrote:
>
> Jimmy,
>
> Great for Dee and the group to visit with Betsy. I have found that charters are great if the school board and superintendent support them but nothing but trouble if they don't. I know Dee's group will be warmly received and Betsy will be open to hear what the Department can do to help. Will keep in touch.
>
> Best,
>
> Lee
>
> H. Lee Barfield II
> Member
>
> Bass, Berry & Sims PLC
> 150 Third Avenue South, Suite 2800 • Nashville, TN 37201
> 615-742-6202 phone • 615-665-9910 fax • [redacted] cell
> [redacted]
> https://urldefense.proofpoint.com/v2/url?u=http-3A__www.bassberry.com&
> d=DwIGaQ&c=lYuZ_P7jPmjZqnqbuCPOKq7eqkM5nWwRSRdsLqrc314&r=6qqwyKp1QeBi9
> DgEGEFqfsgoiTL5eXRxnWfVC45IkpT1ZGeJeuhwsLp9_c9TgPhV&m=9wf-k7eX1zuzVE7i
> xNlXfiFDUgMU8hLYnkfQYFtZQ6U&s=ods6YY8Rdamk5sCrHDO7j_Rfvi1mNDukjWQ3iBU0
> hdo&e=
>

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-----Original Message-----
> From: Jimmy Haslam [mailto:[redacted]
> Sent: Monday, February 20, 2017 5:18 PM
> To: Barfield, Lee
> Subject: RE: Charter School Support
>
> Lee—thanks. Dee is actually taking a group of charter school leaders
> to Washington to meet with Betsy DeVos in the next several days. Stay
> in touch. Let us know what we can do to help. --Jimmy
>
>

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>
>
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>
> -----Original Message-----
> From: Barfield, Lee [mailto(b)(6)
> Sent: Monday, February 20, 2017 10:54 AM
> To: Jimmy Haslam
> Subject: Charter School Support
>
> Jimmy,
>
> I just read a nice news report about your and Dee's generous gift to charter schools in Cleveland. I wanted to thank you for your involvement in improving choices for K-12 students and support of this charter initiative. Quality charter schools are a major part of the solution to the broken public school systems in many communities, but I fear charters cannot do the job alone.
>
> We must improve K-12 education choices for students across the country and thereby enhance job opportunities for our work force in these challenging times.
>
> As a board member of American Federation for Children, we continue to fight the tough political battles to provide vouchers for students in communities where many public schools are substandard and quality charters are non-existent or full with waiting lists. Less affluent parents can choose colleges and technical schools for their children, why not allow parents to choose K-12 schools for their children?
>
> In many communities private and parochial schools have empty seats. Providing a scholarship/voucher to the parents of disadvantaged kids opens potentially life-changing options for those trapped in poor schools and provides an equal educational opportunity for less affluent parents. In Memphis, we have 55 failing schools, those ranked in the lowest 5% of all schools on academic achievement. The Jubilee Schools operated by the Catholic Church there have over 1,000 vacant desks and can add up to 3,500 seats within a few years. If the Tennessee General Assembly passes a voucher bill this year, disadvantaged students and their parents in that community will have a choice in schools and will not longer be trapped in a failing school.
>
> All of us on the AFC board are also grateful for your support of our work. Many thanks.
>
> All the best,
>
> Lee Barfield
(b)(6)
>
>
> This email may contain privileged and confidential information and is meant only for the use of the specific intended addressee(s). Your receipt is not intended to waive any applicable privilege. If you have

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received this email in error, please delete it and immediately notify the sender by separate email.
>
>
>
>

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From: Betsy DeVos
Sent: 1 Feb 2019 00:57:01 +0000
To: Private - Betsy DeVos
Subject: Fw: Congrats on your 1st day!

From: Townsend McNitt <(b)(6)
Sent: Wednesday, February 8, 2017 8:30 PM
To: DeVos, Betsy (Windquest)
Cc: Josh Venable
Subject: Congrats on your 1st day!

Hi Betsy: Hope your first day was great! I thought your remarks were terrific and I'm so excited to see you at ED!

I have recommendations for you regarding outreach to the special ed community which I'll send by Friday.

Best,

Townsend

Sent from my iPhone

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From: Betsy DeVos
Sent: 1 Feb 2019 01:05:27 +0000
To: Private - Betsy DeVos
Subject: Fw: Congrats

From: Patrick Millsaps (b)(6)
Sent: Thursday, February 9, 2017 10:10 PM
To: DeVos, Betsy (Windquest)
Subject: Congrats

If you ever need Hollywood help, I can make that happen. Those people are sheep.

PLEASE NOTE MY NEW EMAIL: (b)(6)

Patrick Millsaps
CEO & Founder
Londonderry Studios, LLC
(310) 933-4182 main

www.londonderry.com

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From: Betsy DeVos
Sent: 1 Feb 2019 01:08:46 +0000
To: Private - Betsy DeVos
Subject: Fw: Congratulations Betsy

From: Michael Wekall [(b)(6)]
Sent: Wednesday, March 1, 2017 3:37 PM
To: DeVos, Betsy (Windquest)
Subject: Congratulations Betsy

I wanted to express to you how proud I am to have you as part of the Cabinet of President Trump. I will pray for you often and hope God will guide you every step and decision along the way. Thank you for serving Betsy.

Sent from my iPhone

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From: Betsy DeVos
Sent: 31 Jan 2019 23:59:22 +0000
To: Private - Betsy DeVos
Subject: Fw: Congratulations Secretary DeVos! (from Kurt Wilder)
Attachments: (b)(6) CV Jan 2017.docx

From: (b)(6) <(b)(6)>
Sent: Thursday, February 9, 2017 10:05 AM
To: DeVos, Betsy (Windquest)
Subject: Congratulations Secretary DeVos! (from Kurt Wilder)

Dear Secretary DeVos,

What a thrill it is to call you Madam Secretary, Betsy! Congratulations seems an inadequate word. I know of your heart and your effectiveness, and I know that our country is fortunate for the sacrifices you are making on behalf of our nation's children. Thank you for being willing to serve.

I wanted to send you the resume of (b)(6) who has served his country in the U.S. military, worked with (b)(6) and been (b)(6) (b)(6) has applied for a position in Homeland Security in the Trump Administration, but he also has a strong interest in education. If he is not selected in Homeland Security, he would be interested to serve as either Deputy Assistant Secretary for Higher Education Programs in the Office of Postsecondary Education, or as Senior Advisor for Higher Education at the White House Domestic Policy Council. You may have others in mind already, but nevertheless, I assumed it would not hurt if you were to know o(b)(6) and his qualifications.

Best of luck, and please feel free as always to let me know if I can be of any assistance.

Sincerely,

Kurt Wilder

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From: Betsy DeVos
Sent: 1 Feb 2019 01:03:22 +0000
To: Private - Betsy DeVos
Subject: Fw: congratulations

From: Kevin Johnson (b)(6)
Sent: Tuesday, February 7, 2017 8:50 PM
To: DeVos, Betsy (Windquest); DeVos, Dick (Windquest)
Subject: congratulations

hello and congratulations!

let us know how we can be helpful … now, let's get to work!

kevin

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From: Betsy DeVos
Sent: 1 Feb 2019 00:56:35 +0000
To: Private - Betsy DeVos
Subject: Fw: Congratulatoins and welcome!

From: Rutter, Deborah F. <(b)(6)
Sent: Wednesday, February 8, 2017 6:15 PM
To: DeVos, Betsy (Windquest)
Cc: Lubben, Tina (Windquest)
Subject: Congratulatoins and welcome!

Dear Betsy:
Whew! What wonderful news. As I said in my earlier email, we are delighted to welcome you "back" to Washington. I can hardly imagine what a roller coaster you have been on for the last weeks but I'm sure you are now relieved and excited to be getting to work. Please know that we stand at your service and look forward to offering you our support for arts education work across the country. We now have an even greater penetration in to schools as well as school communities and when the time is right for you and your team, we would be honored and pleased to share with you an update on that work.

We are also pleased that you will be returning to the Kennedy Center board as I'm sure you recall that the Secretary of Education is a formal member as appointed by congress. That adds so much, personally, for all of us here at the Kennedy Center.
Again, welcome back to dc and congratulations!
Deborah

Deborah F. Rutter | President
The John F. Kennedy Center for the Performing Arts | Washington, DC
Phone (b)(6) | Fax: 202.416.8018
Email: (b)(6) | www.kennedy-center.org
Juven Jacob | Assistant
Phone (b)(6) | Fax: 202.416.8018
Email (b)(6)
Fedex or Courier Delivery: 2700 F Street, NW Washington, DC 20566
U.S. Mail Delivery: PO Box 101510, Arlington, VA 22210

THE KENNEDY CENTER

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From: Betsy DeVos
Sent: 1 Feb 2019 00:06:37 +0000
To: Private - Betsy DeVos
Subject: Fw: Crazy favor...idea

From: DeVos, Dick (Windquest)
Sent: Thursday, February 9, 2017 7:05 PM
To (b)(6)
Cc: DeVos, Betsy (Windquest); (b)(6) Laura A Staal
Subject: Re: Crazy favor...idea

Thanks Stu. Will pass it along :(. Hope all is well with you....

Dick

Sent from my iPhone

On Feb 9, 2017, at 3:51 PM, "(b)(6) <(b)(6)> wrote:

Hi Dick,
(b)(6)

(b)(6) She, like many of us want to be supportive of Betsy in her new incredibly important position. [see her email to me below]
Congratulations and best wishes!
Stu

Stu Vander Heide
(b)(6)

From: (b)(6)
Sent: Thursday, February 09, 2017 2:32 PM
To: (b)(6)
Subject: Crazy favor...idea

Dear (b)(6)

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Is there any way that you could help me arrange a meeting and/or attend a meeting with Betsy DeVos? She is getting SO slammed...would love to help her!!!!



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From: Betsy DeVos
Sent: 1 Feb 2019 00:21:53 +0000
To: Private - Betsy DeVos
Subject: Fw: Dave Cleary reference on (b)(6)

From: Al Hubbard (b)(6)
Sent: Monday, June 26, 2017 11:04 AM
To: DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Subject: FW: Dave Cleary reference on (b)(6)

From: A Hubbard <(b)(6)
Date: Sunday, June 4, 2017 at 8:35 PM
To: Josh Venable (b)(6), Eric Ventimiglia <Eric.Ventimiglia@ed.gov>, Jana Toner <Jana.Toner@ed.gov>
Cc: A Hubbard (b)(6)
Subject: Dave Cleary reference on (b)(6)

From: A Hubbard (b)(6)
Date: Thursday, June 1, 2017 at 4:36 PM
To: Josh Venable (b)(6) Eric Ventimiglia <Eric.Ventimiglia@ed.gov>, Jana Toner <Jana.Toner@ed.gov>
Cc: A Hubbard (b)(6)
Subject: Fwd: Follow up on Deputy Secretary

Begin forwarded message:

> **From:** "Cleary, David (Alexander)" <David_Cleary@alexander.senate.gov>
> **Date:** June 1, 2017 at 8:34:49 AM CDT
> **To:** Al Hubbard <(b)(6)
> **Subject: Follow up on Deputy Secretary**
>
> Al:
>
> I have made a few calls to folks and learned that (b)(6) is a decent person, somewhat apolitical.

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He was considered a good manager and facilitator.

He is also very focused on workforce training. In his current advisory role at [redacted] that his is focus and he is also serving as an advisor to a group [redacted] which focuses on linking education and workforce, especially in helping students find a career pathway.

It seems that he is well liked and respected. Only one issue related to his compensation [redacted]

One personal observation is that if you have a Deputy who is higher ed focused, an UnderSecretary who is higher ed focused, and an Ast Sec. for Postsecondary Education who is higher ed focused, you may have a lot of cooks in the kitchen.

David P. Cleary
Chief of Staff
Sen. Lamar Alexander of Tennessee
Dirksen 455
Washington, DC 20510

[redacted] direct)

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From: Betsy DeVos
Sent: 1 Feb 2019 00:22:19 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6)

From: Prince DeVos, Elisabeth
Sent: Saturday, July 22, 2017 8:54 PM
To: (b)(6)
Subject: (b)(6)

Visit-teachers doing in service at businesses

Sent from my iPhone

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From: Betsy DeVos
Sent: 1 Feb 2019 00:17:57 +0000
To: Private - Betsy DeVos
Subject: Fw(b)(6)

From: Al Hubbard <(b)(6)
Sent: Wednesday, April 19, 2017 3:35 PM
To: DeVos, Betsy (Windquest); Josh Venable(b)(6); Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: FW: (b)(6)

(b)(6)

He cannot join the Admin.

K-12:

Doesn't know (b)(6)

(b)(6) -very good

(b)(6) -good work in (b)(6)

(b)(6) -he would be the best. Super smart. Tough minded. Pro market, pro choice. Is technically available. (b)(6)

(b)(6) -a very strong choice. (b)(6) is more street tough but you cannot go wrong with (b)(6) Very connected in DC.

(b)(6) -powerhouse thinker behind her. Has had great experience. Smart tough. Deputy asst level. Has deep state experience.

(b)(6) Headed a charter school. Very courageous. Very good on importance of families. Could be asst sec. he gets it.

(b)(6) Would be a great deputy asst. is available. Very well respected in charter arena.

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(b)(6) –would be a great asst sec. has grown a lot in his current job. May be too centrist for this Admin.

Higher Ed:

(b)(6) (b)(6) Very strong.

(b)(6) (b)(6) Great rolodex.

IES:

(b)(6)

(b)(6) is excellent. He would be fabulous.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:00:39 +0000
To: Private - Betsy DeVos
Subject: Fw: Dept. of Education Candidate Profile - (b)(6) (pdf)
Attachments: Education.pdf, ATT00001.htm

From: Erik (b)(6)
Sent: Monday, February 20, 2017 5:47 PM
To: DeVos, Betsy (Windquest)
Subject: Fwd: Dept. of Education Candidate Profile - (b)(6) (pdf)

One more for your Gen Counsel shop...

Begin forwarded message:

From: "Behrends, Paul" <(b)(6)
Date: February 20, 2017 at 16:45:24 EST
To: Erik <(b)(6)
Subject: Fwd: Dept. of Education Candidate Profile - (b)(6) pdf)

(b)(6) is terrific! I hope he can be considered. Thanks

Sent from my iPhone

Begin forwarded message:

From: "(b)(6)" <(b)(6)>
To: "Behrends, Paul" <(b)(6)
Subject: Dept. of Education Candidate Profile - (b)(6)
(pdf)

Paul, thanks for your offer of continued assistance. As you know, Congressman Rohrabacher has offered to help as well.

After discussing my background, Secretary DeVos asked Congresswoman Radewagen to have me forward this package to her COS, Josh Venable.

The e-mail address for Venable seemed to work once, but my message

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bounced back on second attempt.

I have been reaching out since mid-December, have not heard back from anyone yet. If you can help get me an interview that would be a tremendous step forward. Thanks, again. (b)(6)

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From: Betsy DeVos
Sent: 1 Feb 2019 00:51:59 +0000
To: Private - Betsy DeVos
Subject: Fw: DoED Transition - Development - 02/07/2017

From: Tom Hall (b)(6)
Sent: Tuesday, February 7, 2017 8:54 PM
To: DeVos, Betsy (Windquest)
Cc: DeVos, Dick (Windquest); Lubben, Tina (Windquest)
Subject: Re: DoED Transition - Development - 02/07/2017

Now congratulations are official. Let me know if I can help.

Tom
(b)(6)

From: Tom Hall (b)(6)
To: "(b)(6) (b)(6)
Cc: "(b)(6) (b)(6)
Sent: Saturday, November 26, 2016 2:01 AM
Subject: Re: DoED Transition - Development - 11/26/2016

Betsy,

Congratulations on your nomination for SecED. Your confirmation hearings should go smoothly; then you will need to get immediately to work on saving children of America. This statement is not an exaggeration of the truth. **A quality and comprehensive education is the only means of guaranteeing success in life.** Ideally, the earlier the better, but DoED has the opportunity to guidance and support for the all ages. This is where your experience comes in.

I. Educate the Educators
The issue lies in the ideological debate over Charter vs. Public schools. Your views are widely known on this and that has caused a stir in the ranks of public teachers everywhere. Most of them do not truly understand the advantages that charter/private schools offer and have only been 'informed' by their unions. Others are not performing up to par and are only concerned with their own jobs. I recommend developing a program to fully educate teachers on why you support charter schools and voucher programs. They need to come back to placing a student's needs over their own.

II. Reform the Reformers
When you take over DoED in January, it is important that a majority of the people employed there support your vision. As the scripture says, a house divided will fall," so too shall a Department with 5,000 individuals. As the DoED has little direct control over what gets taught in public schools, there needs to be one message for maximum impact. The Department has a mix between political appointees and long-time employees who have grown complacent over time. The appointees will be an easy fix, as most know the routine 'changing of the guard' as administrations shift. The harder road will be to influence long-time civil servants that a game-changer is needed to dramatically improve America's standing the in the world. (and they need to get on board)

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III. She who has the gold, makes the rules

The DoED had a FY2016 budget of $73.8B and distributes across three major categories: (a) Elementary and Secondary - $42.7B; (b) Post Secondary - $23.9B; and (c) Other - $7.2B. Interestingly enough, Elementary/Secondary makes up 57.9 percent of the total yet that is where the U.S. is doing the worst in terms of helping our kids. Additionally, it is worth noting that five (5) programs command 85.4 percent ($63B) of the budget:

1. Federal Pell Grants - $28.9B
2. ESEA Title I Grants to Local Educational Agencies - $15.4B
3. Special Education - $12.8B
4. Rehabilitation Services and Disability Research - $3.5B
5. Improving Teacher Quality State Grants - $2.3B

I would target these programs to ensure the DoED/taxpayers are getting the maximum ROI for our investment. **Federal funds should be allocated to areas/programs that are performing 'best in class' and those that are not operating to those standards should lose funding.** This is where SecED will have the most success in changing national policy.

====

Due to the politics involved, this will most likely be the hardest and most stressful job you have ever had. However, success in this position will also make it the most rewarding. To enable and smooth transition and allow your team to hit the ground running, I would engage James Manning who is on the DoED landing team in D.C. He should be able to provide a status on the progress and identify any issues that have arisen. I also recommend that you draft a "100 Day Plan" for DoED to begin on January 20th. This will help all employees/stakeholders align to your most important goals.

I can be of some assistance as my $110B/350K employee technology company just underwent a massive transformation that resulted in splitting into two $54B+ Fortune 50 companies. I led the Sourcing core team and am currently responsible for setting supply chain strategy for what is now the Enterprise Hardware market leader. **Your mission at DoED will no doubt be just as ambitious.**

Let me know if I can help.

Best,

Tom

(b)(6)

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From: Betsy DeVos
Sent: 1 Feb 2019 00:15:43 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6)

From: Al Hubbard (b)(6)
Sent: Tuesday, March 7, 2017 3:03 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: (b)(6)

Happy where he is. Feels like the work he is doing in (b)(6) s what he should be doing. (b)(6) program is working well. (b)(6) the tax credit program. (b)(6) (b)(6) n a voucher program. Tax credit program is needs based.

(b)(6) -innovative IT guy. Might be someone for the Dept. Will send other ideas.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:16:25 +0000
To: Private - Betsy DeVos
Subject: Fw: Education
Attachments: Fischerfinal (007).pdf

From: Pete Ricketts (b)(6)
Sent: Sunday, March 12, 2017 4:46 PM
To: DeVos, Betsy (Windquest)
Subject: RE: Education

Betsy,

I was asked to pass this along to you from a company in Nebraska called Nelnet.

Congratulations on your confirmation as Secretary of Education, and thank you for your commitment to education in the United States. We are likewise committed here in Nebraska, one of my key priorities this year is expanding educational opportunities, which will in turn produce more skilled workers to fill good-paying jobs.

I've attached a letter you recently received from Nebraska's Senior Senator, Deb Fischer, and three of her Senate colleagues regarding the pending Federal Student Aid procurement of a new student loan servicing platform. I echo the Senators' sentiments. The contracts to be awarded in this procurement will dramatically improve the student loan borrower experience for millions of Americans, and will prove beneficial to taxpayers and the administration as well by reducing costs and providing flexibility in the program.

FSA is seeking a consistent, streamlined process via multiple providers, and I encourage you to continue the process as a positive transition for the future of student loan servicing.

Ben Kiser
Managing Director
Communication Services
Nelnet | Lincoln
p: (b)(6)
m
e: Ben.Kiser@Nelnet.net

Congratulations on the confirmation and I hope all is going well.

AMERICAN OVERSIGHT

Pete

Pete Ricketts
Drakon, LLC
(b)(6)

From: Betsy DeVos [mailto(b)(6)
Sent: Monday, November 21, 2016 5:00 PM
To: Pete Ricketts
Subject: Education

Dear Gov. Ricketts,

I'm writing to touch base on education and the presidential transition. You may have seen some discussion around my being a possible candidate to serve as Sec. of Ed. I did have a conversation, which I think went well. Would you be willing to reach out to VP-elect Pence on my behalf? I would be 1000% behind the bold reforms that the Pres-elect has articulated, and in a position to help make them reality.

Thanks for your consideration!



DeVos

PS – Go Cubs, Go!! ☺

AMERICAN OVERSIGHT

United States Senate
WASHINGTON, DC 20510

February 15, 2017

Ms. Betsy DeVos
Secretary of Education
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202

Dear Ms. DeVos:

Congratulations on your confirmation as Secretary of the Department of Education. We appreciate your willingness to work on behalf of America's students and look forward to collaborating with you to better serve them in the future.

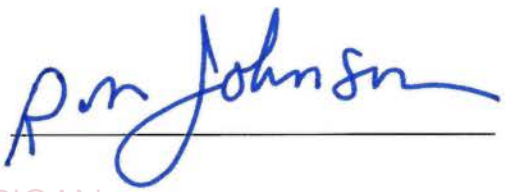
As you know, last year the Department of Education (ED) Office of Federal Student Aid (FSA) began a procurement process to obtain new contracts for student loan servicing to help manage a portfolio of nearly $1 trillion in outstanding direct loans. The procurement seeks a single servicing platform where all borrowers can find the latest information about their loans, make payments, and apply for student loan repayment plans and benefits. This streamlined platform could interface with several existing contracted entities to provide a consistent customer service experience. We believe this new framework has the potential to improve the confusing and complex repayment process that student loan borrowers must currently navigate. Procurement proposals were due to FSA on January 9, 2017, and those that submitted proposals are awaiting a response from FSA.

Recognizing that it is not uncommon for new secretaries to diverge from the approaches of their predecessors, we ask that you examine this proposal thoroughly. Making all the necessary changes to the student loan data systems and processing takes time to get right and should be approached thoughtfully to ensure data privacy and accuracy. With student debt at an all-time high, repayment rates at unacceptably low levels, and current servicing contracts expiring in June 2019, it is important that ED carefully evaluate its options to improve student loan servicing in a way that is beneficial for both borrowers and taxpayers. We believe this approach should be driven by modern technology to encourage healthy repayment, as well as by a simplified servicing approach to reduce default rates and costs.

As you and your team review current initiatives, we encourage you to work toward a vision of student loan servicing that ensures benefits for both borrowers and taxpayers. Thank you for your attention to this important matter, and we welcome the opportunity to further discuss this issue.

Sincerely,






AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:00:53 +0000
To: Private - Betsy DeVos
Subject: Fw: Encouragement from Denisha Merriweather

From: Denisha Merriweather [(b)(6)]
Sent: Thursday, February 16, 2017 2:46 PM
To: DeVos, Betsy (Windquest)
Subject: Encouragement from Denisha Merriweather

Hi,

I just wanted to send you a quick letter of encouragement. Thank you SO much for your service. You are a remarkable person. I'm not sure if you saw this article (below) published in the Wall Street Journal, but it completely embody's your TRUE character. I just want you to know that I am praising your efforts to enhance education options.

Times are hard for you, it's clear. I want you to know that it is okay to cry, to be confused, and to be angry. I'm sure you have loads of emotional support during this trying time and I'm sure you'll be resilient. Thanks for your commitment! Thanks for standing in the gap for the disadvantage, even if they don't always appreciate it. Thanks for being a champion for choice!

By

WILLIAM MATTOX
Tallahassee, Fla.

Something curious happened at a Black History Month program held at Florida A&M University last week. An actress portraying African-American educator Mary McLeod Bethune (1875-1955) praised someone with a demographic profile eerily similar to Betsy DeVos, who earlier that day was confirmed by the Senate as education secretary. As the program unfolded, it became easy to see why the performer decided to speak up.

When Bethune started her Daytona School for Negro Girls in 1904, the education establishment had little interest in seeing young black children receive good instruction.

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So she looked elsewhere for help. Bethune reached out to James N. Gamble, son of the Procter & Gamble co-founder and a regular vacationer in Daytona. Bethune told Gamble she wanted more than money. She needed someone who would share her vision for giving underprivileged black children more opportunities.

Gamble was so impressed with Bethune and her students that he bought into her vision—wholeheartedly. He not only became the chairman of Bethune's school, but enlisted the support of other wealthy businessmen, including John D. Rockefeller.

The influx of financial resources helped. Bethune had previously made school desks out of discarded boxes and crates, and ink for pens out of elderberry juice. But outside funding didn't solve everything.

During her performance last week, Ersula Odom re-enacted the story of how Bethune and her students huddled one night in their schoolhouse as an angry mob of Ku Klux Klan members assembled outside. Suddenly, the voice of one schoolgirl pierced the darkness, singing the comforting hymn "God Will Take Care of You." When Bethune and the other students joined in the resounding chorus, the Klansmen realized that they were up against forces they dare not cross. Sheepishly, they turned and walked away.

I realize some people think Mrs. DeVos should be disqualified from public service because she supports giving students more opportunities, including the option of attending faith-based schools where such hymns are often sung today. But I see in Mrs. DeVos echoes of James N. Gamble—another Midwestern Protestant Republican with a family fortune from a cleaning-products company. Like Gamble, Mrs. DeVos has given generously to help disadvantaged kids receive a good education, and she has fully bought into a philosophy that places the needs of children ahead of the interests of the education establishment.

That's something that should give pause to all of the new education secretary's detractors—especially those who last Friday stood in a schoolhouse door to block Mrs. DeVos from entering.

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Mr. Mattox is director of the Marshall Center for Educational Options at the James Madison Institute.

--

Denisha Merriweather

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:11:19 +0000
To: Private - Betsy DeVos
Subject: Fw: Excellent thoughts from Hanna

From: Al Hubbard <(b)(6)
Sent: Thursday, February 23, 2017 6:41 AM
To: DeVos, Betsy (Windquest); Josh Venable
Cc: Al Hubbard
Subject: Excellent thoughts from Hanna

From: Hanna Skandera (b)(6)
Date: Wednesday, February 22, 2017 at 10:39 PM
To: A Hubbard <(b)(6)
Subject: thoughts

Good evening, Al!

So, a few things...

1. Since our convo, I have thought about it more. I actually do think you can bring on senior advisors who you later convert to senate confirmed positions. Granted there is a risk if they don't make it through vetting, but I think the next 100 days are crucial for setting the Secretary up for success. In short, the risk is worth it!

2. I was told, so it is second hand, that the Walton Foundation has been reaching out and is willing to provide private funding for "short term" support/people.--This should be taken advantage of and could bridge the people gap until the gridlock with appointees/White House is broken. I've also been told that they are not getting their calls returned.

A few people I would consider bringing on immediately:

1. (b)(6) I think he would be open.--Per our convo this afternoon, I spoke with him earlier today. I'm pretty sure the ground has been tilled and he is ready. :)
2. (b)(6) She would be excellent as communications director. I mentioned her to the Secretary and you when we spoke last week. She lives in the DC area. She is super savvy. If this is of interest, I have a very good relationship with her and would certainly be willing to test the waters informally.

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3 (b)(6) -She worked for (b)(6) (b)(6) She is incredibly savvy and would provide incredible advice behind the scenes.--Her husband, (b)(6) Once again, I have a very good relationship with her an would certainly be willing to test the waters informally.

3. Another idea is to form a trusted advisory committee. Ask Walton Foundation to pay for convening and bring together folks who can support internally and be ambassadors for the Secretary externally. She has folks who absolutely want to see her succeed. But, they need direction. When there is a communication void, people start making things up....

4. As to people already in the Department who should be put to work (and that you can trust):

1. Jana Toner, White House Liaison. She's been at the Department for 3 weeks. She worked for Margaret in the exact same role. She is a process queen which used to drive me absolutely crazy. But, she knows how to navigate the political appointee bureaucracy. You may just have to push her if you want to get creative.
2. Ebony Lee, Senior Advisory. She's been at the Department for a few weeks. She worked for Margaret in the Office of Innovation. She has worked for the Gates Foundation for the last nine years, focusing on Charter School issues.
3. Jim Manning. I'm not sure of his title, but he came out of retirement to assist in the transition. He has no ego. He is knowledgable on higher ed/student loans. He also worked for Margaret.
4. Taylor Hansen. I believe he is working for Ebony at the Department. He is Bill Hansen's son.
5. Bob Eitel. I am not sure of his title, but he will provide solid legal counsel. He also worked for Margaret.

I'll keep thinking about ideas...

I hope this is helpful.

Best,
Hanna

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From: Betsy DeVos
Sent: 1 Feb 2019 00:59:03 +0000
To: Private - Betsy DeVos
Subject: Fw: First public School visit

From: DON MAINE <(b)(6)
Sent: Friday, February 10, 2017 2:56 PM
To: DeVos, Betsy (Windquest)
Subject: First public School visit

Dear Betsy,

I waned to personally congratulate you on your appointment as Secretary of Education!!!

Comcast carried your first visit to a public school and the people who surrounded your car and, were pushing your security around made me very angry! This is outrageous, obscene and absurd behavior.

They did not seem to want anything but to cause a big anti Betsy DeVos scene that they hoped would be captured by the media.

As I watched I wished there was something I could have done do to help you and your staff.

You still remain on top of my prayer list every day. I hope the Devotional I gave you in December gives you daily peace!!

Hang in there!

Your loyal friend,
Don Maine

Sent from my iPhone

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:22:34 +0000
To: Private - Betsy DeVos
Subject: Fw: Follow up

From: Trott, Byron (b)(6)
Sent: Monday, August 21, 2017 7:59 AM
To: DeVos, Betsy (Windquest)
Subject: Re: Follow up

Betsy, Thanks for your follow up from our discussion. It was great to see you as well.

I believe you and Noa Meyer will enjoy knowing each other. Each of your efforts in the field of education improvements and reform seem to be very complimentary. Thank you for making the time to see her.

Enjoy the rest of your summer. I hope to see you again soon.

All the best, Byron

Byron D Trott
Chairman & CEO
BDT Capital
401 N Michigan Ave, Ste 3100
Chicago, IL 60611
(b)(6)

> On Aug 18, 2017, at 1:59 PM, Betsy DeVos <(b)(6) wrote:
>
> Hi Byron,
>
> It was very good to see you earlier this week. Thank you for your time with our family group!
>
> In follow up to our conversation, Sarah Delahunty in my department office will send contact info to insure that we can connect with your philanthropic initiative person at a mutually workable date and time. I look forward to that meeting!
>
> Hope the remaining days of summer offer a little time for you to relax and enjoy warm weather and sunshine!
>
> All the best,
> Betsy
>
>
> Sent from my iPhone

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From: Betsy DeVos
Sent: 1 Feb 2019 00:10:13 +0000
To: Private - Betsy DeVos
Subject: Fw: Frank Brogan: Potential for US Dept Ed
Attachments: Frank T Brogan.pdf

From: James McClung <(b)(6)
Sent: Wednesday, February 15, 2017 12:32 PM
To: Josh Venable
Cc: DeVos, Dick (Windquest); DeVos, Betsy (Windquest)
Subject: Frank Brogan: Potential for US Dept Ed

Josh Venable:
Attached is a very, very strong dedicated candidate for the Under Secretary level person who is really devoted to Betsy's approach to Education. Highly recommend you put him on the "top of your list". Best I have seen who devoted to "improving the level of education"!! Maybe you know Frank Brogan from your work with Gov Jeb Bush. Things to consider:

- Interest & Attitude:
  - He thinks the "time", "place", and "circumstance" for Change in Educational policies under Betsy DeVos is the best in over 25 years!!
  - He loves "public service"—and salary is not his objective
  - Strongly feels the Return on Investment for US education FOR THE KIDS is totally unacceptable and wants to be involved in turning things around
  - He has been following Betsy's career, and understands her basic principles—which he strongly supports
  - He feels in the past, the Dept of Ed has relied too long on using people "within the current system; within the Wash-Beltway"
  - Frank is not a bureaucrat; he is focused on best practices for educational-output—wants to be part of "making a difference….not continuing current problems…"
  - He does not need a job. He just wants to be involved in an opportunity for "change and establish higher educational standards and choice of education"
- Experience and Background"
  - He has been a teacher in the K-12 public system, including Principal and Superintendent
  - Experienced as President of an Higher Ed University
  - Recent past involved as Chancellor in University policy in Florida and Pennsylvania

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    - As Lieutenant Governor of Florida, he worked with Governor Jeb Bush on educational legislation for the State of Florida
    - During his impressive experiences, he dealt with making policy and dealing with strong opposition
- In short, during my recent conversations with Frank Brogan, I found a very passionate person devoted to making our educational system better. And he feels for the first in a long time, with Betsy DeVos, it is possible to make a major change in establishing the best practices for all levels of education. He is willing to leave his current position, move to Washington D.C. and be part of Betsy's programs

Josh, highly recommend you meet, interview, and strongly consider Frank Brogan for an influential position in the U.S. Dept of Education. Thanks for accepting suggestions for the U. S. Dept of Education. Regards: Jim McClung (cell: (b)(6)

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Frank T. Brogan

Chancellor
Pennsylvania's State System of Higher Education

Frank T. Brogan is Chancellor of Pennsylvania's State System of Higher Education, serving more than 100,000 students through 14 universities.

A lifelong educator, Brogan began his career as a classroom teacher before serving as a dean of students, assistant principal, principal, superintendent and finally Florida's elected Commissioner of Education. He had the opportunity to continue his advocacy for education when elected as Lieutenant Governor in 1998 and re-elected in 2002. A year later, he was selected to serve as president of Florida Atlantic University—a position he held until 2009, when the Board of Governors unanimously chose him to serve as Chancellor of Florida's public universities.

A native of Ohio, Brogan was the first member of his family to attend college, earning a bachelor's degree in education (magna cum laude) from the University of Cincinnati and a master's degree in education from Florida Atlantic University. He and his wife Courtney, an attorney, have an 11-year-old son, Colby John. Brogan is an avid runner, reader and fisherman.

Professional Experience

2013-present	**CHANCELLOR** Pennsylvania's State System of Higher Education
2009-2013	**CHANCELLOR** State University System of Florida
2003-09	**PRESIDENT** Florida Atlantic University, Boca Raton, Florida
1999-03	**LIEUTENANT GOVERNOR** State of Florida
1995-99	**COMMISSIONER OF EDUCATION** State of Florida
1988-94	**SUPERINTENDENT** Martin County Public Schools, Florida
1986-88	**PRINCIPAL** Murray Middle School, Martin County, Florida
1984-86	**ASSISTANT PRINCIPAL** Murray Middle School, Martin County, Florida

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1983-84 **DEAN OF STUDENTS**
Indiantown Middle School, Martin County, Florida

1978-83 **TEACHER**
Port Salerno Elementary School, Martin County, Florida

1976-78 **CORPORATE INSURANCE AGENT**
L.M. Reid, Inc., Fort Lauderdale, Florida

Education/Certifications

1998-03 **FLORIDA PROFESSIONAL EDUCATOR'S CERTIFICATE**
Florida Department of Education

1981 **FLORIDA ATLANTIC UNIVERSITY**
Boca Raton, Florida
Master of Education in Administration/Supervision

1976 **UNIVERSITY OF CINCINNATI**
Cincinnati, Ohio
Bachelor of Science in Education
Magna cum laude

Professional Accomplishments

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION (2013-PRESENT):

Enhanced student-centeredness:

- Promoted student affordability by securing increased public investment in the State System, resulting in the first new state funding in seven years
- Launched a system-wide supply/demand gap analysis program to assist the universities in aligning their academic program array with the needs of students, the region and the Commonwealth
- Expanded international education opportunities for students and faculty across the State System by establishing relationships in India and China
- Implemented a general education policy that reaffirms the significance and value of general education by focusing on essential student learning outcomes that ensure students acquire and demonstrate a variety of essential skills, including oral and written communication; scientific and quantitative reasoning; critical analysis and reasoning; technological competency; information literacy; intercultural knowledge and competency; and values, ethics and diverse perspectives

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- Updated graduation residency requirements to ensure the integrity of the degrees awarded by institutions within the State System; the requirements were revised to be more student-focused, particularly for transfer students

- Implemented a system-wide protection of minors policy that requires all employees to obtain criminal background checks and to receive training regarding how to detect and report suspected abuse of minors

Enhanced flexibility:

- Instituted local pricing flexibility pilot programs that allows universities to respond to their local market demands while maintaining affordability

- Increased online learning opportunities for students with 120 fully online degree programs, concentrations, certificates, or minors now being offered

- Eliminated outdated or burdensome regulations and instituted new policies to encourage local flexibility and enhance shared governance, allowing local universities to approve new minors, certificates and letters of completion

Enhanced collaboration:

- Organized the first-ever meeting of the presidents and provosts from all 14 State System universities and 14 community colleges to create a roadmap for greater collaboration and articulation, including the creation of a statewide reverse transfer agreement

- Enhanced system-wide accountability by instituting multi-year action plans that outline each institutions' goals and aspirations, strategic priorities, challenges, and opportunities—enabling the university leadership, Trustees, and the Board of Governors to collaboratively understand the future direction of the institution

- Enhanced system-wide transparency by instituting university financial risk dashboards that provide Board members, Trustees, and university leaders with easy-to-use data regarding institutional financial health and financial stability

- Increased the use of shared services across and among the universities in order to leverage the scale of the State System in procurement and delivery of goods and services

- Updated the presidential search process to ensure greater involvement at the local level

- Increased efficiency within the Office of the Chancellor by reducing the number of vice chancellors from five to two and reinvesting in front-line resources that better serve the universities

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- Created a public affairs unit within the Office of the Chancellor to collaboratively organize advocacy and communication efforts across all 14 universities, including the launch of a statewide weekly public affairs television program featuring stories about the universities and important higher education issues

STATE UNIVERSITY SYSTEM OF FLORIDA, BOARD OF GOVERNORS (2009-2013):

- Restored the board's relationship with the Legislature and settled a lawsuit over the question of governance and tuition setting authority
- Signed a landmark governance agreement that outlines the shared responsibility for tuition setting and affirms the board's constitutional authority to set policy for and provide oversight of the university system
- Launched a new strategic plan that includes 39 distinct metrics with benchmarks to be achieved across the system by the year 2025
- Implemented a nationally recognized three-part accountability framework comprised of the new strategic plan, annual accountability report, and multi-year university work plans that provide a road map for how each will pursue its unique mission in support of institutional and system goals
- Achieved system-wide increases and record high attainment in academic standards, national rankings, and research—securing the system's place as a national leader in areas such as graduation rates, minority student success, and research funding
- Increased system-wide enrollment by 7% (to 335,000) while increasing degree's awarded annually by 12% (to 80,000)
- Improved system-wide six-year graduation rates to 66%, ranking Florida in the top ten nationally among large university systems
- Increased research funding beyond $1.7 billion, ranking Florida #5 nationally
- Implemented regulations and procedures that require universities to coordinate and communicate with each other and the board regarding the planning of new degree programs and educational sites
- Implemented a system-wide peer review process in which the council of university provosts evaluate viability of all proposed degree programs prior to a university taking action to approve implementation
- Developed a performance funding model that utilizes key metrics from the strategic plan to reward universities for excellence and for improved performance in areas that foster the unique mission of the institution and

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advance the system's goals for improved quality, accessibility and accountability

- Secured funding and approval for the nation's first fully online institute operated by a public research university, which provides online degree programs at a reduced cost and serves as the system's base of research for innovation and excellence in online learning; created a taskforce to look at how to achieve greater quality and efficiency in online degree offered at all institutions in the state

- Developed a system-wide methodology for universities to determine cost-per-degree, allowing for better transparency and fiscal planning

- Merged separate library support organizations operated by the university system and college system into one, cohesive entity

- Addressed system and societal challenges with important task forces on issues such as the 2010 oil spill, university facilities funding, and statewide academic library automation

- Launched a national search for a senior advisor to guide the creation of the system's first ever strategic plan for STEM and health initiatives

- Enhanced board office operations by focusing staff resources to ensure system accountability, advance strategic goals, and communicate a clear vision to all constituents

- Improved intersystem relationships with an orientation program for new trustees, ongoing trustee developments opportunities, reconstituted presidents' council, and unprecedented system-wide coordination of legislative and public affairs efforts

FLORIDA ATLANTIC UNIVERSITY (2003-09):

- Elevated academic standards, resulting in stricter admissions criteria, higher retention rates, and improved time-to-degree

- Increased focus on research; FAU granted "High Research Activity" status by the Carnegie Foundation for the Advancement of Teaching

- Established a four-year medical education program

- Established positions for Dean of the Graduate School and Dean of Undergraduate Studies to enhance support for student success

- Opened the Scripps Research Institute's Florida facility on FAU's campus to foster development of the bio-tech research sector in South Florida

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- Partnered with the Max Planck Society to establish its first U.S. research center on FAU's Jupiter campus
- Presided over the largest expansion of facilities in FAU history, with more than $250 million in construction projects
- Raised more than $120 million through philanthropy and matching grants
- Secured more than $80 million to fully acquire the Harbor Branch Oceanographic Institute and accomplish merger with FAU
- Significantly enhanced campus life to promote student success
- Raised the university's national profile through major events such as hosting a 2008 presidential primary debate and participating in back-to-back bowl games

OTHER MAJOR ACCOMPLISHMENTS:

- Assisted with the development and implementation of Florida's A+ Education Reform Initiative (1994-02)
- Promoted the Governor's Mentoring Initiative (1999-03)
- Served as the Legislative Liaison for Florida Governor Jeb Bush (1999-03)
- Developed the first-ever process to identify and improve low-performing public schools throughout Florida (1995)
- Streamlined and reorganized the Florida Department of Education (1994-98)
- Developed the Sunshine State Standards (1996)
- Led effort to establish the Bright Futures Scholarship Program (1995-96)
- Spearheaded passage of a law to strengthen criminal background checks of all educators (1994-98)
- Spearheaded passage of legislative language that clarifies the authority of the teacher to discipline in the classroom, on the campus, and in school vehicles (1994-98)

National Involvement (Past/Present)

PRESIDENT AND FOUNDING MEMBER

- Education Leaders Council

MEMBER/PARTICIPANT

- American Association of Colleges and Universities (AACU)

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- American Association of School Administrators
- American Council of Trustees and Alumni (ACTA)
- Association of Governing Boards (AGB)
- NCAA Board of Appeals
- NCAA Board of Directors and Executive Committee
- State Higher Education Executive Officers Association (SHEEO)
- Sun Belt Conference Executive Committee - President

CONGRESSIONAL TESTIMONY

- Testified multiple times before U.S. Congress as Florida's Commissioner of Education and Florida's Lieutenant Governor
- Congressional briefing on the 2010 Gulf of Mexico Oil Spill

Civic & Leadership Involvement (Past/Present)

PENNSYLVANIA:

- Chair, 2016 State Employee Combined Appeal
- Vice Chair, 2015 State Employee Combined Appeal
- Governor's Roundtable on Higher Education Affordability

FLORIDA:

- Chair, Florida "Classrooms First" Committee
- Chair, Florida Blueprint Commission on the Transformation of Juvenile Justice
- Chair, Florida Commission on the Homeless
- Chair, Florida Dialogue on Cancer
- Chair, Florida State Employees Charitable Campaign
- Chair, Florida Task Force on the Availability and Affordability of Long Term Health Care
- Chair, Leon County Relay for Life
- Chair, March of Dimes
- Chair, Martin County Children's Services Council
- Chair, Martin County Task Force on Drug and Alcohol Abuse
- Chair, Susan G. Komen Race for the Cure Statewide Honorary Chair
- Boca Raton Chamber of Commerce Board of Directors
- Committee of Practitioners for Vocational Educators
- Community Foundation of Palm Beach and Martin Counties
- District IX HRS Restructuring Committee
- District XV Juvenile Justice Board
- Education Practices Commission
- Enterprise Florida Board of Directors
- Financial Task Force, Florida Board of Governors
- Florida Association of School Administrators
- Florida Association of School Superintendents
- Florida Board of Community Colleges
- Florida Board of Education
- Florida Board of Regents
- Florida Cancer Trials
- Florida Chamber of Commerce Education Advisory Committee

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- Florida Council of 100
- Florida Education Foundation
- Florida Statewide Readiness Coalition
- Higher Education Coordinating Council
- Holocaust Documentation and Education Center
- HRS District XV Children's Services Council
- LeRoy Collins Institute
- Martin County Education Foundation, Founder
- Martin County Juvenile Justice Association
- Martin County United Way
- Orange Bowl Committee
- Quantum Foundation
- South Florida Consortium of School Boards
- Stuart/Martin County Chamber of Commerce
- Superintendent's Mentoring Program
- Workforce Development Board

Selected Awards

- Children's Home Society's Child Advocate of the Year Award
- Distinguished Alumnus, Moeller High School
- Distinguished Alumnus, University of Cincinnati
- Florida Association of Student Services Personnel Educator of the Year
- Florida Atlantic University Alumni Hall of Fame
- Florida Commission on Human Relations Civil Rights Award in Education
- Florida Department of Education Nominee for American Association of
- Florida School Board Association's Lifetime Achievement Award
- Florida Student Association's Distinguished Service Award
- Independent Voices for Better Education's Education Excellence Award
- Jewish National Fund Tree of Life Award
- National Society of Collegiate Scholars at Florida Atlantic University
- National Tech Prep Awards from the United States Department of Education and the American Association of Community Colleges
- School Administrators Superintendent of the Year Award
- South Florida Business Journal's Ultimate CEO Award
- Take Stock in Children's Champion of Children Award
- The U.S. Selective Service System's Honored Patriot Award

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:12:53 +0000
To: Private - Betsy DeVos
Subject: Fw: free digital textbooks to save money and improve quality

---

From: Mehmet Oz (b)(6)
Sent: Saturday, February 25, 2017 4:09 PM
To: DeVos, Betsy (Windquest); DeVos, Dick (Windquest)
Subject: free digital textbooks to save money and improve quality

Betsy, Congrats and thank you for leading our nation's education department. Not sure if you are still using your personal email so copying Dick. Our non-profit Healthcorps works closely with the Khosla's $50M funded CK12 free digital education system. They are in thousands of schools already and I already spoke with Governor Cuomo, who is making this a major initiative to save the State of NY over a billion dollars. As you know, expensive paper textbooks are out of date by the time they are published and cannot interact or test students. Schools systems have not embraced these tools because of teacher union concerns, text book company lobbying, and fears that the digital companies are not sustainable. Yet, teachers could be paid to customize the digital lessons, and states could easily control these textbook platforms with philanthropists supporting their growth. I am doing my best to help but we need strong national leadership to nudge this glacial process along. Is there a member of your staff with whom we can discuss the opportunity. Mehmet Oz

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:15:15 +0000
To: Private - Betsy DeVos
Subject: Fw: From Al Hubbard
Attachments: 2017 bio(b)(6) .docx

From: Al Hubbard <(b)(6)
Sent: Thursday, March 2, 2017 5:51 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6); Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Subject: FW: From Al Hubbard

From (b)(6) mailto(b)(6)
Sent: Thursday, March 02, 2017 4:19 PM
To: Al Hubbard (b)(6)
Cc: Jennifer Richardson <(b)(6)
Subject: Re: From Al Hubbard

Thank you for the opportunity to connect this morning. I genuinely appreciate your time and consideration. For your convenience, I've also attached a shorter CV, which describes my work.

Thinking of our conversation, it's imperative the Secretary reshape the narrative around her profile and education reform initiatives. This can be done but it needs to be sequenced and bolstered by key allies who will externally promote this agenda.

I look forward to supporting you and your efforts in any way I can.

Thank you again.

(b)(6)

On Wed, Mar 1, 2017 at 3:23 PM, Al Hubbard <(b)(6) > wrote:

Yes. Thanks so much. I look forward to talking with you.

From: (b)(6) [mailto(b)(6)
Sent: Wednesday, March 01, 2017 4:23 PM

AMERICAN OVERSIGHT

To: Al Hubbard <(b)(6)
Cc: Jennifer Richardson <(b)(6)
Subject: Re: From Al Hubbard

Certainly. 9am EST?

On Wed, Mar 1, 2017 at 4:22 PM Al Hubbard <(b)(6) wrote:

> Would 9 am work?
>
> **From:** (b)(6) [mailto:(b)(6)
> **Sent:** Wednesday, March 01, 2017 4:21 PM
> **To:** Al Hubbard <(b)(6)
> **Subject:** Re: From Al Hubbard
>
> Hi, thank you for your email.
>
> I'm certainly able to chat. I'm currently about to depart NYC. How about tomorrow?
>
> (b)(6)
>
> On Wed, Mar 1, 2017 at 4:18 PM Al Hubbard (b)(6) wrote:
>
> > I'm helping Betsy DeVos identify prospects for the Dept of Ed. Would you have a few minutes to chat about this? My cell is (b)(6)

AMERICAN OVERSIGHT

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(b)(6)

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AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:11:33 +0000
To: Private - Betsy DeVos
Subject: Fw: Gary Bauer Here

From: Gary Bauer <(b)(6)
Sent: Friday, February 24, 2017 1:54 PM
To: DeVos, Betsy (Windquest)
Subject: Gary Bauer Here

Congratulations Secretary DeVos!

Hope you are surviving the onslaught! You are doing great! I would be honored
To talk with you at any time about what Bill Bennett and I learned during our years
At Education. My cell is (b)(6)

Best
Gary

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:21:34 +0000
To: Private - Betsy DeVos
Subject: Fw: Gov Patton on (b)(6) -OPE

From: Al Hubbard <(b)(6)
Sent: Monday, June 26, 2017 11:03 AM
To: DeVos, Betsy (Windquest); Prince DeVos, Elisabeth; Josh Venable; Eric Ventimiglia
Subject: FW: Gov Patton on (b)(6) -OPE

From: A Hubbard <(b)(6)
Date: Thursday, May 25, 2017 at 3:47 PM
To: Josh Venable <(b)(6), Eric Ventimiglia <Eric.Ventimiglia@ed.gov>, Jana Toner <Jana.Toner@ed.gov>
Cc: A Hubbard <(b)(6)
Subject: Gov Patton on (b)(6) OPE

(b)(6) Great temperament and diplomatic skills, etc to get groups to work together. Handled a very controversial issue. Universally people thought he did his job in an exemplary fashion.

Great executor. This was a very difficult job. And he did it better than anyone thought possible. Exceeded expectations.

Weaknesses—his South Carolina accent. None other.

His people skills would make him acceptable to 4 year colleges. Worked with the 4 year institutions in (b)(6) ery well.

Couldn't make a higher endorsement for anyone.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:22:04 +0000
To: Private - Betsy DeVos
Subject: Fw: Governor Ernie Fletcher on (b)(6)

From: Al Hubbard (b)(6)
Sent: Monday, June 26, 2017 11:05 AM
To: DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Subject: FW: Governor Ernie Fletcher on (b)(6)

From: A Hubbard (b)(6)
Date: Thursday, June 15, 2017 at 4:36 PM
To: Betsy DeVos (b)(6) Josh Venable (b)(6) Eric Ventimiglia <Eric.Ventimiglia@ed.gov>, Jana Toner <Jana.Toner@ed.gov>
Cc: A Hubbard (b)(6)
Subject: Governor Ernie Fletcher on (b)(6)

Governor Fletcher is the Republican governor (b)(6) worked for after working for the Democratic governor who gave him a glowing reference.

He was very good. Good to work with. Understands the importance of work skills. Expanded the technical schools significantly. . Provided excellent leadership. Conducted himself well.

Does not know what his philosophy is. Bec he is not from 4 year school, he is more conservative. If he were to pursue reducing regs etc, he would be effective. Well spoken. Brings the perspective that we must go.

Can navigate very well politically. Works with both sides of aisle.

Weaknesses: he quietly worked in background. He is not a big personality. But he works well behind the scenes. Not really a weakness. Don't know how well he will interface with the Hrvards and big time academics.

He was a good manager. Very efficient on spending $. Never one incident of impropriety.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:14:07 +0000
To: Private - Betsy DeVos
Subject: Fw: Great progress

From: Timothy Draper <(b)(6)
Sent: Wednesday, March 1, 2017 8:55 PM
To: DeVos, Betsy (Windquest)
Subject: Great progress

Hi Madam Secretary.
As you recall, I invested $30 million into school vouchers for California while you were fighting it out in Michigan. I am pleased to see that President Trump is instituting school choice for underprivileged students countrywide. Ideally, we can get choice to all parents everywhere.

I thought one thing you could run by him is to suggest that he only give the student money to states that have choice in education, and allow principals to freely hire and fire their teachers. It would energize the parents to get the money and pressure each state to implement school choice.

Please respond when you have a chance. I want to make sure my message is getting to you.
Best, Tim

To see what I am involved in, click here: http://www.timothydraper.com/

Tim Draper

www.timothydraper.com

About Tim here



AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:00:06 +0000
To: Private - Betsy DeVos
Subject: Fw: Hello

From: JONATHAN BOOS <(b)(6)
Sent: Monday, February 13, 2017 9:34 PM
To: DeVos, Betsy (Windquest)
Subject: Hello

Dear Betsy and Richard,

We met a few years ago. As a reminder, I am the art advisor to Richard Manoogian and Masco Corp.

I write to say hello and wish you the very best for your tenure at the Dept. of Education. So many people are very excited and supportive of your new role. If I can ever be of assistance in anyway please reach out. I am a trustee at Detroit Country Day School, (b)(6)
(b)(6)
(b)(6)
(b)(6)

All the best to you during this very exciting time for our country!!

Jonathan Boos

Sent from Jonathan Boos' iPhone

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:09:45 +0000
To: Private - Betsy DeVos
Subject: Fw: Hidy, congrats, & an invite

From: Frederick Hess <RHess@AEI.org>
Sent: Tuesday, February 14, 2017 2:48 PM
To: DeVos, Betsy (Windquest)
Subject: Hidy, congrats, & an invite

Hi Betsy,

Congrats on making it over the bar last week! Will look forward to catching up one of these days-- most curious to hear how things unfolded for you.

In any event, hope things are settling in okay and wanted to reach out with the same offer I've made to each new SecEd since coming to AEI. I think Arthur has already shared that we'd be honored to have you give a keynote on your vision for education reform, at any time or date you found convenient. I'd also like to invite you to do an extended interview for my Education Week column, whenever you found it convenient.

Hope you all are terrific and will look forward to connecting

Best,
Rick

Sent from my iPhone

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:03:05 +0000
To: Private - Betsy DeVos
Subject: Fw: Ideas for ad hoc group on student loans
Attachments: (b)(6) Board Bio.docx, (b)(6) Resume Updated 5.16.17.doc

---

From: Al Hubbard (b)(6)
Sent: Thursday, July 20, 2017 9:35 PM
To: DeVos, Betsy (Windquest); Josh Venable
Cc: Al Hubbard
Subject: Ideas for ad hoc group on student loans

Rick Hartnack ran US Banks consumer banking division.

From: Rick Hartnack (b)(6)
Date: Sunday, July 16, 2017 at 11:05 PM
To: A Hubbard (b)(6)
Subject: Fwd: (b)(6) Resume and Board Bio

Al: This is the fellow that is completely qualified to advise on Student Loan servicing issues, underwriting issues, risk management issues. You may contact him directly if you find him of interest to you.

A few more to come soon.

Rick

Sent from my iPad

Begin forwarded message:

> **From:** (b)(6)
> **Date:** July 16, 2017 at 4:05:05 PM PDT
> **To:** "Richard Hartnack" (b)(6)
> **Subject:** (b)(6) **Resume and Board Bio**
>
> Rick:
>
> It was a pleasure talking to you on Friday and I am happy things are going well for Dail and yourself. I have attached my most current resume and Board Bio.

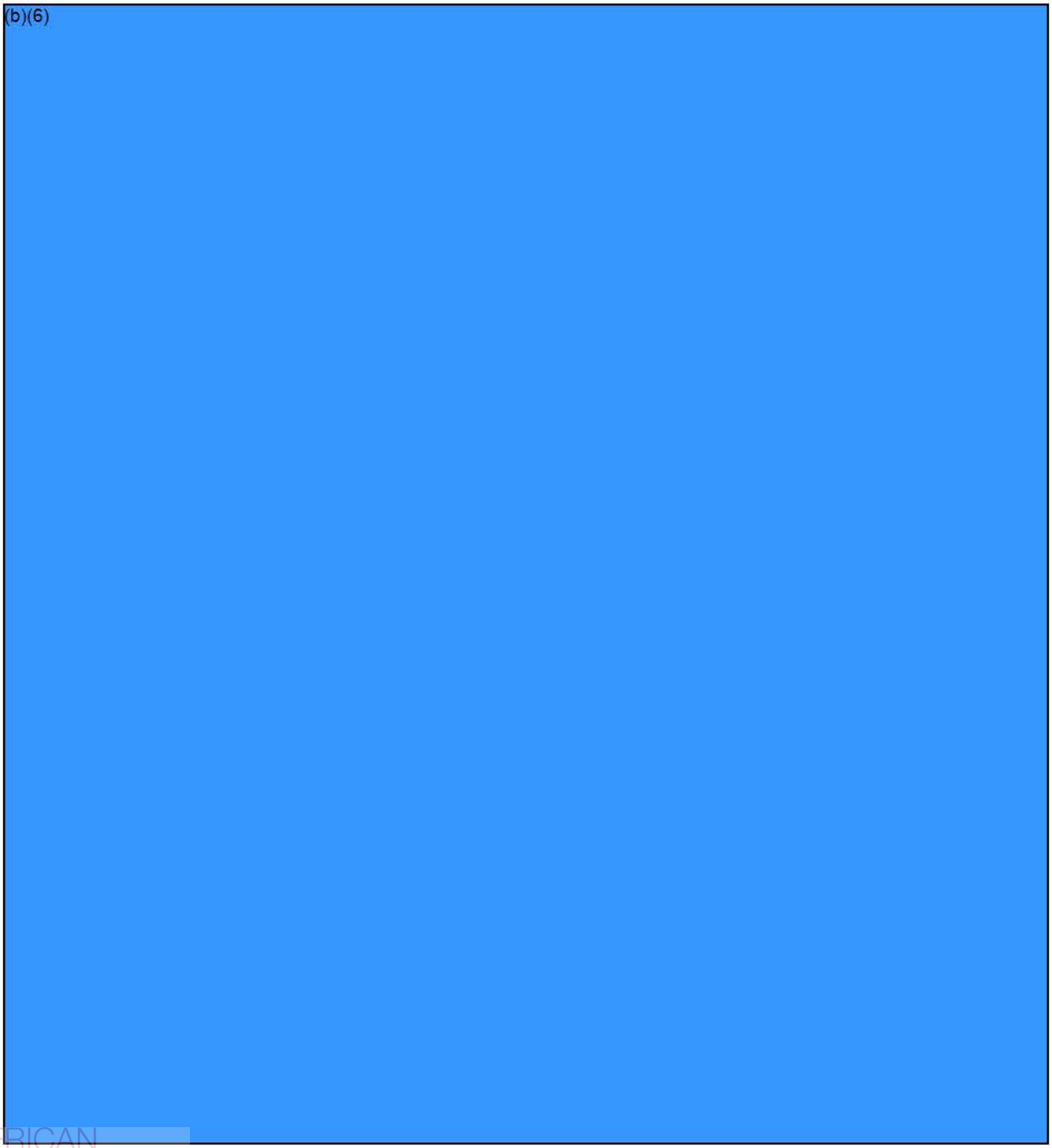
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My last day at (b)(6) I will retire with over (b)(6) with the company and looking for my next opportunity.

Thanks and let me know if you need additional information.

(b)(6)

(b)(6)



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(b)(6)

[redacted]

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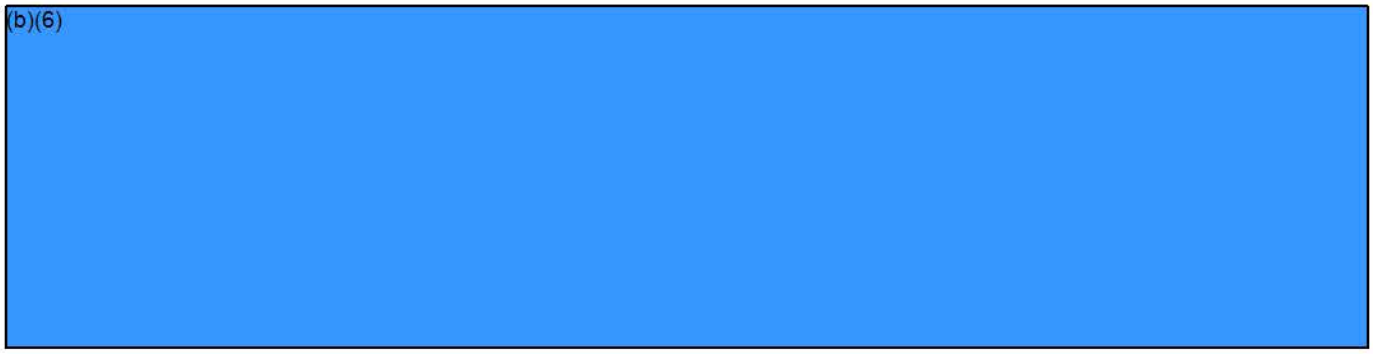
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From: Betsy DeVos
Sent: 1 Feb 2019 00:06:07 +0000
To: Private - Betsy DeVos
Subject: Fw: ideas from AFC Board meeting

From: Kathy Hubbard (b)(6)
Sent: Thursday, February 9, 2017 5:38 PM
To: DeVos, Betsy (Windquest)
Cc: Al Hubbard
Subject: ideas from AFC Board meeting

Just thought I would share:

Create a kitchen cabinet of people from different education fields (private, charter, public, higher ed etc to be a sounding board)

Meet with Dems in Congress and go places you are not expected

John Kirtley suggests you meet with the Superintendent of Miami Dade Schools (who welcomes private schools in his district)

Just some thoughts to share!

Kathy

Kathy Hubbard
(b)(6)

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:07:46 +0000
To: Private - Betsy DeVos
Subject: Fw: Info for Family/Friends

From: Venable, Josh (Windquest)
Sent: Wednesday, March 1, 2017 8:26 AM
To: DeVos, Dick (Windquest); DeVos, Betsy (Windquest)
Cc: Groce, Donna (Windquest); Lubben, Tina (Windquest); McNeilly, Greg (Windquest)
Subject: Info for Family/Friends

All,

See below for a draft email that can be sent (by whomever and however you feel best) to family (and support staff) and friends. Please let me know if this hits the mark, or if there is additional information you need.

Thanks,
Josh

As Betsy and her team get into place at the Department of Education, we wanted to take a moment to pass along some pertinent details to friends and family to help you in directing any inquiries you might receive to the correct location. Please note that this is being provided for your information only, and for the purpose of passing along to people looking to contact Betsy in her official capacity. Family and friends should **NOT** use the information below to contact Betsy on any matter personal in nature, but should do so via the channels they have utilized in the past.

GENERAL OFFICE INFORMATION:
The Honorable Betsy DeVos
Secretary of Education
U.S. Department of Education
400 Maryland Avenue SW
Washington, DC 20202
Main line: 202.401.3000

Please note, for security concerns, mail, including FedEx and UPS delivery, is sorted off-site and screened. This typically results in a several-day delay in mail actually reaching the building.

AMERICAN OVERSIGHT

EMAIL:
betsy.devos@ed.gov

Please note, this email can be distributed freely to individuals looking to contact Betsy, including for requests for meetings, speaking engagements or other events. This in box is regularly monitored by staff, and all incoming email flagged and distributed to the appropriate staff member for the proper follow-up.

VIP SCHEDULING:
For VIP scheduling requests, please send to betsy.devos@ed.gov, with a cc to Dougie Simmons, leed.simmons@ed.gov and Sarah Delahunty, sarah.delahunty@ed.gov. This will help flag the request immediately for faster action.

MEDIA/PRESS INQUIRIES:
All press inquiries should be directed to Nate Bailey, nathan.bailey@ed.gov and Matt Frendewey, matthew.frendewey@ed.gov.

KEY OFFICE CONTACTS:
Josh Venable, Chief of Staff
joshua.venable@ed.gov
Office: 202.453.7628
Cell: 202.394.5143
Best contact for general questions

Lee-Douglass (Dougie) Simmons, Deputy Chief of Staff for Operations
Leed.simmons@ed.gov
Office: 202.453.6204
Cell: 202.357.5881
Best contact for scheduling or operations questions

Sarah Delahunty, Travel Aide
sarah.delahunty@ed.gov
Office: 202.453.5615
Cell: 202.480.1542
Best contact if you need to reach Betsy in an emergency and are unable to do so

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:03:14 +0000
To: Private - Betsy DeVos
Subject: Fw: Invitation to visit San Juan Diego Academy

From: Michael Ruggeri (b)(6)
Sent: Thursday, August 3, 2017 5:58 PM
To: DeVos, Betsy (Windquest)
Subject: Invitation to visit San Juan Diego Academy

Hi Betsy,

I hope this email finds you back in Michigan and enjoying some time with your family on and around our spectacular fresh water lakes!

It was nice catching up with you and Dick at (b)(6) wedding and interesting to hear various snippets of the challenges you face as Secretary of Education. I have every confidence you have the resolve and ability to make progress in an area so important to the future of our country.

When I was talking with Dick near the buffet line at the wedding, I mentioned that I was on the development board of San Juan Diego Academy, a Catholic school on the southwest side of Grand Rapids serving approximately 220 Latino children of immigrant families in grades K-8. Knowing the success Dick and others have had in developing WMAA and with my having no prior experience on a developmental board (AKA asking for money), I asked Dick if he'd be willing to spend some time with me in the near future to talk about his success with WMAA and how I might go about helping this school raise the funds it will need to sustain itself into the future. He agreed he would be willing to do so and then said "we need to get the Secretary of Education down to visit the school". Which is why I'm writing to you.

I would like to extend an invitation for you and Dick to visit San Juan Diego Academy with me when school is back in session and your schedule permits. I would estimate no more than an hour of your time and would love for you to have an opportunity to meet some of the students and get a sense for the work being done that we believe will manifest itself in their attending high school and going on to college.

I hope you will accept my invitation and promise to be respectful of your time. Also, if there is a protocol I/we need to follow, please let me know!

Please feel free to email or call me (cell is best) with any questions.

AMERICAN OVERSIGHT

Best regards,

Mike

MICHAEL RUGGERI

SCOTT GROUP STUDIO
PWV
Hokanson
Scott Group Custom Carpets

t (b)(6) ***f*** *616.954.9600* ***m*** (b)(6)
3232 Kraft Ave SE | Grand Rapids | MI | 49512

scottgroupstudio.com

Scott Group Studio | Scott Group Studio

scottgroupstudio.com

Scott Group Studio-The combined effort of three custom luxury carpet brands, Scott Group Custom Carpets, Hokanson, and PWV. Handcrafted custom designs, colors, and sizes.

The content of this email is classified as Scott Group Studio confidential and proprietary information.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:14:56 +0000
To: Private - Betsy DeVos
Subject: Fw (b)(6) and OCR

From: Al Hubbard (b)(6)
Sent: Thursday, March 2, 2017 2:50 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: (b)(6) and OCR

Open to OCR. Very well qualified. She teaches the subject and has written often on it.

She thinks there are TV videos of her being critical of Trump.

She knows Kelly Anne. (b)(6)

Cannot move but would commute. Is doable.

Could occasionally perhaps work out of Boston CR office.

She knows this office is very political.

Harvard Law.

Not worried about criticism.

Has written stuff on Title 9 that the feminists don't like.

(b)(6) on Title 9 and sexual assault.

Why she qualified—written about Title 9, taught courses on civil rights and education (b)(6)
(b)(6)

Has not had a lot of experience managing. Did manage a staff of 11 in last job. She thinks she could do it. She could identify people who could help her. She know a lot of people in this space who are conservative. She knows who to reach out to to put together a staff.

AMERICAN OVERSIGHT

If she is not the perfect person for OCR, could she work in Sec's office as an advisor.

(b)(6)

Hasn't worked full time in decades. It has all been part time since her kids were born.

Wrote for (b)(6)

Passionate about ed. (b)(6)

(b)(6)

Has kids in public schools and pvt schools.

Very much against Common Core. In favor of high standards and in favor of testing.

Clerked for 2 judges and practiced (b)(6). She represented school districts. This is how she got interested in these issues. 4 + years.

Gave advice to (b)(6)

Has never given advice as a GC but understands these issues so well and the politics that she is confident she could give good advice.

Would love to help in any way that works. Would love to come down and meet with Betsy.

(b)(6) She does not know him well.

(b)(6)

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:16:41 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6)

From: Al Hubbard <(b)(6)
Sent: Monday, March 13, 2017 5:59 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: (b)(6)

Has been interviewing with (b)(6) Thinks she is one of two finalists. Otherwise would be interested in our position. Her last interview was a week ago.

Does not know ED. Not her area. But would be interested.

Likes her life at (b)(6) Member of 4 person team that supports lobbying effort. Covers issues that are commercial side of business.

When she was (b)(6) she did do some in ED. But she is not that knowledgeable.

Has never run a large org but is confident she can do it. when she was (b)(6) (b)(6) she helped with mgmt.. At (b)(6) she has been trained in leadership. She has not actually run an organization.

How hard would it be to learn these issues? Not going to be really easy. There is a whole body of knowledge which she doesn't know. When it comes to particular legal issue, she is comfortable at being able to deal with it. (b)(6) s (b)(6) She was able to learn quickly.

Strengths—good clear headed versatile lawyer. Quick study. Great relationships in the legal community.

Weaknesses—not that knowledgeable of the issues. Civil Rights as it relates to disabled—(b)(6) IDEA—ok to send to states. Will always think of (b)(6)

She would be behind when she came in.

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(b)(6) would be a possibility. He worked with Kent? (b)(6) would be fabulous. You would be lucky to have him. Kent Talbert was GC under Margaret. I should call him.

Because of her lack of experience, I think we should not pursue her.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:19:14 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6)

From: Al Hubbard <(b)(6)
Sent: Monday, May 1, 2017 6:57 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6)
Cc: Eric Ventimiglia (Eric.Ventimiglia@ed.gov); Al Hubbard
Subject: (b)(6)

Teacher by trade. Has always been interested in politics and has been active as a volunteer. (b)(6)

(b)(6) Dept was in a mess when she arrived.

She would bring to the table her record of success. She always has the perspective of the teacher. Makes a conscientious choice to tie policy to teaching and learning.

She is interested in talking about the position. (b)(6)
(b)(6)

I asked the choice question. It is not a yes or no answer. She has exercised choice with her kids. They went to a parochial school. She believes very strongly that you can be for public schools and for choice. They do not have vouchers. They have started discussions about ESA's which she finds interesting. There are (b)(6) charter schools in (b)(6) and a handful of parochial schools. We should all be for school choice. She is not very knowledgeable about vouchers. She understands that in some situations, vouchers take $ away from the traditional public schools. The topic has not come up to a great degree in (b)(6) She believes vouchers should be decided at the state level.

She is a big fan of Betsy. Cannot stand the way she has been treated.

Conceptually, she is an advocate for choice and she realizes that means vouchers. But vouchers really wouldn't work in (b)(6)

Her vision for the position: reducing the bureaucracy, honoring ESSA's intent to reduce federal intrusion, give states' max flex. There is mismanagement of Title 4 funding. There need to be guardrails around it. Stem for girls. Incent states to offer more STEM

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opportunities. There needs to be alignment between states and the Fed govt. Career, College and Military readiness is the vision in (b)(6) five focus areas for this vision.

She thinks that the Sec's vision should be taken to the states and through incentives and compulsory rules get states to follow it.

Title 4 is $(b)(6) million per year in (b)(6) students take advantage of this afterschool program. The most vulnerable are the most involved.

The dept of ed needs to protect Title1, 2 and 4 funding and needs to set guard rails for it.

She would not support portability of Title 1 funding.

She is not for block grants because it could negatively impact the more challenged populations.

They have common core in (b)(6) It raised their standards.

They are in the process of improving their common core standards.

She appreciates the oppty for the discussion. She suffered under the over regulation of the Obama Admin.

She is obviously a great lady and very effective in (b)(6) I don't think she has the experience with urban situations that she needs. I also don't think she is truly pro choice the way Betsy is. She has not lived with it. And she definitely thinks the Federal govt should not give up its involvement in state decision making.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:14:40 +0000
To: Private - Betsy DeVos
Subject: Fw: John Bailey's comments on Communications people

From: Al Hubbard <(b)(6)
Sent: Thursday, March 2, 2017 1:26 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: John Bailey's comments on Communications people

1. (b)(6) would be very good. Knows policy and politics
2. (b)(6) (b)(6) Knows the dept
3. (b)(6) —worked with (b)(6) Good on political front. Knows policy very well. Thinks we can overcome Common Corp problem.
4. (b)(6) (b)(6) Has done it. True conservative.
5. (b)(6) —very good. Will be hard to get him.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:18:44 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6) - Asst Sec for OSERS

From: Al Hubbard <(b)(6)
Sent: Wednesday, April 26, 2017 4:43 PM
To: DeVos, Betsy (Windquest); Josh Venable
Cc: Eric Ventimiglia; Al Hubbard
Subject: (b)(6) -- Asst Sec for OSERS

From: Al Hubbard <(b)(6)
Date: Wednesday, April 26, 2017 at 2:22 PM
To: Al Hubbard <(b)(6)
Subject: (b)(6) Asst Sec for OSERS

Would be interested in the spec ed position.

Grew up in (b)(6) with a number of relatives with disabilities.

Taught the disabled for a number of years in public schools in NYC.

Then worked on national project for OSEP for four years which focused on children and youth who had severe disabilities.

Then worked a (b)(6) providing grants to k-12 disabled students.

(b)(6)

During this past year, he has served as (b)(6)
(b)(6)

Registered Repub. Has worked for Dem and Repub governors. Trump Voter (b)(6) s not a Common Corp state. (b)(6) No public statements ag. Trump.

What he would want to accomplish—increase school choice. There is a massive sp ed teacher shortage—he would want to make that a priority. He is very local and state govt focused. They are the closest to kids. Our job is to provide tools and resources and then get out of the way. Would want to make sure that IDEA and ADA are being followed and that students are not being discriminated against bec of their disability. Over the last 8 years, there has been way too much intrusion. Very hard to implement. He believes there is fed overreach and much should be sent back to the states. IDEA $ are enormous but the regs are very burdensome. 23 states have voucherized

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it. The problem is you sign away your IDEA protections. This needs to be figured out. He likes voucherizing as long as parents and kids are protected. There needs to be accountability for pvt schools just like with public schools. But the regs need to be dramatically reduced.

IDEA needs to be reauthorized. It is way past due. Should have been reauthorized in 2010. Should happen in next 3-5 years.

Believes in returning authority to states as long as these kids' civil rights are protected. He is a state and local guy.

Very comfortable with Betsy's agenda and the President's. Very much a believer in vouchers and charters.

Has worked closely with national organizations. Knows the staff at ED. Very passionate for these kids.

Would be able to move to DC. (b)(6)

Helped start the first charter school in (b)(6) or the disabled. (b)(6)
(b)(6)

Would like to know policy issues Betsy would like to talk with him about.

Has strong working relationship with (b)(6) senators and congressmen.

Would be very excited to serve and work for Betsy and Pres Trump.

References: (b)(6) Will send list and contacts.

I was very impressed. I want to check a couple of references and if positive, will recommend you both meet with him.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:20:51 +0000
To: Private - Betsy DeVos
Subject: Fw: just saw this

From: Al Hubbard <(b)(6)
Sent: Monday, June 26, 2017 9:41 AM
To: DeVos, Betsy (Windquest); Josh Venable
Subject: just saw this

From: IBJ <enewsletters@ibj.com>
Reply-To: "enewsletters@ibj.com" <enewsletters@ibj.com>
Date: Monday, June 26, 2017 at 6:00 AM
To: A Hubbard <(b)(6)
Subject: BREAKING: Notre Dame study: Voucher students experienced math achievement losses

Having problems reading this e-mail? View as web page

Monday, June 26, 2017

Breaking News: 8:49 AM

Notre Dame study: Voucher students experienced math achievement losses

The researchers analyzed student records for public and private school students in grades 3-8 during the first four years of Indiana's voucher program from 2011 to 2015. More

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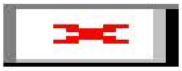
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From: Betsy DeVos
Sent: 1 Feb 2019 00:02:51 +0000
To: Private - Betsy DeVos
Subject: Fw: Katherine Bradley's response along with my original email.
Attachments: image001.png

From: Smick, David (b)(6)
Sent: Monday, June 26, 2017 10:12 AM
To: DeVos, Dick (Windquest); DeVos, Betsy (Windquest)
Subject: Katherine Bradley's response along with my original email.

Sent from my iPhone

Begin forwarded message:

From: Dick DeVos (b)(6)
Date: June 25, 2017 at 8:30:57 AM EDT
To: "Smick, David" (b)(6)
Subject: Re: Betsy DeVos

Will do.



From: David Smick (b)(6)
Date: Sunday, June 25, 2017 at 6:56 AM
To: Dick DeVos (b)(6) Dick DeVos
(b)(6)
Subject: Fwd: Betsy DeVos

Dick--Talk with Betsy and let me know your thoughts. Dave

Sent from my iPhone

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Begin forwarded message:

From: Katherine Bradley <(b)(6)
Date: June 24, 2017 at 7:17:27 PM EDT
To: David Bradley <(b)(6), David Bradley <(b)(6), Kathryn Bradley <(b)(6), "Smick, David" <(b)(6)
Subject: Re: Betsy DeVos

David,

I really appreciate this message, and of course the answer is yes: We would love to get to know them in any way you think is best. I have met Betsy a few times, briefly, but I do not really know her. I will follow your lead, here. We'd be happy to gather at your home, at ours - really whatever she is most comfortable with. Do you want to investigate a bit and circle back to me? My cell phone is (b)(6) Call anytime, as it's off if I cannot answer. (b)(6) (b)(6)

Thanks so much, and all best,
Katherine

On Fri, Jun 23, 2017 at 6:31 AM Smick, David <(b)(6) wrote:

> Katherine and David,
> Take about a small world. We were with our friends Dick and Betsy DeVos this weekend. In our conversation, they mentioned that a third party had mentioned several times your names, your interest in education policy and work with charter schools, and the fact that it might be useful for the four of you at some point to get together. I don't know the third party they mentioned, but if there is interest on your part furthering this Betsy and Dick would look forward to making a connection. These are terrific people. Betsy is interested in making a difference and always open to new ideas. You may have already gone to France for the summer. If not, let me know your thoughts and I'll pass them on.
> Best,

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David

Sent from my iPhone



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From: Betsy DeVos
Sent: 1 Feb 2019 00:14:25 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6) or OCO--Notes from interview and resume
Attachments: 2016 (b)(6) Comms Public Engagement.pdf

From: Al Hubbard (b)(6)
Sent: Thursday, March 2, 2017 9:55 AM
To: DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Cc: Al Hubbard
Subject: (b)(6) for OCO--Notes from interview and resume

Worked for (b)(6) in Bush 43. Would be willing to consider commun position. She is in a flexible position. Will send bio.

Why you would be good for this job. She knows the job. In 43 she was (b)(6) (b)(6)

(b)(6)
(b)(6) Was not a typical college student. started late. Took 5 years. Then got an MBA. Started working at 13. 3rd and 5th generation Mexican American. Can speak Spanish but not great at it.

Understands fed agencies. Knows how to get them to work together. Highly versed with crisis communication. Lots of experience on corporate side. Done a lot of media training for cabinet members and corp leaders. Knows how to navigate multiple media platforms.

Good writer. Wrote 2 books.

Best qualification for job—she has done it. Worked with (b)(6) in Bush 43. (b)(6) (b)(6)

Asked for example of how she managed a difficult commun situation. She worked with (b)(6) (b)(6) It was a big challenge to try to neutralize the establishment Repubs. She feels like she was successful at doing that. Her job was to get him elevated in the conservative movement.

She feels she is a great commun stategist. She is good at anticipating incoming opposition. Strategically navigating from point to point. Very good at building alliances. She likes to have a researcher with her and a writer.

Weaknesses—not a fast writer. Over-extending.

Willing to do some consulting for her sooner rather than later. Has time now.

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She is a big talker. Very self confident.

From: (b)(6) (b)(6)
Date: Thursday, March 2, 2017 at 9:30 AM
To: A Hubbard <(b)(6)
Subject: Resume

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(b)(6)

of the Freedom of Information and Privacy Act

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Withheld pursuant to exemption

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From: Betsy DeVos
Sent: 1 Feb 2019 00:16:02 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6) for OCO
Attachments: (b)(6) Resume 2017.pdf; (b)(6) Cover Letter for Dept of Edu.pdf

---

From: Al Hubbard (b)(6)
Sent: Wednesday, March 8, 2017 5:32 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6); Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: (b)(6) for OCO

Have talked to a couple of other dept. Cares a lot about education. Ed Dept is going to shake things up which is a good thing. Agrees with Betsy on everything, including charters and choice. Communication is going to be a challenge.

Why she would be good. Good at getting message out. has thick skin. Comfortable with controversy. (b)(6) (b)(6) Comfortable working directly with the press.

Would like to be the director of commun. Would consider being deputy dir of commun.

Strengths—good at taking complicated policies and boiling down to understandable bites. Good at principal management—media training, media prep, etc. Very good writer

Weaknesses—gets frustrated when others don't have high stds, overly efficient—can annoy other people, likes to get people going

She has never worked on the Hill. She doesn't view as a neg. she knows how to create news. When on the Hill, the press comes to you.

It is annoying how organized she is.

Very detailed oriented but there is always room for improvement. Some times she rushes too much.

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She is pretty far along with these other agencies. We need to get in gear.

I was impressed with her on the phone. Not sure she should be the Asst Sec but my gut is she would be fantastic as Deputy Asst Sec. I encourage you both to meet with her asap.

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of the Freedom of Information and Privacy Act

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of the Freedom of Information and Privacy Act

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From: Betsy DeVos
Sent: 1 Feb 2019 00:17:43 +0000
To: Private - Betsy DeVos
Subject: Fw: Making Contact

From: MarySue Coleman <(b)(6)
Sent: Tuesday, April 11, 2017 4:42 PM
To: Josh Venable
Cc: DeVos, Betsy (Windquest)
Subject: Making Contact

Dear Josh, I hope this email finds you well settled at the Department of Education! There is certainly much work to be done. I wanted to reach out to you to re-establish contact and also ask for your official email address since this one is the only one that I have. I did want to let you and Betsy know that in about two weeks, AAU (Association of American Universities), which I head, will be releasing a new and comprehensive report entitled **AAU Campus Activities Report: Combating Sexual Assault and Misconduct**. This troubling issue has been much in the news in the past few years and I have been heartened and impressed by how active AAU campuses have been in changing policies and procedures to help educate students and provide fair adjudication for all. When the report is released, I would be pleased to discuss it with you and Betsy. There are important lessons learned that we hope will be applicable for many colleges and universities. I look forward to hearing from you. Mary Sue Coleman

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From: Betsy DeVos
Sent: 1 Feb 2019 00:05:09 +0000
To: Private - Betsy DeVos
Subject: Fw: Meeting request
Attachments: image001.png

From: Lee Douglass Simmons (b)(6)
Sent: Thursday, February 9, 2017 8:25 AM
To: Al Hubbard
Cc: DeVos, Betsy (Windquest); Josh Venable
Subject: Re: Meeting request

Happy to work on this meeting.
Thanks!
Dougie

Dougie Simmons
Cell (b)(6)
Email: (b)(6)

On Feb 9, 2017, at 6:10 AM, Al Hubbard (b)(6) wrote:

> Terrific.
>
> ---
>
> **From:** Betsy DeVos (b)(6)
> **Date:** Wednesday, February 8, 2017 at 11:10 PM
> **To:** A Hubbard <(b)(6) Josh Venable <(b)(6)
> **Subject:** Re: Meeting request
>
> Al/Josh – I would very much like to see if we can make a brief meeting with me work with this group. Maybe Dougie can work on this?
>
> <image001.png>

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From: Al Hubbard (b)(6)
Date: Wednesday, February 8, 2017 at 7:02 AM
To: Josh Venable (b)(6) Betsy DeVos (b)(6)
Subject: FW: Meeting request

From: Dee Haslam (b)(6)
Date: Wednesday, February 8, 2017 at 7:01 AM
To: Al Hubbard (b)(6)
Subject: Re: Meeting request

Staff meeting will be fine. I don't want to put Betsy in awkward position. But these are really good schools.

Sent from my iPhone

On Feb 8, 2017, at 6:56 AM, Al Hubbard (b)(6) wrote:

> Yes, so exciting.
>
> I will not be in office by the 22nd. Will be a while. I will forward this to Betsy and her staff and I'm sure they will make it happen.
>
> ---
>
> **From:** Dee Haslam <(b)(6)
> **Date:** Tuesday, February 7, 2017 at 9:45 PM
> **To:** Al Hubbard (b)(6)
> **Subject:** Meeting request
>
> Al
>
> Pretty exciting day! I hate to be one of your first requests but I work with Breakthrough Schools in Cleveland and we will be in DC on the 22nd along with other representatives from some of the best charters. See below. If possible if we could have a half hour to just make intros. That would be amazing. If Betsy is available great or with your staff is fine too!
>
> We are so pumped! I'll be there on the 18th. Jimmy has a PFJ meeting.

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Thx!

Dee

From: Marvin Smith
Sent: Tuesday, January 24, 2017 4:05 PM
To: John Zitzner
Cc: Mike Feinberg; Courtney Criswell; Roquel Crutcher
Subject: 2/22 DeVos Meeting - Attendee List and School Background

John,

I'm writing to share a list of CMO leaders we'd recommend join you for a meeting with Betsy if we can get on her calendar on 2/22. It would be great to shoot for an early morning meeting if possible – perhaps 8:30 a.m. – to get ahead of our Hill meetings. We would love to talk with Betsy about the investments in K-12 education made by both the Congress and U.S. Department of Education that have made an enormous difference in growing high quality schools.

Thanks for your efforts to make this happen for us!

Best,
Marvin

Attendee List

- **Marcia Aaron, Executive Director, KIPP LA**

KIPP LA Schools is a nonprofit organization that operates 13 public charter schools in South and East Los Angeles. KIPP LA's students are 99% African-American or Latino, and 90% qualify for the federal free and reduced price meal program. KIPP LA's schools are among the highest-performing schools in LAUSD serving a majority of students from low-income communities. Over 75% of KIPP LA's alumni are persisting in college. We are part of the nationwide KIPP (Knowledge Is Power Program) network, which is dedicated to preparing students in underserved communities for success in college and in life.

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· **Constance Brewer, Chief External Affairs Officer, Noble Network of Charter Schools**
Noble is Chicago's largest and highest performing network of public high schools, providing a non-selective, open-enrollment education at 17 campuses. More than 90 percent of Noble graduates matriculated to college last year. Noble campuses are located in some of Chicago's highest need communities and serve a student population that is 89% low-income and 98% minority. As a public non-selective high school, there are no testing requirements for enrollment at any of Noble's campuses. The Noble Network of Charter Schools is the 2015 winner of the Broad Prize for Top Public Charter School System in the nation.

· **Cheye Calvo, Chief Growth and Community Engagement Officer, Rocketship Education**
Rocketship Education is a network of public K through 5 charter schools dedicated to eliminating the achievement gap in our lifetime. Founded in the Bay Area in 2007, the Rocketship family has since grown to serve Rocketeers in thirteen schools across three regions. We're proud to serve the diverse communities of the Bay Area, Milwaukee and Nashville, with our first Washington DC school opening in fall 2016. Rocketship is more than a school system—it's a growing family of teachers, leaders, parents and communities, all dedicated to making a positive change for our future.

· **Courtney Criswell, Senior Director of Government Affairs and Policy, KIPP Foundation**
KIPP is a national network of 200 free, open-enrollment, college-preparatory, public charter schools with a 20-year track record of preparing students in low-income communities for success in college and in life. The nonprofit KIPP Foundation trains and develops outstanding educators to lead KIPP schools; provides tools, resources and training for excellent teaching and learning; promotes innovation; and facilitates the exchange of insights and ideas across KIPP and other public schools and organizations.

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· **Mark Di Bella, Chief Executive Officer, YES Prep Public Schools**

Since we opened our doors in 1998, YES Prep has continuously redefined possible for students, families and the public education system at large. Today, with 16 schools in operation, serving 11,600 students throughout Houston, YES Prep is living proof that different outcomes are possible when students from low-income communities are given access to high-quality educational opportunities.

· **Mayor James Diossa, Board Chair, Blackstone Valley Prep Mayoral Academy**

Blackstone Valley Prep (BVP) Mayoral Academy is a network of tuition--free public schools chartered by the Rhode Island Department of Education. As a growing network that is part of the Charter School Growth Fund portfolio and Rhode Island Mayoral Academies, BVP offers a high-quality public school choice to the families of Central Falls, Cumberland, Lincoln, and Pawtucket and currently serves just under 1,600 scholars in grades K--11 across 6 schools. Apart from academics, we believe that preparing scholars for the world beyond also means experiencing the diversity of the world we live in today. By design, our network is intentionally diverse. We accept students from four unique sending districts, two from the traditionally higher--income communities of Cumberland and Lincoln and two from the predominantly lower--income communities of Pawtucket and Central Falls.

· **Marco Petruzzi, President and Chief Executive Officer, Green Dot**

Green Dot Public Schools is a network of public charter schools in Los Angeles, California; Memphis, Tennessee; and Tacoma, Washington. Green Dot middle schools offer grades six to eight, and our high schools offer grades nine to 12. Our schools are free and open to all students, like other public schools. Unique in the nation for a major non-profit charter management organization, Green Dot is proving it can achieve better student outcomes with the same student population, lower per pupil funding than the district and a unionized workforce. We are the leading charter school operator

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in Los Angeles and one of the top three largest in the nation. The U.S. Department of Education has featured Green Dot as a national leader in school turnarounds, and we are the only charter school operator in the country to lead the turnaround of a 3,000-plus student high school.

· **Larkin Tackett, Executive Director, IDEA Public Schools in Austin**

IDEA Public Schools believes that each and every child can go to college. Since 2001, IDEA Public Schools has grown from a small school with 150 students to the fastest-growing network of tuition-free, Pre-K-12 public charter schools in the United States. IDEA was recently named America's Best Charter School Network and boasts national rankings on The Washington Post and U.S. News & World Report's top high schools lists. IDEA serves nearly 30,000 college-bound students in 51 schools across three Texas regions and is on-track to maintain its legacy of sending 100% of its graduates to college.

· **Samantha Tweedy, Chief Advancement Officer, Uncommon Schools**

Uncommon Schools starts and manages outstanding urban public charter schools that close the achievement gap and prepare low-income students to graduate from college. We are a nonprofit network of public charter schools in New York, New Jersey and Massachusetts. Our 49 college-prep schools consistently rank among the highest-performing in their home states. Uncommon serves more than 16,000 scholars across our elementary, middle and high schools and our graduates earn Bachelor's degrees at 5x the rate of low-income students nationally.

· **Kimberly Vanderhoef, Policy Advisor, Success Academy Charter Schools**

Founded in 2006, Success Academy Charter Schools is the largest and highest-performing free, public charter school network in New York City. Admission is open to all New York State children, including those with special needs and English language learners. Students are admitted by a random lottery held each April. Success

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Academy operates 41 schools serving 14,000 students in Manhattan, Brooklyn, Queens and the Bronx. Across the network, 76% of students are from low-income households; 8.5% are current and former English Language Learners, and 15% are current and former special needs students. About 93% of students are children of color.

· **John Zitzner, President, Breakthrough Schools**
Breakthrough Schools is the highest-performing network of free, public charter schools in Cleveland, Ohio for the second year in a row. Our nationally recognized network of schools was formed in 2010 by three of the highest-performing, non-selective, college preparatory, urban public charter schools in Cleveland — Citizens Academy, E Prep, and The Intergenerational School. We are building upon our successes by opening new schools throughout Cleveland. Our vision is to further Greater Cleveland's transformation by providing distinctive school options for no fewer than 5,000 children by 2020. We currently serve over 3,000 students throughout Cleveland.

John Zitzner
Friends of Breakthrough Schools
216.373.7801 jzitzner@breakthroughschools.org
3615 Superior Ave., Suite 3103A, Cleveland, OH 44114

Breakthrough Schools is among the highest-rated network of free, public charter schools in Ohio.
For more information, visit: www.BreakthroughSchools.org
Sent from my iPhone



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From: Betsy DeVos
Sent: 1 Feb 2019 00:21:22 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6) --OPE; (b)(6)

From: Al Hubbard (b)(6)
Sent: Monday, June 26, 2017 11:02 AM
To: DeVos, Betsy (Windquest); Prince DeVos, Elisabeth; Josh Venable; Eric Ventimiglia
Subject: FW: (b)(6) OPE; (b)(6)

From: A Hubbard <(b)(6)
Date: Tuesday, May 23, 2017 at 1:06 PM
To: Josh Venable (b)(6), Eric Ventimiglia <Eric.Ventimiglia@ed.gov>, Jana Toner <Jana.Toner@ed.gov>
Cc: A Hubbard <(b)(6)
Subject: (b)(6) OPE; (b)(6)

He is very interested. His career has been in community colleges. Served as president 2 different colleges and 2 different systems. (b)(6) was the last one. Prior to that it was for (b)(6) He provided training for (b)(6) (b)(6) (b)(6) There were 2020 goals. He got them all accomplished before he left. Industrial certificates were a big piece of it. Critical piece was putting in new programs to meet needs of business.

His vision for Fed Govt and higher ed: Higher Ed Act needs to be re-auth, Fed student loan program needs overhaul—very punitive, encourages over borrowing, the Dept needs to be a service agency rather than a regulatory agency—the last admin created all these new regulations. There needs to be a focus on workforce— more opportunity for technical degrees. There is big demand for skilled workers.

Has been doing consulting since he retired. Very excited about this. Very impressed with Betsy.

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Wants to align with this Admin.

OCR over reached tremendously under Obama. It needs to be addressed.

His reaction to not having exp in 4 year colleges. Has worked with them. In bot(b)(6) (b)(6) met monthly with 4 year schools. Their issues are similar to CC. A former president of 4 year college doesn't have exp with CC. CC serve half the students of higher ed.

Has never spoken out against Trump. He is a Repub.

Common Core—didn't delve into it. Was not a big proponent of it.

References—(b)(6) (b)(6)
(b)(6)

Very excited about this Admin and what it stands for. No problem with moving to DC or the salary.

My gut—I liked him. Don't know if it is a weakness that he has never run a 4 year institution. I'll check with(b)(6)

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From: Betsy DeVos
Sent: 1 Feb 2019 00:00:52 +0000
To: Private - Betsy DeVos
Subject: Fw: more notes on (b)(6)

From: Lehman, Joseph G. (b)(6)
Sent: Tuesday, February 21, 2017 10:42 AM
To: DeVos, Betsy (Windquest)
Subject: more notes on (b)(6)

Betsy, it was great to talk to you yesterday about (b)(6) and other opportunities.

I wanted to add a couple of things about (b)(6) that occurred to me after we talked.

First, I would describe (b)(6) as a "happy warrior." That disposition is crucial for someone in our world where we lose, at least temporarily, a lot of the battles we choose to fight. That's the nature of pushing the envelope. Being a happy warrior means (b)(6) doesn't let discouragement knock him off track or drag other people down. Rather, his demeanor is an encouragement to the team.

Second, I watched him successfully lay a trap for our friend (b)(6)
(b)(6)

I can't think of any lawyer more devoted to pushing back against union obstruction and abuses in education.

Joe

Joseph G. Lehman
President
Mackinac Center for Public Policy
140 West Main Street
P. O. Box 568
Midland, MI 48640

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From: Betsy DeVos
Sent: 1 Feb 2019 00:17:13 +0000
To: Private - Betsy DeVos
Subject: Fw: notes from conversation with Jim Blew

From: Al Hubbard [(b)(6)]
Sent: Wednesday, April 5, 2017 5:23 PM
To: DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Cc: Al Hubbard
Subject: notes from conversation with Jim Blew

Has talked to White House. Has submitted the forms.

Knows my wife from AFC. Has managed the Walton K-12 and political. Did it for 10 years. Then took over Students First from Michelle Rhee and folded into another org.

Was a political consultant. John Walton hired him to help with ballot measure on choice and went to work for John and took over for him when he died.

OPEPD seems to be bureaucratic. Has an MBA. Is a good manager. Wants to make it a clearing house for good ideas.

When he was with Walton he focused on charters and choice. Since then, he has spent time with traditional public schools.

Has worked with David Harris and thinks the world of him.

Cell [(b)(6)]

He is very excited about this oppty.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:16:14 +0000
To: Private - Betsy DeVos
Subject: Fw: notes from Paul Peterson of Harvard-PEPG

From: Al Hubbard (b)(6)
Sent: Wednesday, March 8, 2017 6:12 PM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Cc: Al Hubbard
Subject: notes from Paul Peterson of Harvard-PEPG

(b)(6) —very good but prickly. Should be at CEA.

(b)(6) —likes him a lot. Worked at CBO. Would be good at IES.

(b)(6) Excellent administrative skills. Has run the Credo studies on charters. Would be great running IES.

(b)(6) —doesn't know him. Jeb likes him a lot. In Ed School. Doesn't know where he is on choice, etc. Into digital learning. Marty know him well.

(b)(6) he is the best. Perfect for OPEPD.

(b)(6) Extremely smart. Could do IES or OPEPD.

(b)(6) Easy to work with. Very sound.

Eric, pls add (b)(6) and (b)(6) to our list and for me to call. And update the others. Thx.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:10:43 +0000
To: Private - Betsy DeVos
Subject: Fw: Office Plans
Attachments: LBJ_7_afm ANSI B SECRETARY SUITE[1].pdf

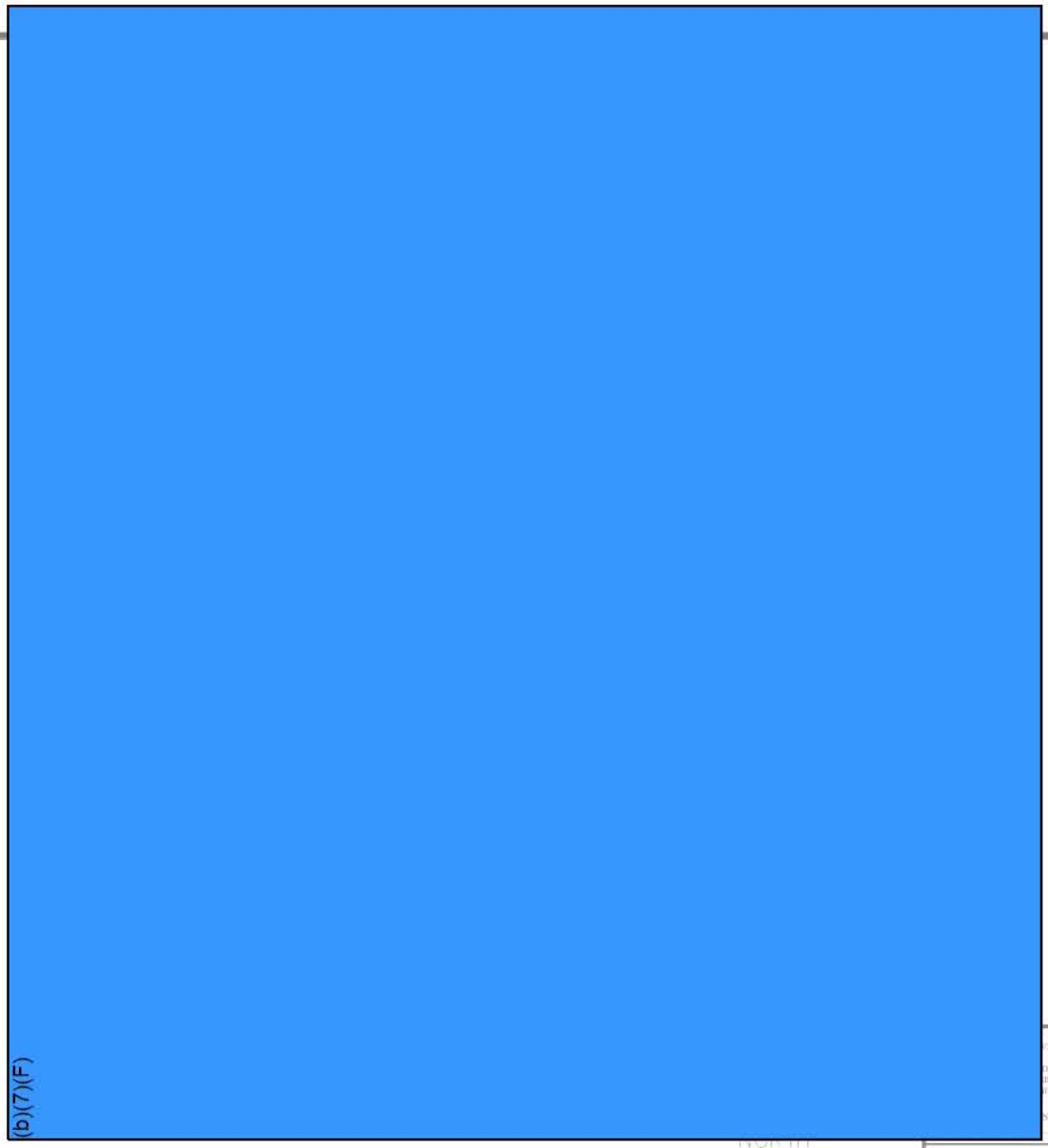
From: Josh Venable [(b)(6)]
Sent: Friday, February 17, 2017 7:42 AM
To: DeVos, Dick (Windquest)
Cc: DeVos, Betsy (Windquest)
Subject: Office Plans

Dick,

Attached are floor plans for the Secretary's Office at ED. Please let me know if you need anything further.

Thanks,
Josh

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WASHINGTON, DC 20202

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From: Betsy DeVos
Sent: 1 Feb 2019 00:18:59 +0000
To: Private - Betsy DeVos
Subject: Fw: Potential staff
Attachments: (b)(6) .docx

From: Michelle Rhee <(b)(6)
Sent: Sunday, April 30, 2017 8:41 PM
To: Josh Venable; DeVos, Betsy (Windquest)
Subject: Potential staff

Secretary Devos-

Hope you're well and hanging in there. I know how rough things can be! I am forwarding you the resume of someone I think could be an interesting person for your senior team. He is an (b)(6) who was (b)(6) He was also (b)(6) He is a Republican who has very strong relationships with lots of conservatives. He's also a bona fide ed reformer and wonderful to work with. Let me know if you have any questions!

Michelle Rhee

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of the Freedom of Information and Privacy Act

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From: Betsy DeVos
Sent: 1 Feb 2019 00:57:28 +0000
To: Private - Betsy DeVos
Subject: Fw: Praying

From: Tony <(b)(6)
Sent: Wednesday, February 8, 2017 8:16 PM
To: DeVos, Betsy (Windquest)
Subject: Praying

Dear Betsy,

I know you've been catching quite a bit of flak. I was prompted to drop you a line of encouragement.

I sense these times when you face challenge from the left and the right means that you are touching on an important and timely issue.

I trust you and your integrity to advocate for children and families. I also pledge whatever I can do to join you in this important work. Finally I pray for the Lord to sustain you and your family in this season of utter dependence.

peace and grace to you.

Tony

Sent from my iPhone

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From: Betsy DeVos
Sent: 1 Feb 2019 00:20:21 +0000
To: Private - Betsy DeVos
Subject: Fw: References for Wayne Johnson

From: Al Hubbard (b)(6)
Sent: Thursday, June 15, 2017 7:36 PM
To: Prince DeVos, Elisabeth; DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Cc: Al Hubbard
Subject: References for Wayne Johnson

Reference from Phil Tomlinson:

Founder of Total Systems which is the second largest credit card processor in the world. Columbus, GA. He and I are acquaintances—my brother lived in Columbus.

Has known him for 25 years. One of smartest guys he knows. Very hard worker. Very creative. Always wanted to be in education.

They have 800 million customers. He is used to big numbers. He liked him so much he hired him. Would be good at running a big organization. Good with people. He is opinionated but not obnoxious. He has probably already put together a business plan. TSS services 35-40 million student loans today. He is a good politician. As hard a working guy as he has ever seen.

He gets excited. He will talk, talk, talk. You like being around him because he is so smart. He has charm.

Weaknesses: tries to do too many things at one time. He builds companies and sells them. Still trying to figure out what he wants to be when he grows up. He sees this as the way to get into the education world which is his passion.

He would kill himself for you. He will listen to his boss and smart people. He doesn't tolerate fools well. He will know exactly how to deal with contractors. He will have to learn how to deal with govt employees.

Reference from Don Shafer who has run 4 different financial services companies:

If Wayne Johnson would be willing to do it, he would be great. Known him for 8 years. Done business deals with him. Have given him $ without knowing the endgame. Has total trust. Has incredible analytical skills. Is wiling to challenge people. He listens well

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to other people. He wants input. Very action oriented. Is a bulldog in a good way. It is get the job done.

Has not worked with him when he managed lots of people. He is good at delegating and holding them accountable. He believes he can do that.

Wayne understands banking extremely well. Knows the card business, the payment business. He will bring in awesome ideas.

Weaknesses: can be righteous and annoyed if people haven't done what they were supposed to.

Very good at analyzing things and challenging folks. He will make the call. He has contacts throughout the financial services area to bring in to help.

He would relish idea of making it more efficient.

Reference from Jim Robinson, former CEO of American Express:

Wayne is an entrepreneur. Knows how to run a big operation that is a data processing machine.

Very creative. Gets along well with people. Does he listen—yes and no. Jim has had a good interactive relationship with him.

Knows technology

How would he be with the politics. Has a good nose for it. Will be persisitant but won't offend. He is a rainmaker. Can negotiate well.

Weaknesses: trying to do too much.

Just known him for 2 years but very intensely with Wayne's current co. Jim is on his board and has invested in his co.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:59:43 +0000
To: Private - Betsy DeVos
Subject: Fw: Rep. Brat: School choice means the freedom to learn

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From: Scott Wierda (b)(6)
Sent: Friday, February 10, 2017 6:50 PM
To: DeVos, Betsy (Windquest)
Subject: Fwd: Rep. Brat: School choice means the freedom to learn

Hi. I know you are very strong...but i also know we are all human. There is a huge support base in your camp and are thankful for your willingness to serve and right the education ship. Stay strong...We are all rooting for you. See below a recent position my friend Congressman Dave Brat was quoted saying....

Sent from my iPad

Scott Wierda
Managing Partner

CWD Real Estate Investment
50 Louis NW Suite 600 | Grand Rapids | Michigan 49503
(b)(6) Phone (b)(6)



Follow us on....



From: "McMorris Rodgers, Cathy" (b)(6)
Date: February 10, 2017 at 3:33:21 PM EST
To: (b)(6) (b)(6)
Subject: FW: Rep. Brat: School choice means the freedom to learn

Dave,

Thanks for your great words on school choice and the freedom to learn. It's important to have your voice out there on this.

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Appreciate all that you do.

Cathy

View this email in your browser

GOP COMMUNICATIONS

House Republicans
Chair Cathy McMorris Rodgers

School Choice Means the Freedom to Learn



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VIEW ONLINE | *By Rep. Dave Brat (R-VA)*

As a former economics professor for two decades, I believe wholeheartedly in the value of a good education and I have seen first-hand the doors that can open when students have the opportunity to excel. That opportunity stems from the freedom of the mind and the freedom embedded in school choice.

It's fitting that School Choice Week fell during the presidential cabinet confirmation process. Our soon-to-be Secretary of Education, Betsy DeVos, is a champion for students. I look forward to working with her on expanding opportunities and building on our past success.

I am an enthusiastic supporter and co-sponsor of Scholarships for Opportunity and Results (SOAR) Act, H.R. 4091, which the House passed last year. This bill gives scholarships to students from low-income families in the District of Columbia so they can attend the school of their choice. It improves educational outcomes and empowers both parents and students.

The chance to attend a private school has changed the trajectory of the young lives of these students in D.C. Instead of experiencing the district's current 58 percent graduation rate, students that participate in the D.C. Opportunity Scholarship Program (OSP) have a 90 percent graduation rate. Eighty eight percent of these students go on to a two- or four-year college or university. With more than 8,500 student names on waiting lists for the program last year, it is clear that parents and students appreciate the advantage the program provides. The program's success speaks for itself.

Too often the debate on school choice is political. We forget about the lives of the children, who have everything riding on this opportunity, and we also forget the competing philosophies behind the debate.

As an economics professor, the question of school choice boils down to this simple fact: the public school system relies upon a monopoly position in both economics and politics. I is the status quo. The foremost economist Adam Smith showed that monopolies create the worst outcomes, both in quantity and quality in all markets. Competition sparks

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creativity and variety. Additionally, our founding father James Madison showed that we also arrive at the best political outcome when there is competition between many small factions. Not centralized government.

At an even deeper level, the fundamental argument for freedom of conscience becomes even stronger. We have seen this throughout the course of our nation's history.

Through choice, the individual has power. Parents are closest to their children; and therefore are in the best position to hold the power to see that their children are educated in a way that best suits their individual needs.

Currently, poor parents are penalized because they do not possess the financial means to vote with their feet when they live in a failing school district. While wealthy parents can move to an excellent school district in the right zip code, poor parents and their children remain trapped. School vouchers and other programs level the playing field.

We just celebrated Martin Luther King Day, a man whose writings and philosophy of freedom deeply inspire and motivate me. His PhD in Protestant theology greatly influenced his thought and writings, and his speeches were imbued with the Hebrew and Greek scriptures he had intensely internalized.

I share with King a common vision of our nation united, borne from Christian love and freedom and responsibility.

King was a warrior who fought against injustice in his time. Today, we have come a long way on racial equality, but injustice persists. Middle-class wages have remained stagnant for 30 years. Inner-city crime rates and educational attainment levels are way off track.

Part of the problem is that our K-12 education system is failing our kids; they are not being taught about business or ethics or about the Judeo-Christian tradition. Families have been decimated, and criminal justice is now under assault in every direction. Something is very wrong.

So the first thing we in Congress should do is to return the power of choice, and the funds that come with that, from the federal level back down to the states and the localities, and ultimately to the parents.

This will surely upset the status quo but it is necessary to break up the monopoly in education so that students everywhere can enjoy the same chance of success that those in the best zip codes do. Freedom and choice took down kings around the world and

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From: Betsy DeVos
Sent: 1 Feb 2019 00:12:38 +0000
To: Private - Betsy DeVos
Subject: Fw: Request for help in connecting with Sec. Carson

From: Ryan VerWys [(b)(6)]
Sent: Friday, February 24, 2017 4:03 PM
To: DeVos, Betsy (Windquest)
Subject: Request for help in connecting with Sec. Carson

Dear Besty,

I hope you are doing well! Rachel and I have been praying for you in this season of amazing opportunity and growing influence. We are grateful for your servant's heart and for your willingness to serve the children and families of our country in your new role as Secretary of Education. As you might remember, I am now in my second year of serving as CEO at ICCF (not nearly as challenging a role as you now have) and I'm finding great fulfillment and joy in this new calling. I hope you are finding similar contentment in your new role.

I am writing today to ask if you might be willing to help me connect with HUD Secretary Carson's office to request a meeting so we could share with him briefly about the work that ICCF does and share with him how various HUD policies and programs have helped us from a Christian community development organization's perspective.

ICCF was recently awarded Low-Income Housing Tax Credits (LIHTC) by the Michigan State Housing Development Authority (MSHDA) to build over 100 units of affordable housing in two separate developments here in Grand Rapids. ICCF is developing these homes in partnership with a firm based in Baltimore and my colleague Ryan Schmidt and I plan to be in the area from March 31-April 4 to meet with them. We also will be in DC to connect with our elected officials and potentially with Sec. Carson if that works out.

I understand that your plate is very full, but thank you for considering this request to help us connect with your new colleague,

Grace and peace,

Ryan J. VerWys
President and CEO
INNER CITY CHRISTIAN FEDERATION

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920 Cherry St. SE, Grand Rapids, MI 49506
Direct (b)(6) | Fax: 616-336.9323 | Website: www.iccf.org

ICCF…Making places to come home to.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:13:12 +0000
To: Private - Betsy DeVos
Subject: Fw: Resume and additional info from (b)(6)
Attachments: (b)(6) esume.docx, additional info for Al Hubbard.docx

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From: Al Hubbard <(b)(6)
Sent: Monday, February 27, 2017 5:45 AM
To: DeVos, Betsy (Windquest); Josh Venable
Subject: FW: Resume and additional info from (b)(6)

From: (b)(6) <(b)(6)
Date: Sunday, February 26, 2017 at 10:48 AM
To: A Hubbard <(b)(6)
Subject: Resume and additional info from (b)(6)

Hi Al,

Per our conversation: here is my resume and some additional thoughts about the historic opportunity we have to reduce the size, scope and influence of the USDOE.

I so look forward to our next conversation and meeting you in person.

Best,

(b)(6)

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Some of my thoughts concerning the proper role of the federal government in public education.

It's time to once and for all reign in the U.S. Department of Education.

With a business approach to "downsizing", the Department of Education can be reduced not only in mission and scope, but size. As the (b)(6) used my business skills to create a smaller, leaner, more efficient (b)(6) The same can be done at the federal level with the right kind of leadership and experience.

I am a firm believer in the U.S. Constitution. The 10th amendment makes it clear that where the constitution does not give the federal government explicit authority to act, then that authority rests with the states. This is precisely how we must approached public education going forward.

As a former (b)(6) I know the huge burden states face when the USDOE implements regulations and rules that go far beyond the intent of the laws passed by congress.

One of the first thing the USDOE should do is a review and justification of all existing regulations imposed on states by the federal government.

- ***Does the regulation pass 10th amendment scrutiny?***
- ***Does it serve an educational purpose?***
- ***Is it the proper role of the federal or best left to the states?***

If the rule or regulation doesn't meet each of these three requirements then the matter should be left to the individual states.

I am a strong supporter of school choice, accountability, merit pay and local control. Having said that, I don't believe the federal government has the constitutional authority to dictate to states on matters of education. I don't support the federal government requiring states to enact certain policies nor should the federal government use financial incentives to induce states to adopt education policies or programs. Just as the federal government should not require or entice states to adopt policies or programs neither should the federal government require or entice states to abandon policies or programs the state has chosen to implement.

States can and will be the incubators of great education practice. The innovations and great ideas that will improve education will come from the states not the federal.

In conclusion: I believe there is a once in a generation opportunity to actually reduce the size, scope and influence of the U.S. Dept. of Education.

I look forward to the exciting opportunities ahead. If the administration is serious about reducing and limiting the federal governments roll in education, then I stand ready and willing to use my skills and extensive experience to make this a reality.

Respectfully Submitted,

(b)(6)

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From: Betsy DeVos
Sent: 1 Feb 2019 00:04:45 +0000
To: Private - Betsy DeVos
Subject: Fw: Resume for General Counsel
Attachments: Carlos Muniz Resume.pdf, ATT00001.htm

From: John Kirtley <(b)(6)
Sent: Thursday, February 9, 2017 6:12 AM
To: DeVos, Betsy (Windquest)
Subject: Resume for General Counsel

Betsy,

I was so great to see you last night. I cannot adequately express my thanks to you for taking on this mission.

Attached is the resume of the potential General Counsel we discussed. I dare say that he might be the ideal candidate. My wife worked with him operate on a daily basis as AG Bondi's Chief of Staff and Deputy AG. He exhibited the talents that I think would be critical for your General Counsel position. He could not be more philosophically aligned.

We have so many ideas for things for you to do. As we discussed last night, I would love to see your first state tour be of the one where the new definition of public education has progressed the furthest. In Florida, 30% of the K12 students funded by the taxpayers don't attend their zoned public school.

You could start with a day in the Miami Dade school district, the nation's fourth largest, where over 70 percent of children funded by taxpayers don't attend their zoned school:

* You begin with the Superintendent of the public school district-who has invited you--who gives you a tour of his i-Prep blended learning magnet school, which he personally started and where he is still the principal.

* He then takes you to an another magnet, an all girls high school that is consistently ranked one the top ten high schools in the country, despite serving mostly low income and minority children

* You then visit the faith based school that was started in the Miami Rescue Mission in Overtown, one of Miami's poorer neighborhoods. Every student at this school attends on the tax credit scholarship program.

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* Perhaps to end the day in Miami we find a school that specializes is serving children with special needs, which takes McKay and Gardiner scholarships

Then you could spend a day in Orlando:
* You visit St. Andrew Catholic School to highlight the Notre Dame ACE Academies, which is a national effort to bring outstanding academics to Catholic schools serving poor students (kind of like a Catholic school TFA). This school is in a very low income neighborhood, where Step Up has over 2,000 children on scholarship in two contiguous zip codes.
* Then visit Evans High School (just up the road)--a public high school that for many years struggled as an F school. You would highlight it as a great example of a community school that provides wraparound services to low-income students, and has managed to turn around dwindling enrollment and dismal student achievement at a once-struggling school. They have achieved this turnaround even though poor parents are empowered with choice in this neighborhood. These practices have created a thriving institution widely cited by teachers unions as a model. While at Evans, highlight Orange County Public Schools' success expanding access to AP courses for disadvantaged students.
* Pay a visit to the headquarters of the Florida Virtual School and talk about how online education can expand access to high-quality courses. Maybe even have a student from a rural district talk with you about how they learned Mandarin through their offerings.
We'll plan a trip for you to Jacksonville and Tampa Bay with even more wonderful opportunities.
I would also love to connect your daughter to (b)(6) the medical venture capitalist we talked about last night.
Betsy, thank you again for you willingness to serve!
Sincerely,
John

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Carlos G. Muñiz

(b)(6)

Government Experience

Office of Attorney General Pam Bondi, *Deputy Attorney General and Chief of Staff*. Managed 400-lawyer agency. Oversaw all functions, including major litigation, legislative affairs, and communications. Matters handled include national "ObamaCare" lawsuit, BP oil spill response, and national mortgage settlement. Jan. 2011 to Jan 2014.

Florida House of Representatives, *Deputy Chief of Staff and Counsel*. Served three speakers and oversaw multiple policy councils, including education council. Directed successful litigation against Seminole Gaming Compact. Jul. 2007 to Oct. 2009.

Florida Department of Financial Services, *General Counsel*. Managed 50-lawyer department and directed outside counsel. Apr. 2005 to Nov. 2006.

Office of Governor Jeb Bush, *Deputy General Counsel*. Legal advisor to governor and staff, and member of senior management. Oversaw agency legal departments and directed outside counsel. Authored appellate briefs. Jan. 2001 to June 2003.

Law Firm Experience

McGuireWoods, Tallahassee, FL. *Partner and SVP*. Practice focuses on state attorneys general. Civil litigation matters include defense of FSU in Jameis Winston Title IX case and defense of for-profit education client in multi-state investigation. Jan. 2014 to pres.

GrayRobinson, P.A., Tallahassee, FL. *Shareholder and Counsel*. Practice included civil and administrative litigation. Apr. 2010 to Jan. 2011; June 2003 to Apr. 2005.

Bancroft PLLC, Washington, D.C. *Managing Director*. Practice included civil litigation and general corporate counseling. Oct. 2009 to Apr. 2010.

Hogan & Hartson L.L.P., Washington, D.C. *Associate*. Member of business, finance, and corporate practice group. Sept. 1999 to Dec. 2000.

Education and Federal Judicial Clerkships

Yale Law School, J.D., June 1997. Member of *Yale Law Journal*.

University of Virginia, B.A. with High Honors in Government and Foreign Affairs, May 1991. Echols Scholar; Government Honors Program; Phi Beta Kappa.

Judge José A. Cabranes, U.S. Court of Appeals for the Second Circuit. 1998 Term.

Judge Thomas A. Flannery, U.S. District Court, District of Columbia. 1997 Term.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:18:19 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6) for k-12

From: Al Hubbard (b)(6)
Sent: Thursday, April 20, 2017 6:22 AM
To: DeVos, Betsy (Windquest); Josh Venable (b)(6) Eric Ventimiglia (Eric.Ventimiglia@ed.gov)
Subject: Re: (b)(6) for k-12

Terrific. What did you think of (b)(6) (b)(6) (b)(6) Others?

From: Betsy DeVos (b)(6)
Date: Wednesday, April 19, 2017 at 8:43 PM
To: A Hubbard (b)(6) Josh Venable (b)(6) Eric Ventimiglia <Eric.Ventimiglia@ed.gov>
Subject: Re: (b)(6) for k-12

Let's meet with him.

Also talked with (b)(6) today.

Betsy

From: Al Hubbard (b)(6)
Date: Wednesday, April 19, 2017 at 3:40 PM
To: Betsy DeVos (b)(6) Josh Venable (b)(6) "Eric Ventimiglia (Eric.Ventimiglia@ed.gov)" <Eric.Ventimiglia@ed.gov>
Cc: Al Hubbard (b)(6)
Subject: FW: (b)(6) for k-12

(b)(6) Open to the position. He worked on Hill for a couple of years. Helped write the Clinton reauth of k-12. Title 1, title 2, etc. Knows David Cleary and Todd very well. Very close to Tony.

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Coming to DC next week.

Fed govt has a role in protecting students' civil rights. He fought Arne and Margaret on Fed intrusion. The orig act says the Dept shouldn't be in the curriculum business. (b)(6) (b)(6)

Pro school choice. Helped the (b)(6) (b)(6) Likes start up funds for charters. He is a big believer in shutting down failing charter schools. On vouchers, has to be done correctly. Education savings accts are an easier battle to win. The voucher program has to be designed to keep the govt out of regulating pvt schools. He is comfortable with where Betsy is.

Could support tax credits at Fed level if done correctly to prevent Fed intrusion. One of cleanest ways may be a block grant.

Gov Bush stopped social promotion from 3rd to 4th grade for reading which he fully supports. He has taken stands against misuse of testing but has always supported standards, instructional materials consistent with standards and then assessments. That is the iron triangle in his mind.

The goals should be to examine every program in the agency and see if it is necessary. He downsized his agency i(b)(by 30-40%. This is what he would do at the Fed level. The org chart at the Dept does not make sense. Seems to be organized about social policy and interest groups rather than policy.

ESSA—the delicate balancing act for the Dept is approving state plans. You don't want to be heavy handed. But there are some min things states need to do.

First priority—organize the team, figure out where the $ are, and then set priorities. Title 4 in ESSA is a huge oppty for states.

He would take a hard look at FERPA—data privacy.

His job—implement Betsy's agenda.

Happy to help if this doesn't work out.

OCR recommendation—(b)(6) (b)(6) (b)(6) for OCR. (b)(6) Was one of his most trusted advisors. Would be hard for her to move.

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Could meet with Betsy next Monday or Tues mornings in DC. If it works, I would recommend that you meet with him. Tony and Todd are very high on him.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:01:44 +0000
To: Private - Betsy DeVos
Subject: Fw: School choice and my family

From: chris pawlisz <(b)(6)
Sent: Tuesday, March 7, 2017 4:14 PM
To: DeVos, Betsy (Windquest)
Subject: School choice and my family

Afternoon Betsy,

I quickly wanted to share how much I appreciate the approach you're taking with childhood education. Mary and I have undertaken the homeschool route for numerous reasons. Our oldest (b)(6) and thriving in this environment. Not only have we seen his learning excel at home, but we're been fortunate to explore so many different educational outlets because of the flexibility home schooling provides.

I wanted to share this creative video done by the kids at Riverside Center for Education. This is something (b)(6) has been fortunate to be a part of an amazing learning opportunity. It's a shame so many children don't have the choice to experience learning at this level.

I've attached a link to the Video below:
https://vimeo.com/206740197

America First, Riverside Second We thought we would introduce our organization to President Trump. on Vimeo

vimeo.com

This is "America First, Riverside Second We thought we would introduce our organization to President Trump." by mcm hern on Vimeo, the home for high quality...

Thanks again, and hope all is well

Chris Pawlisz
(Opening GM Reserve)

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From: Betsy DeVos
Sent: 1 Feb 2019 00:19:52 +0000
To: Private - Betsy DeVos
Subject: Fw: School per Julian Gregory

From: Prince DeVos, Elisabeth
Sent: Thursday, June 1, 2017 6:57 AM
To: DeVos, Betsy (Windquest)
Subject: School per Julian Gregory

On 5/10/17, 10:55 AM, "Julian Gregory" (b)(6) wrote:

Hello Betsy.

Sorry not to done this sooner, life is still full but hope Molly and I can cross paths with you at some point. House is rented in August and looking to fill in more dates, we may be East more and will try to factor in a DC trip.

Here is the quote I used and contact info for my old roommate and friend who runs the Church Farm School in Pennsylvania. What he and the School are doing is special and I believe unique, (just like Ned). His commitment to youth, passion for education combined with his calling to serve is a remarkable blend.

I have copied him on this as well.

"Education breeds confidence. Confidence breeds hope. Hope breeds peace." Confucius

Rev Edmund "Ned" Sherrill
Head of Church Farm School
1001 E. Lincoln Hwy
Exton, PA 19341
Cell (b)(6)
HTTPS://www.gocfs.net

As usual love to the family and what a great week we had!

Julian

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From: Betsy DeVos
Sent: 1 Feb 2019 00:54:47 +0000
To: Private - Betsy DeVos
Subject: Fw: Secretary of education

From: Fred Klipsch <(b)(6)
Sent: Wednesday, February 8, 2017 1:11 PM
To: DeVos, Betsy (Windquest)
Subject: Secretary of education

Congratulations. This country is on the right road now with you in this position. As always will help if I can.

Sent from my iPad

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From: Betsy DeVos
Sent: 1 Feb 2019 00:01:53 +0000
To: Private - Betsy DeVos
Subject: Fw: Speechwriting for DeVos
Attachments: (b)(6) Narrative Bio 2017.pdf, ATT00001.htm

From: John Engler (b)(6)
Sent: Wednesday, March 8, 2017 12:46 PM
To: DeVos, Betsy (Windquest); Venable Josh
Subject: Fwd: Speechwriting for DeVos

Betsy / Josh --
Don't know where you are on a speechwriter but I had lunch with (b)(6) this week and mentioned you were looking for a speechwriter. He told me about (b)(6) and I said maybe she could help part time-- the answer came back yes.
I don't know her but (b)(6) loves the education issues, I have high regard for him and her resume is impressive.
Up to you if you wish to contact her

All the best,

John

Sent from my iPhone

Begin forwarded message:

> **From:** David Winston (b)(6)
> **Date:** March 8, 2017 at 11:58:43 AM EST
> **To:** John Engler (b)(6)
> **Subject: Speechwriting for DeVos**
>
> Enjoyed the lunch and looking forward to future discussions...
>
> Per one of the topics we discussed (b)(6) said she would be interested in helping out on a contract basis, until Secretary DeVos finds a permanent speechwriter. Below is her narrative bio.
>
> Best,

AMERICAN OVERSIGHT

David

David Winston President
The Winston Group
"Making Ideas Matter" tm
www.winstongroup.net
(b)(6) Office
Cell

Twitter: @dhwinston

AMERICAN OVERSIGHT

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Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

AMERICAN OVERSIGHT

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From: Elisabeth Prince DeVos
Sent: 1 Feb 2019 01:30:51 +0000
To: Private - Betsy DeVos
Subject: Fw: stuff i'm reading - no response needed

From: McNeilly, Greg (Windquest)
Sent: Thursday, December 6, 2018 5:58 PM
To: DeVos, Dick (Windquest); Prince DeVos, Elisabeth
Subject: stuff i'm reading - no response needed

D & B –

You may already have seen this data, if not, pretty fascinating:
https://opportunityinsights.org/wp-content/uploads/2018/10/atlas_summary.pdf

Fuller version here:
https://opportunityinsights.org/wp-content/uploads/2018/10/atlas_slides.pdf

The interactive map of the entire country is a nifty tool.

I love that they refer to school district boundaries as "catchment lines."

Of course, as a state, Michigan is a peninsula to nowhere economically as well.

They also did some work on school quality. Where they note: "**Using school district and tax records for more than one million children, we find that students assigned to high-VA teachers are more likely to attend college, earn higher salaries, and are less likely to have children as teenagers. Replacing a teacher whose VA is in the bottom 5% with an average teacher would increase the present value of students' lifetime income by approximately $250,000 per classroom**."

Imagine if parents know their children were being ripped off $250k? The geek version, here.

-greg

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:01:03 +0000
To: Private - Betsy DeVos
Subject: Fw: Thank you
Attachments: ATT00001.txt, IMG_4195.JPG

From: Dee Haslam [(b)(6)]
Sent: Wednesday, February 22, 2017 3:43 PM
To: DeVos, Betsy (Windquest)
Subject: Thank you

Betsy

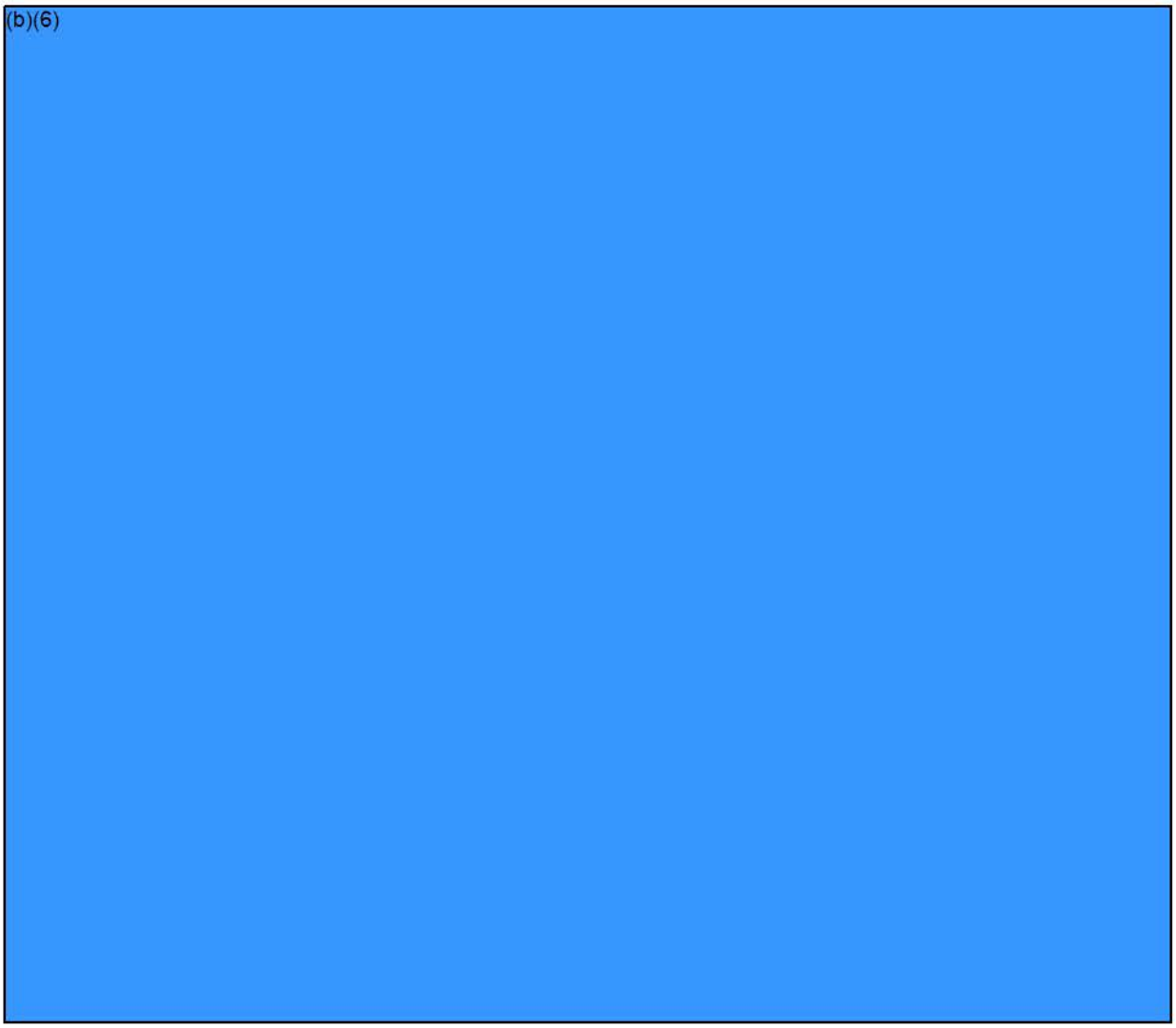
Thank you so much for your time today. These are really smart educators. They greatly appreciated meeting you! When things settle down I'll come up and have dinner. Good luck with everything. Let us know if we can help in any way!

Also thank you for last weekend! I promise that ceremony was one for the history books! I really enjoyed dinner with all your friends. Really special time. Thanks for including me.

Dee

Sent from my iPhone

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Sent from my iPhone

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(b)(6)

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:10:09 +0000
To: Private - Betsy DeVos
Subject: Fw: Thank yous

From: Terrell Halaska (b)(6)
Sent: Friday, March 24, 2017 7:46 PM
To: DeVos, Betsy (Windquest)
Subject: Thank yous

Madam Secretary -

I know Miss Manners would say I don't need to send a thank you for your thank you. But - I received the watch you sent as a thank you gift last night and I absolutely love it. I enjoyed helping to "sherpa" and was pleased to meet you.

I have been providing names to Jana and Josh, and strategic advice to others. If I can ever be of assistance to you, I hope you won't hesitate to reach out.

All the best -
Terrell

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:02:38 +0000
To: Private - Betsy DeVos
Subject: Fw: thanks again for dinner...here are a few thoughts...
Attachments: Ideas.docx

From: Curt Anderson (b)(6)
Sent: Wednesday, May 31, 2017 3:42 PM
To: DeVos, Betsy (Windquest); DeVos, Dick (Windquest)
Subject: thanks again for dinner...here are a few thoughts...

Thanks for dinner, it was lovely, and Anita enjoyed the tour of the condo. That's not to say she didn't enjoy dinner and the discussion or course, but anyway….
The reality of the difficulty assembling a full crew at the Department is worse than I realized, and certainly makes for tough sledding.
In no particular order, below are some of my thoughts so far…and of course you are undoubtedly already doing some of these things….

- We need a program designed to rehab your image. It will take some time, but it can be done, and needs to be done. Your ability to get something done is inextricably tied to your public image to some extent.
- What things can you do at the Dept. of Ed, that need to be done, that has nothing to do with school choice? Actions that will be common sense head-nodders, actions that even the educrats will agree make sense?
    - Things that the education establishment will say – "that's a good thing she is doing". Does anything like this exist?
    - I'm not literate enough in what the Department does, or in what it could do. We need a whole bunch of smart people thinking of things that could be done here. Get a ton of ideas from people.
    - Have a whole series of meetings in your office with prominent Education thinkers, Bill Bennett, Jeb Bush, Mitch Daniels, Bobby Jindal, etc, etc. Have a steady stream of them coming in all the time. Tell them you need ideas, big and small. Cast a wide net. Meet with reformers and non-reformers as well.

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    - Student Loan program. Does it need to be fixed? If so, can it be fixed in such a way that you and the President will get credit for fixing it and "helping" students…and taxpayers? Is there a smart path here?
    - Is there some kind of thing you can do that EVERYONE WILL AGREE is a good initiative? Like sponsoring a child in Africa, or Nancy Reagan's say no to drugs, or Michelle Obama's healthy eating silliness, or wear your seatbelt, or something that challenges local small businesses to do something for local schools once a year, or some kind of something that is a feel good initiative.????
- Have a bunch of different gears. Don't let them peg you as only the school choice person…who doesn't care about anything else.
- Maybe do some deep and involved policy speeches. Long, serious speeches on specific aspects of education policy. Not exciting, but dense and serious.
- How do we hire very serious, wonky, policy people? And make them people who can churn out serious policy stuff? Or if you can't hire staffers to do that…can we give grants to serious academics to produce policy? Obviously, the staffing thing is terrible right now.
- Maybe assemble an informal outside group of advisors who can come up with ideas? We could have dinner once a month and scheme and strategize. Or something like that….
- Have a 12-15 minute stump speech which is very strong, and puts together all the best lines and high points in favor of reform and excellence in education….
    - We need an open education system, get out of the antiquated stone age, equal opportunity, money follows the child, a child's economic status or zip code shouldn't stop them from getting a good education, etc, etc.
    - Become a travelling evangelist with this speech…picking smart venues outside of DC to speak to.
- Court the GOP Governors. Obviously, you need to work on specific members of Congress, most Cabinet Secretaries do that, but they fail to make inroads with the Governors. And with Education being fundamentally a state issue, have an intentional plan to work on the Governors.

AMERICAN OVERSIGHT

- For the time being…When anything seems risky or racy at all…don't do it. Make sure that Fallon and Kimmell have zero material to use.
- What is the story we want a year from now?
    - **After rocky start, DeVos making gains at Dept of Education**
- At the right time, which is not now, go on Fallon or other show, poke fun at yourself, and at your critics.

Finally – I was struck by one part of the conversation last night when Josh mentioned that some group…maybe it is education news writers? or something like that….anyway -- that group wants you to come and speak and take questions on any topic, and Josh suggested that may be unreasonable.
It's not unreasonable, and it's not beyond your ability to do, and do well. It is likely smart to not do that right now. But I would look at this in the same way that we approach debate prep for a candidate. It takes some study, it takes someone organizing the study topics, it takes some practice sessions, it is a pain in the butt. BUT…I do think the payoff is massive. I think a Republican Ed secretary who is a real reformer has two options when dealing with what I would call the "education establishment".

1. You can ignore them and refuse to have much interaction with them.

OR

2. You can meet with them occasionally, at times of your choosing, and spar with them in as good-natured way as possible.

I believe that option 2 will serve you far better, as it defangs the opposition a little bit, and it shows you to be in command. The story will get out – "yes, we don't agree with her on a lot of things, but she is willing to listen and to debate ideas".

AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 31 Jan 2019 23:59:54 +0000
To: Private - Betsy DeVos
Subject: Fw: Thanks for calling today

From: Virginia Foxx [(b)(6)]
Sent: Friday, February 10, 2017 9:37 PM
To: DeVos, Betsy (Windquest)
Subject: Thanks for calling today

Madam Secretary,

My scheduler is Rochelle Colburn, Rochelle.Colburn@mail.house.gov and her direct line is [(b)(6)] she can help us find a time to get together as soon as possible. Am NOT giving her your email as I assume you will have someone on the staff be in touch.

I will be back in D.C. on Sunday night, will search my calendar carefully and be in touch to see if we can work something out. Will forward names of folks who are interested in working with you. Thank you for being willing to serve in this way. All best wishes.

Virginia

Congresswoman Virginia Foxx
[(b)(6)]

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:19:27 +0000
To: Private - Betsy DeVos
Subject: Fw: Thanks for everything you do! Saw you last week at ASU GSV and am a supporter

---

From: Patrick Erker <(b)(6)
Sent: Monday, May 15, 2017 5:46 PM
To: DeVos, Betsy (Windquest)
Subject: Thanks for everything you do! Saw you last week at ASU GSV and am a supporter

Dear Secretary DeVos,

I hope this note finds you well.

By way of introduction, I am a Project Leader at the Boston Consulting Group in San Francisco. I am a 2013 HBS graduate, and had the privilege of joining your family at a Michigan football game in the fall of 2014. (I am friends with Nate from HBS.)

I was a 2007-2009 Teach For America corps member. I taught fifth grade on the south west side of Chicago, at Officer Donald J. Marquez Charter School.

I work now in corporate skill-building and training at BCG. I attended the ASU GSV conference last week in Salt Lake City, and was glad to be able to hear you speak a bit about your priorities and goals as Secretary of Education.

I know that we're in a era of high polarization. But I still must say that it was very disheartening to see how political the nomination became earlier this year, given how hard you have worked on behalf of kids over the last decades.

I want you to know that I have great respect for what you are doing. I also support you, and am very thankful to have someone of your moral clarity in the role.

You have a great family around you, but perhaps it's helpful to know that there are Americans all over the U.S. who believe in you, who trust you to do the right thing, and who are eager to see what you can accomplish.

I hope to cross paths again soon enough.

Sincerely,
Patrick

AMERICAN OVERSIGHT

C. Patrick Erker
M USA (b)(6)

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:08:20 +0000
To: Private - Betsy DeVos
Subject: Fw: Thanks for today's conversation
Attachments: Adam Kissel resume, February 10, 2017.doc, Priorities for the next ED Under Secretary.docx, Key points--Adam Kissel.docx

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From: Peter Thiel (b)(6)
Sent: Sunday, February 12, 2017 6:25 PM
To: DeVos, Betsy (Windquest)
Cc: (b)(6) Blake Masters (b)(6)
Subject: Fwd: Thanks for today's conversation

Betsy, Josh,

And here is our top candidate for Under Secretary for Higher Education. Adam has a long pedigree of working with various conservative and libertarian groups (the Kochs, the FIRE people, the Acton people) and had reached many of our same conclusions on areas for urgent reform in higher education (reducing student debt, reducing the power of accrediting agencies, pushing for free speech on college campuses, reducing the massive "indirect costs" that fund left-wing administrative bloat at universities).

Kris Mauren (from Acton) will be reaching out separately to give you his strong vote of confidence in Adam.

Feel free to contact me or Blake if you have any questions. [Josh: My cell number is (b)(6) and feel free to call anytime.]

I'll let the two of you take things from here,
Peter

AMERICAN OVERSIGHT

ADAM KISSEL

Charles Koch Foundation
1320 North Courthouse Road, Suite 500
Arlington, Virginia 22201

(Street address on request)
(b)(6)

HIGHER EDUCATION ENGAGEMENT

2012– Senior Program Officer (formerly Program Officer), University Investments, Charles Koch Foundation, Arlington, Va. Responsible for a nine-figure portfolio.

2015 Visiting Fellow, Institute for Humane Studies, Arlington, Va. Focused on building the Free Speech and Open Inquiry Initiative.

2007–12 Vice President of Programs, Foundation for Individual Rights in Education (FIRE), Philadelphia, 2010–12. Public speaker; writer; VP of FIRE's defense and education programs. Director, Individual Rights Defense Program, 2007–10.

2006–2007 Director of Faculty and Program Development, Miller Center, and Director of Curriculum Development, Lehrman Center, Intercollegiate Studies Institute, Wilmington, Del.

EDUCATION

2003 University of Chicago: ABD, Committee on Social Thought

2002 University of Chicago: M.A. in Social Thought, Committee on Social Thought

1994 Harvard University: B.A. *cum laude* in English and American Literature and Language

RELATED EXPERIENCE (SELECTED)

2016– Board Member, American Academy for Liberal Education.

2014–2016 Board Member, American Civil Rights Coalition.

1997–2015 Professional and Developmental Editor. Projects for faculty members of Harvard, University of Chicago, Boston University, and other institutions in a wide variety of disciplines.

1999–2001 Student Liaison to the Board of Trustees, University of Chicago. Three terms.

1999–2001 Program Assistant. American Academy of Arts and Sciences, Midwest Center, Chicago.

TEACHING (SELECTED)

University of Chicago (2001–2005): Lecturer, Writing Instructor, and Teaching Assistant
Harvard University (2005–2006): Nonresident Tutor in sociology, Lowell House
University of Pennsylvania (Spring 2014): Guest Lecture, Contemporary Social Policy (MSW course)

WRITING AND MEDIA (SELECTED)

2017. "Beyond Censorship: Toward a Republic of Science." In *Beyond McDonaldization*: *Visions of Higher Education*. Routledge. Expected in March.

2017. "Censorship in the UNC System: A Historical Overview That Corrects the Narrative." With Mike Adams. Submitted to *Cato Journal*.

2007–16. Appearances on MSNBC and Reason.tv; interviewed and quoted in many publications (including AP stories); many radio appearances; articles in *The Huffington Post*, *The Daily Caller*, and *Minding the Campus*. Most items regarded FIRE cases and individual rights.

2007–12. Hundreds of entries on FIRE's blog, *The Torch* (thefire.org/author/adamk).

PUBLIC SPEAKING

Lecturer on academic freedom, free speech, due process, and individual rights in higher education for dozens of colleges and universities, higher education organizations, and community groups.

FELLOWSHIPS AND AWARDS (SELECTED)

"Champion of the First Amendment" Award, Greenlee School of Journalism and Communication, Iowa State University, 2011.

First Prize, National Awards for Education Reporting, National Education Writers Association, for "Please Report to Your Resident Assistant to Discuss Your Sexual Identity—It's Mandatory!" 2009.

Western Civilization Fellowship ($20,000), Intercollegiate Studies Institute, 2004–05 and summer 2005.

Karen DiNal Memorial Award for teaching undergraduate academic writing, 2003.

AMERICAN OVERSIGHT

Priorities for the next Under Secretary of the U.S. Department of Education

- Deregulation
  - Revisit and free colleges and universities from federal regulation.
  - Free for-profit and alternative-credential programs to vigorously compete and engage in "creative destruction" of aspects of higher education.
- Decentralization
  - Return power in postsecondary education to states, institutions themselves, and individuals.
  - Promote new models of postsecondary education, including untraditional credential systems.
  - Publicly emphasize the point that people do not need a college degree to lead extremely successful, productive, and happy lives.
  - Revisit whether technical education and "dirty jobs" training should be within the Department's portfolio.
- Individual Rights: Freedom of speech, freedom of association, academic freedom, and due process
  - Work with the Deputy Secretary to rescind or amend OCR "Dear Colleague" letters and related interpretations of Title IX that have diminished the fundamental rights of students and faculty.
  - Reform the Institutional Review Board system that prevents scholars from engaging in a wide variety of research without official approval.
  - Sanction public institutions that violate individual rights via speech codes, free speech zones, bias response teams, or freshman orientation programs.
  - Require private institutions that promise robust free speech to honor their promises.
  - Institutional Neutrality
    - Leave faith-based and other institutions free to promote their values, but require them to honor their promises.
    - For the sake of academic freedom and "inclusiveness," encourage institutions to adopt the Kalven Committee Report principles of institutional neutrality. These principles keep a university out of contentious issues such as the politicized aspects of "sustainability."
- Accreditation Reform: Accreditors stifle innovation and violate institutional academic freedom, reaching too far into institutional autonomy.
  - Reduce the power of accreditors as gateways to federal support.
  - Unleash competition from new accreditors by reducing barriers to entry.
- Reduce Spending
  - Student Loans
    - Restore competition by ending the federal monopoly.
    - Reduce subsidies for student loans, because subsidies and easy loans encourage education programs to keep raising tuition.
    - Encourage institutions to share the risk of admitting a student with loans by, for example, holding institutions accountable for the success of graduates and non-completers.
  - Federal Research Grants: Work with other agencies to reduce federal spending on academic research by, for example, renegotiating the extremely high "overhead" rates that universities charge the government for grants. This reform also should reduce the massive growth in non-teaching administrators on campus.
- Internal Structure: Revisit the purposes of the legacy White House Initiatives on identity groups.

AMERICAN OVERSIGHT

Key points: Adam Kissel

- Educated at Harvard (undergrad) and University of Chicago (Committee on Social Thought).
    - Studied history and theory of liberal education, as well as rhetoric and ethics, while at Chicago.
    - Dissertation work (ABD) on ancient methods of solving what today are called interdisciplinary problems.
- Close to 5 years at Charles Koch Foundation
    - ~$200mm of active projects over about 30 schools (depends how it's counted).
    - Engages regularly with presidents, trustees, donors, deans, faculty members, and legal and communications staff at very diverse kinds of institutions.
- Five years at Foundation for Individual Rights in Education (FIRE)
    - Vice President of Programs.
    - Vigorous advocate of fundamental rights, defending an incredibly diverse range of students and faculty without regard to politics.
    - Huge amount of public speaking at U.S. colleges and universities.
- Well connected to U.S. higher education reform organizations: FIRE, National Association of Scholars, American Council of Trustees and Alumni (Sen. Lieberman helped found). Worked at Intercollegiate Studies Institute.
- Board member of a (non-college) accreditor, the American Academy of Liberal Education.
- Helped with free speech legislation in N.C.
- Served 3 terms as Student Liaison to the Board of Trustees at Chicago.
- Writing award from the Education Writers Association for exposing the violations of fundamental rights in the residence life program at the University of Delaware.
- "Champion of the First Amendment" award from Iowa State's journalism school.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:08:37 +0000
To: Private - Betsy DeVos
Subject: Fw: THRIVE BR- Louisiana

From: Julie Grunewald [(b)(6)]
Sent: Monday, February 13, 2017 11:42 AM
To: DeVos, Betsy (Windquest)
Subject: THRIVE BR- Louisiana

Dear Ms. DeVos,

THRIVE is the very first of it's kind in Louisiana- a free world-class public school in an innovative residential setting serving the most promising students of Louisiana. By combining the best educational methods with a 24-hour supportive environment, THRIVE provides students with a place to learn where there are minimal obstacles. This combination of nurturing and responsibility helps develop the independence that is vital for breaking the cycle of poverty.

THRIVE currently serves 140 students in grades 6-10, growing by a grade each year to eventually have 350 students in grades 6-12.

In August of 2016, THRIVE opened its first dormitory, completing Phase I of its building plans. The next phases include construction of a new school and a second dormitory.

We were recently notified that if we can generate the final $2m needed of the $22.6m campaign for the new school in the next 30 days then $6.6M will automatically be awarded to us in New Money Tax Credits. These funds can be in the form of pledges to be paid either all this year or multi-year.

We are striving to take advantage of this incredible opportunity and would love to have you involved during this exciting time for our school and city.

Please let me know if you can accommodate a call to discuss the project in its entirety and show you the plans and naming opportunities that are available for the next phase of construction.

Most Sincerely,

Julie Grunewald
(b)(6)
www.thrivebr.org

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:19:39 +0000
To: Private - Betsy DeVos
Subject: Fw: THRIVE- Only Public Boarding School in Louisiana

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From: Julie Grunewald (b)(6)
Sent: Tuesday, May 30, 2017 10:09 AM
To: betsy.devos@ed.gov; DeVos, Betsy (Windquest)
Subject: THRIVE- Only Public Boarding School in Louisiana

Dear Mrs. DeVos,

I am reaching out to you in regards to a truly unique program that is perfectly aligned with your educational passion and that of the foundations that you represent.

THRIVE is the very first of it's kind in Louisiana- a free world-class public school in an innovative residential setting serving the most at-risk students of Louisiana. By combining the best educational methods with a 24-hour supportive environment, THRIVE provides students with a place to learn where there are minimal obstacles. This combination of nurturing and responsibility helps develop the independence that they desperately need. Our students are either homeless, have parents involved in gun/drug/human trafficking, parents who have been incarcerated, and so on. Their home lives are literally the worst of the worst.

THRIVE currently serves 140 students in grades 6-10, growing by a grade each year to eventually have 350 students in grades 6-12. Our high school students are dual enrolled at a local college and are setting their path to a successful career and life ahead of them.

My Executive Director will be in DC later this week. If you or someone from your staff have a few minutes, she would love to tell you more about the program.

Thank you for your time.

Sincerely,

Julie Grunewald
(b)(6)
www.thrivebr.org

AMERICAN OVERSIGHT



Thrive Academy

www.thrivebr.org

Thrive Academy

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:06:37 +0000
To: Private - Betsy DeVos
Subject: Fw: To Betsy/From Buddy

From: John Ondrasik (b)(6)
Sent: Thursday, February 16, 2017 11:59 PM
To: DeVos, Betsy (Windquest); DeVos, Dick (Windquest)
Subject: Fwd: To Betsy/From Buddy

---------- Forwarded message ---------
From: Gary Sinise <(b)(6)
Date: Thu, Feb 16, 2017 at 6:08 PM
Subject: To Betsy/From Buddy
To: John Ondrasik <(b)(6)

Dear Betsy Devos,
I want to send you a note of encouragement.
Something you should know about me before I start.
I am an American, black, but I am an American.
I'm a Hollywood stuntman/Stunt coordinator and host of my new Podcast The Great American Podcast.
I was raised in the state of Texas in a neighborhood of black, white, and Hispanic.
Your dedication to leveling the playing field when it comes to education is gracious.
As an American who acknowledges the past sins and how they affected black people, I believe in what your doing.
Not to right the sins of the past, but to deal with the problems of today.
I sometimes speak to kids in these neighborhoods and one thing is certain, they seek what all children seek.
A great education and a way to launch their lives.

Over the course of the Trump campaign, I've seen how you've been treated by the main stream media, and even some of my Hollywood colleagues.
I want you to know from me personally via John Ondrasik that your work on school choice will be a valuable and well needed addition in the rebuilding of America.
As all things are critical to the success of our country in an administration, your position is very valuable to our future.
For if we do not give our kids a chance to compete in the modern world, they will be left behind.

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It is time America starts to ask more of itself, and demand more from our youth.
A fair and rigorous education is the first step to building the leaders we need in order to preserve this wonderful republic we so much love.
I stand by your ideas for education reform and if you ever need anything please do not hesitate to contact.
The human condition is fragile and its time that we give our youth the "clarity" they need to survive.
I believe that you are the first line of defense and will be instrumental in leveling the playing field for our education system.
My career has taken me all over America and I've seen so much potential that is without proper resources and i will pray for you and your team to be successful in this new endeavor.
President Trump obviously picked the right person for the job meaning you , so I look forward to the glory that God will bestow upon you.
I'll continue to serve my country as a private citizen in Hollywood but if there is anything I can do to help you and also help my country,
I'd gladly serve.
God bless you ,
Buddy Sosthand

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:11:45 +0000
To: Private - Betsy DeVos
Subject: Fw (b)(6)

From: Al Hubbard (b)(6)
Sent: Friday, February 24, 2017 3:02 PM
To: DeVos, Betsy (Windquest); Josh Venable
Cc: Al Hubbard
Subject: FW: (b)(6)

(b)(6) (b)(6) to be elected to statewide office in (b)(6) Folks did not graduate from high school. His grandmother was (b)(6)

Went to (b)(6) Then (b)(6) Graduated from (b)(6) later in life. Distance learning.

Started a business and built into multimillion dollar enterprise.

Elected to school bd. Started asking how to measure success. New concept to other bd members.

(b)(6) Lost by a few percentage points. Won (b)(6) Now works for (b)(6) which is based in (b)(6) runs it. Created a policy and govt relations team. The nations leader in STEM education. Non profit. Works with all kinds of schools.

Worked with (b)(6) Worked on school choice and rural education. Sr. Advisor to (b)(6)

Very close to Tony B. Same outlook as Tony on k-12. Not liked by teachers union. They slashed his tires.

I asked if he would be interested in coming into the dept. He said he would be interested in being Asst Sec for k-12(I did not raise deputy asst). He headed up th (b)(6)

What should be on the agenda: once in a generation oppty to limit the scope and influence of the ED. Every rule and reg that exists needs to be analyzed. You could gut so many regs. Duplicative. They don't put kids first.

Fed govt should be the bully pulpit.

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He ran on a choice agenda. Removed cap on charter schools. Provided funding for charter school facilities. (b)(6) Money should follow the child. Provides competition.

Fed funding should follow the child.

Strengths—understanding of k-12 at all levels at state, local and fed. Has successfully brought about meaningful change. Has been the point of the spear. Didn't blink. Had to get a majority of the legislature, the goveror and the business community behind his changes. Ran the dept more efficiently.

Weaknesses—impatient.

Very intrigued about coming back to DC. Tough to leave (b)(6) but would.

Would be happy to come out to see Betsy. Available in next 2 weeks. Will be in DC on (b)(6) (b)(6) He has met Betsy when he was (b)(6)

I then called Tony B to ask him about (b)(6) He said go for both and although a close call he would put (b)(6) He thinks (b)(6) would accept it. Tony B would be willing to help us get him.

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:09:48 +0000
To: Private - Betsy DeVos
Subject: Fw: Treasury advice
Attachments: Resume(b)(6) .pdf

From: (b)(6))(6)
Sent: Monday, March 20, 2017 9:58 PM
To: DeVos, Dick (Windquest)
Cc: DeVos, Betsy (Windquest)
Subject: Treasury advice

Dear Dick,

Hope you're well -- how are things going with Betsy? How is she enjoying the job so far? I hope she knows that despite the biased media coverage she has a LOT of supporters out there. So many people I know are rooting for her success and have faith that she will make an enormous difference in the lives of many.

I was wondering if I could ask a big favor -- I am trying to be considered for a Treasury appointment (b)(6) in the Tax Policy division (which is a 100-person office that is in charge of all US tax policy, including formulating tax laws, regulations, treaties). They have just settled on a person for assistant secretary for tax policy (which is a Senate-confirmed role) and I am angling for an appointment as deputy assistant secretary for tax regulatory affairs (not Senate confirmed), which would give me wide authority over tax regulations (and more importantly, reviewing burdensome tax regulations and revoking them). That is my dream job, and the timing could not be any better given the President's commitment to regulatory reform.

I had a brief conversation with someone from WH Office of Presidential Personnel a month ago and they said they would consider me, but I have heard nothing more. Given that I know they are now actively looking to fill the roles I'm interested in, I'm trying to make a last push and talking to everyone I know. I was wondering if you might have any contacts or ideas that could be helpful? I've managed to ascertain the main decision makers (besides the obvious ones, e.g. Secretary Mnuchin, Priebus, John DeStefano) are Justin Muzinich (former investment banker and policy director for Jeb's 2016 campaign), Eli Miller (deputy finance director for Rubio's 2016 bid and then COO for Trump campaign, now Mnuchin's chief of staff), and Jim Donovan (Goldman partner and deputy Treasury secretary nominee). Do you happen to know any of these folks, with whom I could use you/Betsy as a reference? Any advice or contacts you may have would

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be greatly, greatly appreciated. Just so you know what I've been up to since the D4G days, I've attached my resume.

I'll let you know what ends up happening -- who knows maybe I'll even get to work with Betsy if there gets to be a proposal regarding tax credits / school choice -- that would be a dream come true!

My best wishes to you and your family,

(b)(6)

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Page 366

Withheld pursuant to exemption

(b)(6)

of the Freedom of Information and Privacy Act

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From: Betsy DeVos
Sent: 1 Feb 2019 00:21:08 +0000
To: Private - Betsy DeVos
Subject: Fw: Undersecretary ideas for today's call

From: Al Hubbard <(b)(6)
Sent: Monday, June 26, 2017 9:57 AM
To: DeVos, Betsy (Windquest); Josh Venable; Eric Ventimiglia
Cc: Al Hubbard
Subject: Undersecretary ideas for today's call

(b)(6) –number 2 at (b)(6) Now on board of either (b)(6) Close friend

(b)(6) –former (b)(6) Former (b)(6) Close friend.

Thoughts from John Townsend, former partner at GS and a close friend:

I was thinking that someone with both a lending and credit background as well as some understanding of financial institution operations and technology would be ideal. To me, that suggests a person from a bank holding company environment. I mentioned (b)(6) from (b)(6) who fits the bill perfectly but carries the GS stigma. (b)(6) who runs (b)(6) might offer some leads if you know him or i could be in touch. John Mack/Tom Eades might also be a source, in addition t(b)(6) r(b)(6) would also be interesting to be in touch with. Headed to Wyoming later today.

From David Nason, former Treas official under Bush and now with GE: (b)(6) Phone number i(b)(6)

(b)(6), former (b)(6) to send ideas.

(b)(6) to send ideas.

(b)(6)

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 01:10:44 +0000
To: Private - Betsy DeVos
Subject: Fw: Unsolicited advice

From: Smick, David (b)(6)
Sent: Sunday, June 25, 2017 11:21 AM
To: DeVos, Betsy (Windquest); DeVos, Dick (Windquest)
Subject: Unsolicited advice

My advice to people in public life going back to my pal Jack Kemp: Beware the Teddy Kennedy-Roger Mudd question. In 1980, Mudd asked Teddy the simple question: Why do you want to be president? Kennedy wasn't ready with a crisp 30 second memorable response. He rambled on for minutes and the backlash was fierce. Killed his candidacy.
Here are two questions for which you need punchy
30 second responses: 1) You have a nice life. Why did you want the job as Education Secretary? 2)Your critics say you are an anti-public education monster. Worse, you are a rich anti-public education monster with right wing roots. Why should your motives be trusted?
Watch yourself on video answering in 30 seconds, 60 seconds at the most. How you come out of the block initially will usually define the rest of the interview. Kemp at first resisted this practice exercise but finally relented. Later he thanked me. Think of other gotcha questions as well.

A
Sent from my iPhone

AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:09:33 +0000
To: Private - Betsy DeVos
Subject: Fw: US Department of Education - Undersecretary candidate

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From: Kris A. Mauren (b)(6)
Sent: Tuesday, February 14, 2017 1:18 PM
To: DeVos, Betsy (Windquest)
Subject: FW: US Department of Education - Undersecretary candidate

Betsy, just a quick note to add my congratulations to that of many others, for your Senate confirmation and my great joy that you are willing give of yourself in this selfless way for our country and our children. You can count on me and all your friends at Acton to support you in any appropriate ways over the next four years. You should also know that I've been in touch with Greg when I've had great candidates to suggest to you for the Department.

Best regards,

Kris

FYI

Sent from my iPhone

Begin forwarded message:

> **From:** Greg McNeilly <(b)(6)
> **Date:** February 12, 2017 at 9:33:24 AM EST
> **To:** "Kris A. Mauren" (b)(6)
> **Subject: Re: US Department of Education - Undersecretary candidate**
>
> Thx!
>
> ---
>
> **From:** Kris Mauren (b)(6)
> **Date:** Saturday, February 11, 2017 at 00:06
> **To:** Greg McNeilly (b)(6)
> **Subject:** Re: US Department of Education - Undersecretary candidate

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Greg,

I received a call today from Adam Kissel, who works for Charles Koch. He told me he had just had a long meeting with Peter Thiel who had encouraged him to be considered as an Undersecretary over higher education. I presume you'll hear from Thiel or his name may surface through Thiel's channels. Allow me to give my unequivocal support for Adam, whom I have known for many years. He is 100% dependable ideologically, smart and strategic, and best yet, winsome and affable. He will help Betsy do great things! Feel free to call me if I can answer any particular questions.

Kris

Sent from my iPhone

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AMERICAN OVERSIGHT

From: Betsy DeVos
Sent: 1 Feb 2019 00:11:57 +0000
To: Private - Betsy DeVos
Subject: Fw: (b)(6)

From: Al Hubbard (b)(6)
Sent: Friday, February 24, 2017 3:02 PM
To: DeVos, Betsy (Windquest); Josh Venable
Cc: Al Hubbard
Subject: FW: (b)(6)

Open to taking Asst Sec for Higher Ed. He offered to help with transition. They didn't accept. Just started in (b)(6) (b)(6) 15000 students. Wants to get to 100k. Would have to extricate himself. Will seriously look at it.

The big oppty is whether a re-auth can get done. It will take real focus.

What our agenda should be: 1. Reg simplicity and reform. Get rid of regs. You don't have to wait for anything. Do it.

2. Focus on reauth to create level playing field. Don't just measure first time full time students. Need to also measure success with adults as part time students. Assessment system needs to change. Need fair measurement. Same measures for non profits and for profits. Reg reform.

3. Fed Student Loans. Profits go to Pell grants. Huge oppty. Give everyone low interest loans. Refinance portfolio. Move the bank outside of ED. Jeb said give everyone a $50k line of credit. Make institutions have skin in the game.

Wife—(b)(6) whom I remember.

Built from scratch (b)(6) and then sold it. For profit. Good scores. Did not do as well as they could have with innovation of curriculum. (b)(6) (b)(6) (b)(6) took it over.

Went to (b)(6) would give reference. (b)(6) was president of the university. (b)(6) Public u's have come in and taken share for the remote adult student. (b)(6) Then made changes. His unit was clean. Still got letters from the Hill. Worked through it. (b)(6)

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What makes him good—cares about education. Mission driven. Good at getting people to work together to solve problems. In the govt, there will be controversy bec you will be pushing change. Good at working with people. Good communicator. Has transgender issue now. Will go sit and listen to them.

Weaknesses—likes a challenge. Likes to stay excited. Likes to be creative. Gets bored and moves on.

Happy to come to DC to see Betsy.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:20:07 +0000
To: Private - Betsy DeVos
Subject: Fw: Wayne Johnson--COO of FSA

From: Al Hubbard <(b)(6)
Sent: Wednesday, June 14, 2017 6:33 AM
To: Prince DeVos, Elisabeth; DeVos, Betsy (Windquest); Venable, Joshua; Eric Ventimiglia
Cc: Al Hubbard
Subject: Wayne Johnson--COO of FSA

Additional thoughts. I did not think he interviewed that well—talked and talked. It was not a back and forth which I think is the most effective way to interview. His background is impressive. I still think the references are key which I will do.

From: A Hubbard <(b)(6)
Date: Tuesday, June 13, 2017 at 5:52 PM
To: Betsy DeVos <(b)(6), "Venable, Joshua" <Joshua.Venable@ed.gov>, Eric Ventimiglia <Eric.Ventimiglia@ed.gov>
Cc: A Hubbard <(b)(6)
Subject: Wayne Johnson--COO of FSA

Worked with a lot of banks on operations and back office. Also the balance sheet side.

Why can he do the job—has operated a number of situations with thousands of employees and hundreds of million of accounts. Dissertation for PhD was on student loans. Managing a student loan is much easier than managing credit cards. Credit cards are used multiple times a day. Financing is much easier with the govt than pvt sector. 1400 direct employees at FSA.

What should be done—move assets to Treas. We should consider selling assets to private sector. Biggest beneficiary of FSA are the schools. They should take responsibility for part of the loans.

What he would most like to do is make it easier to borrow the money. Set up disbursement cards for indiv student. The card would inform the student of the impact of the borrowing on his/her future debt payments. What he has done with credit cards will help in organizing this.

Betsy did the right thing in pulling back on servicer selection and also adjustment to forgiveness of debt issue.

He is a big believer in Betsy. Much of her legacy will be determined by how student aid office is handled.

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Has operational experience to make it run better. And has credentials to defend the changes that are needed.

References: Phil Thomlison from TSYS, Jim Robinson—American Express, Don Shaeffer out of TX. Bill Hansan.

Wants the job. Willing to make personal sacrifices to avoid conflicts and to move to DC etc.

My gut—he talks a lot. Is very confident—almost too confident. He sounds like he has the right experience. I think references are key. I will call them.

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From: Betsy DeVos
Sent: 1 Feb 2019 00:07:43 +0000
To: Private - Betsy DeVos
Subject: Fw: West Coast

From: John Ondrasik <(b)(6)
Sent: Sunday, February 12, 2017 6:01 PM
To: DeVos, Betsy (Windquest); DeVos, Dick (Windquest)
Subject: West Coast

Dear D&B,

Last night Gary Sinise and I hosted a dinner for 40 Hollywood industry conservatives, republicans, and libertarians. As we went around the room, everybody spoke without fear of reprisal their feelings on politics and culture. I wish you could have seen and heard the support you guys have from a community you must imagine is lost to your cause. Without getting into to much detail, many spoke to the grace and persistence Betsy has shown under fire the last month. Afterwards I was surrounded! by actors, producers, stuntmen, etc... who asked how they can help. I do believe when your schedule allows that a L.A. small gathering could enlist some powerful allies in the your mission going forward. Many in the room, like you, already have worked in educational ventures that I know you find intriguing.

I'm sorry that we can't make the coming ceremonial swearing in and open house. Alas I have been on tour for so long, and as its the holiday weekend, the kids have made plans for our family.

As always we will be their in spirt and look forward to supporting you both in the days ahead.

What Kind of World Do You Want?

XOXO

J

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From: Betsy DeVos
To: Private - Betsy DeVos
Subject: Fw: Communities in Schools Drop-out Prevention
Date: Thursday, January 31, 2019 7:12:10 PM
Attachments: Secretary DeVos Meeting Request.docx

From: Elaine Wynn (b)(6)
Sent: Tuesday, February 14, 2017 7:20 PM
To: DeVos, Betsy (Windquest)
Subject: Communities in Schools Drop-out Prevention

Dearest Betsy,

I hope this makes it through to you!

Sorry it is an attachment, but I wanted it to get there sooner than later.

Sending best regards,

Elaine

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Communities In Schools

2345 Crystal Drive
Suite 700
Arlington, VA 22202

PH: 703.519.8999
TF: 800.CIS.4KIDS (247.4543)
www.communitiesinschools.org

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Dale Erquiaga
President and CEO

February 14, 2017

U.S. Secretary of Education Betsy DeVos
400 Maryland Avenue, SW
Washington, D.C. 20202

Dear Secretary DeVos,

Let me be among the first to congratulate you on your confirmation as U.S. Secretary of Education. I look forward to working with you to help ensure that every child has an equal and equitable opportunity to succeed in school and in life.

I saw on this morning's news that you had a meeting with President Trump about improving educational outcomes for students through increasing choice and dropout prevention. You'll be pleased to know that Communities In Schools (CIS), the largest and most successful dropout prevention and school support organization in the U.S., recently hired Dale Erquiaga as our new President and CEO. He comes to us by way of Governor Brian Sandoval of Nevada. As the Governor's former Superintendent of Public Instruction, Dale spearheaded Nevada's comprehensive school choice initiative, among other educational programs.

I'm writing to request a meeting with you and your team to discuss how CIS can support your vision for public education. As you already know, low-income students make up the majority of kids in our public classrooms – and they increasingly come to school lacking food, shelter, basic medical or dental care, and many other resources that schools simply weren't designed to provide.

CIS sees this challenge as an opportunity to make a monumental difference in the lives of children. Our integrated approach to supporting students is evidenced based and has a track record of keeping students in school and improving performance on a host of academic and non-academic outcome indicators. Among our students who receive the most intensive supports:

- 99 percent stayed in school;
- 93 percent graduated from high school;
- 93 percent were promoted; and
- 85 percent met their academic performance goals.

We also see a great opportunity in the newly reauthorized Every Student Succeeds Act (ESSA). Under the new law, the U.S. Department of Education can assist states in carrying out the flexibilities of ESSA and thereby ensure availability of funding for states and school districts to meet the needs of the estimated 14.5 million children in this country who live in poverty. And for the first time, CIS' work, known as Integrated Student Supports, is firmly enshrined into ESSA—it is explicitly stated as an allowable use of funds.

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Linda Gale White
Former First Lady of Texas

Ava Youngblood
Youngblood Executive Search, Inc.

Dale Erquiaga
President and CEO

I hope to have an opportunity to meet with you, introduce you to Dale, and discuss how Communities In Schools could be a resource wherever you need us—but particularly when it comes to Integrated Student Supports.

Dale Erquiaga and I, will follow up to arrange a possible meeting. Should you have any questions, please feel free to reach out to Dale directly a[(b)(6)] or at erquiagad@cisnet.org.

Thank you for your consideration.

Respectfully,

(b)(6)

Elaine Wynn
Chairman, Board of Directors
Communities In Schools