## DOCUMENT RESUME

ED 312 822 EC 221 280

TITLE Bibliography: Recruitment and Retention #19.

Information on Personnel Supply and Demand.

INSTITUTION National Association of State Directors of Child

Development.; National Clearinghouse for Professions

in Special Education, Reston, VA.

SPONS AGENCY Office of Special Education and Rehabilitative

Services (ED), Washington, DC.

PUB DATE May 89

GRANT G0087C3053-88

NOTE 13p.

PUB TYPE Reference Materials - Bibliographies (131)

EDRS PRICE MF01/PC01 Plus Postage.

DESCRIPTORS \*Disabilities; Elementary Secondary Education; Higher

Education; \*Special Education Teachers; \*Teacher

Persistence; \*Teacher Recruitment

## ABSTRACT

The bibliography lists approximately 125 documents and journal articles concerning issues and practices in the recruitment and retention of personnel for general and special education at district, state, and higher education levels. Citations date from 1975 to 1989 and are listed by author or institution and include ERIC (Educational Resources Information Center) document or journal numbers when appropriate. (DB)

\*



## Information on Personnet Supply and Demand

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

- Othis document has been reproduced as received from the person or organization originating it.
- ☐ Minor changes have been made to improve reproduction quality
- Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

BIBLIOGRAPHY: RECRUITMENT AND RETENTION

This partial bibliography pertains to issues and practices in the recruitment and retention of personnel for general and special education at district, state, and higher education levels.

The National Clearinghouse for Professions in Special Education thanks the ERIC Clearinghouse on Handicapped and Gifted Children for assistance in providing ERIC document numbers on appropriate entries in this bibliography.

May 1989



ERIC CLEARINGHOUSE ON HANDICAPPED AND GIFTED CHILDREN

**BEST COPY AVAILABLE** 



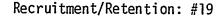
NATIONAL CLEARINGHOUSE FOR PROFESSIONS IN SPECIAL EDUCATION

The Supply/Demand Analysis Center
National Association of State Directors of Special Education
2021 K Street NW • Suite 315 • Washington, DC 20006
202/296-1802 SpecialNet: PROFESSIONS

- Academy for Educational Development. (1985). <u>Teacher development in schools</u>. New York, NY: Author. ED 272 492
- Adelman, H. S. (1986). Staffing the field for the future. <u>Journal of Learning</u> <u>Disabilities</u>, 19, 477-479. EJ 343 838
- Alexander, L. (1986, January). Serious about keeping good teachers? Listen to this Governor's ten suggestions. American School Board Journal, 172(1), 33-34. EJ 309 986 EA 518 245
- Alonso, L. (1986). Recruitment of teachers of visually impaired children: A quest for excellence. Education of the Visually Impaired, 18(3), 117-125.
- American Association of Colleges for Teacher Education. (1987). Minority teacher recruitment and retention: A public policy issue--Proceedings and background material of the Wingspread Conference. Washington, DC: Author. ED 298 123
- American Association of School Administrators. (1988). <u>Challenges for school leaders</u>. Arlington, VA: Author.
- American Occupational Therapy Association. (1987). Project OT pilot recruitment campaign. Rockville, MD: Author.
- American Speech-Language-Hearing Association. (1987). Speech, language pathology, and audiology: Career information for minority students. Rockville, MD: Author.
- Association of Teacher Educators and ERIC Clearinghouse on Teacher Education. (1988). Society, schools, and teacher preparation: A report of the Commission on the Future Education of Teachers. Washington, DC: ERIC Clearinghouse on Teacher Education. ED 296 996
- Anthony, M. (1980, October). Let teachers help hire teachers? Executive Educator,  $\underline{2}(10)$ , 21-22, 38. EJ 234 172 EA 513 506
- Baker, A., & Eisenbach, J. (1980). Employment and attrition of special education students receiving graduate traineeships. Exceptional Children, 47(3), 226-227. EJ 236 769



- Baum, M. (1987). Recruiting and employing: Suggested policy guidelines for school districts. Salem, OR: Oregon Department of Education, Personnel Advisory Committee. ED 284 362
- Beal, P., & Noel, L. (1980). <u>What works in student retention</u>. Boulder, CO: American College Testing Program and National Center for Higher Education Management. ED 197 635
- Benderson, A. (Ed.). (1988). <u>Minority students in higher education: Focus</u>
  No. 22. Princeton, NJ: Educational Testing Service.
- Berry, B., Kuhs, T. M., Ginsberg, R., & Cook, N. R. (1988). Recruiting talent to teaching: An assessment of the impact of the South Carolina Teacher Cadet Program. Columbia, Sc: University of South Carolina, South Carolina Policy Center. ED 296 991
- Berry, B., McCormick, C., & Buxton, T. (1989). <u>Recruiting the next generation of teachers: Conversations with high school sophomores</u>. Research Triangle Park, NC: Southeastern Educational Improvement Laboratory.
- Boykins, M. V., & Others. (1983). Allied health education development: A comprehensive model for colleges and universities with special emphasis on minority recruitment. Washington, DC: American Association of State Colleges and Universities.
- Bradley, K. (1983, June). Recruitment to the teaching profession. Educational Research, 25(2), 116-124. EJ 283 498 CE 513544
- Brown, S. V. (1988). <u>Increasing minority faculty: An elusive goal</u>. Princeton, NJ: Educational Testing Service. ED 299 906.
- Brown, S. V. (1987). <u>Minorities in the graduate education pipeline</u>. Princeton, NJ: Educational Testing Service. ED 299 906.
- Brown, J. A., Williams, A., Brown, M., & Green, K. (1987). Survey of hiring practices in selected school districts. <u>Journal of Teacher Education</u>, 38(2), 45-49.
- Bruno, J. E., & Negrete, E. (1983). Analysis of teacher wage incentive programs for promoting stability in a large urban school district. <u>Urban Review</u>, 15(3), 139-149. EJ 290 862.



- Carmichael, D. (1982, Fall). The challenge of rural education. Rural Educator, 4(1), 5-10. EJ 273 095
- Case, C., Shine, R., Ingebretson, K., & Spiegel, V. (1988). Minority teacher education: Recruitment and retention methods. Journal of Teacher Education, 39(4), 54-57.
- Caskey, O. L., & Lutz, S. (1975). Special education as a vocational choice: Influences and values. Exceptional Children, 41(5), 332-334. EJ 116 011
- Casto, G. (1981). <u>Training</u>, recruiting, and retaining personnel in rural areas: <u>Making it work in rural communities</u>. <u>Macomb</u>, IL: Western Illinois University, College of Education. <u>ED 211303</u>
- Charlotte-Mecklenburg School System. (1987). An overview of the career development program. Charlotte, NC: Author.
- Clark, R., & Fischetti, J. C. (1987). Candidate selection in a fifth-year teacher education recruitment model: A multi-stage partnership approach. Journal of Teacher Education, 38(2), 26-30. EJ 353 250
- Clark, R., Johnson, R., Kessler, R., & Schultz, K. (1984). Recruiting talent into public school teaching: An analysis from one successful pilot program. Journal of Teacher Education, 35(16), 2-4. EJ 309 266
- Clewell, B. C., & Ficklen, N. S. (1986). <u>Improving minority retention in higher education</u>: A search for effective institutional practices (Research Report No. 86-17). Princeton, NJ: Educational Testing Service. ED 299 841
- Cotton, K. (1987). Reducing teacher turnover in reservation schools: A guide for administrators. Portland, OR: Northwest Regional Educational Laboratory. ED 288 686
- Cowart, S. C. (1987). What works in student retention in state colleges and universities. Iowa City, IA: American College Testing Program.
- Cox, W. (1987), Recruiting wars: Can higher education compete with the military? Educational Record, 68(4), 63-69. EJ 372 305
- Cox, D. L. (1981, May). The board's responsibility for attracting and landing the best teaching staff. Paper presented at the Annual Meeting of the National School Boards Association, Dallas, Texas, April 11-14, 1981. ED 207142
- Recruitment/Retention: #19



- Cresap, McCormick, & Paget. (1984). <u>Teacher incentives: A tool for effective management</u>. Reston, VA: National Association of Secondary School Principals. ED 244 388
- Darling-Hammond, L. (1984). Beyond the commission reports: The coming crisis in teaching. Santa Monica, CA: The RAND Corporation. ED 248 245
- Dixon, B., Shaw, S. F., & Bensky, J. M. (1980). Administrator's role in fostering the mental health of special services personnel. <u>Exceptional Children</u>, 47(1), 30-36. EJ 234 362
- Drier, H., & Harsh, W. (1985). <u>Counselor's role in student recruitment:</u>

  <u>Vocational education at the secondary and post-secondary levels</u>. <u>Columbus</u>,

  <u>OH: National Center for Research in Vocational Education</u>.
- Drier, H.. & Harsh, W. (1985). <u>Student recruitment and counselor role: A bibliography of resource materials</u>. <u>Columbus, OH: National Center for Research on Vocational Education</u>.
- Edmunds, N. A. (1980, Spring). Effective recruiting: A tool to replenish, sustain, and improve the profession. <u>Journal of Epsilon Pi Tau</u>, <u>6(1)</u>, 17-22. EJ 224897 CE 509622
- Engel, R. A. (1984, February). Recruiting shortage area teachers: Is there a more effective way? NASSP Bulletin, 68(49), 105-109. EJ 294889 EA 517290
- ERIC Clearinghouse on Educational Management. (1987). Recruiting and selecting teachers: The best of ERIC, No. 88. Eugene, OR: Author. ED 279 104
- Florida Department of Education. (1987). Special training grants for teachers in exceptional student education. Tallahassee, FL: Bureau of Education for Exceptional Students.
- Fox, J. N. (1984, Fall). Restructuring the teacher work force to attract the best and the brightest. <u>Journal of Education Finance</u>, <u>10</u>(2), 214-237. EJ 316769 EA 518789
- Gentry, R., & Wen, S. (1987). What attracts and keeps outstanding Black special education teachers in the profession? (unpublished paper). Jackson, MS: Jackson State University, Department of Special Education. ED 298 712



- Goldstein, W. (1986). Recruiting superior teachers: The interview process. Bloomington, IN: Phi Delta Kappa Educational Foundation. ED 269365
- Gray, D., & Lynne, D. H. (1988). <u>New teachers, better teachers: A report on two initiatives in New Jersey</u>. Washington, DC: Council for Basic Education. ED 298 094
- Guetzloe, E., & Cline, R. (1983). Compensation for regular classroom teachers: State and territorial provisions. <u>Exceptional Children</u>, 49(4), 363-366. ED 292 760
- Haberman, M. (1988). Proposals for recruitment of minority teachers: Promising practices and attractive detours. <u>Journal of Teacher Education</u>, <u>39</u>(4), 38-44.
- Haberman, M. (1987). Recruiting and selecting teachers for urban schools. New York, NY: ERIC Clearinghouse on Urban Education. ED 292 942
- Hatton, B. R. (1988, January). A game plan for ending the minority teacher shortage. NEA Today,  $\underline{6}(6)$ , 66-69. EJ 366 893
- Helge, D., & Marrs, L. (1981). <u>Personnel recruitment and retention in rural America</u>. Bellingham, WA: Western Washington University.
- Hopfengardner, J., Lasky, T., & Joseph, E. A. (1983). Recruiting preservice teacher education students. <u>Journal of Teacher Education</u>, 34(4), 10-13. EJ 286 076
- Horn, J. G. (1985). Recruitment and preparation of quality teachers for rural schools. Paper presented at the National Rural Education Forum convened by the U.S. Department of Education, Kansas City, Missouri, August 12-14, 1985. ED 258785
- Howard, R. A. (1985, March). Introducing talented high school students to teacher education. Phi Delta Kappan, 66(7), 511-512. EJ 316 685
- Jackson, N., & Pressman, H. (1988). <u>Increasing the number of minority teachers: Directions for state policy</u>. Atlanta, GA: Southern Education Foundation, Task Force on the Supply of Minority Teachers.
- Jensen, M. C. (1987). How to recruit, select, induct, and retain the very best teachers. Eugene, OR: ERIC Clearinghouse on Educational Management.
- Recruitment/Retention: #19



- Johnson, W. L. (1986). <u>Directory of special programs for minority group members: Career information, services, employment skills, banks, financial aid.</u> Baltimore: Garret Park Press.
- Jorgensen, S., & Espey, L. Recruiting special education personnel for Iowa schools. Des Moines, IA: Drake University, Mountain Plains Regional Resource Center. ED 280 254
- Kapel, M. B., Mour, S., & Kapel, D. E. (1987). Teacher education to attract academically gifted students: A model. <u>Journal of Teacher Education</u>, 38(2), 22-25. EJ 353 249
- Kelly, E. J. (1979). Public ethics versus personal motives in special education. <u>Journal of General Education</u>, 30(4), 285-294. EJ 228 435
- Kellogg, R. C. (1987). <u>Teacher hiring</u>, evaluation, and inservice training. Paper presented to the joint meeting of the Convention of American Instructors of the Deaf and the Conference of Educational Administrators Serving the Deaf, Santa Fe, New Mexico. ED 293 244
- Kemper, R. E., & Mangieri, J. N. (1987). America's future teaching force: Predictions and recommendations. <u>Phi Delta Kappan</u>, <u>68</u>(5), 393-395. EJ 345 363
- Kentucky Department of Education. (1987-88). Three programs of recruitment of special education personnel. Frankfort, KY: Office of Education for Exceptional Children.
- Killacky, J. (1984). <u>Furthering nonformal adult education in rural America:</u>
  <u>The rural free university and three traditional providers.</u> Las Cruces,
  NM: ERIC Clearinghouse on Rural Education and Small Schools.
- Lee, V. (1985). Access to higher education: The experience of Blacks, Hispanics, and low socioeconomic status Whites. Washington, DC: American Council on Education. ED 258 505
- Leonard, P. Y., Kapel, D., & Williams, F. (1988) Teaching in the year 2000: Minority recruiting push to span the gap. <u>School Administrator</u>, <u>45</u>(8), 33-40. EJ 378 709
- Louis Harris & Associates. (1985). <u>Former teachers in America: The Metropolitan Life Survey</u>. New York, NY: Metropolitan Life Insurance Company. ED 270 392
- Recruitment/Retention: #19



- Lyson, T. A. (1984, Spring). Recruitment to school teaching: The relationship between high school plans and early adult attainment. American Educational Research Journal, 21(1), 181-193. EJ 298 944
- Mangieri, J. N., & Kemper, R. E. (1984). <u>Factors related to high school students' interest in teaching as a profession</u>. Fort Worth, TX: Texas Christian University. <u>ED 240 077</u>
- Marchese, T. J., & Lawrence, J. F. (1987).

  <u>A guide to recruiting administrators</u>.

  <u>The search committee handbook:</u>

  Washington, DC: American Association for Higher Education.
- Middleton, E. J., & Mason, E. J. (Eds.). (1988). Recruitment and retention of minority students in teacher education. Dubuque, IA: Vendall/Hunt.
- Middleton, E. J., Mason, E. J., Stilwell, W. E., & Parker, W. C. (1988).

  A model for recruitment and retention of minority students in teacher preparation programs. <u>Journal of Teacher Education</u>, <u>39</u>(1), 14-18. EJ 374 359
- Miller, J., & Sidebottom, D. (1987). <u>Teachers: Finding and keeping the best in small and rural districts</u>. Arlington, VA: American Association of School Administrators. ED 254 377
- Mingle, J R. (1987). <u>Focus on minorities: Trends in higher education participation and success</u>. Denver, CO: Education Commission of the States and the State Higher Education Executive Officers. ED 287 404
- Murnane, R. J., Singer, J. D., & Willett, J. B. (1988). The career paths of teachers: Implications for teacher supply and methodological lessons for research. <u>Educational Researcher</u>, 17(6), 22-30. EJ 379 470
- National CSPD Caucus. (1987). <u>Special education personnel recruitment practices: A manual for administrators</u>. <u>Washington</u>, DC: National Information Center for Children and Youth with Handicaps. ED 297 495
- National Information Center for Children and Youth with Handicaps. (1987). Minority issues in special education: A portrait of the future. News Digest, 9, 1-7. ED 294 371
- National School Boards Association and Oregon School Boards Association.(1987).

  <u>Good teachers: An unblinking look at supply and preparedness</u>. Salem, OR:
  <u>Oregon School Boards Association</u>. <u>ED 287 832</u>



- Nettles, M. (1987). Financial aid and minority participation in graduate education. Princeton, NJ: Educational Testing Service. ED 299 905
- Noel, L., Levitz, R., Saluri, D., & Associates. (1987). <u>Increasing student retention</u>. San Francisco: Jossey-Bass.
- North Carolina Department of Public Instruction. (1987). Legislation and purpose of teacher recruitment office. Raleigh, NC: North Carolina Department of Public Instruction, Division of Teacher Education, Office of Teacher Recruitment.
- North Dakota State Department of Public Instruction. (1982). Recruitment of special education personnel. Des Moines, IA: Drake University, Mountain Plains Regional Resource Center. ED 240 819
- Oliver, B. (1988). Structuring the teaching force: Will minority teachers suffer? <u>Journal of Negro Education</u>, <u>57</u>(2), 159-165.
- Palaich, B. (1983). <u>State policies to screen and attract teachers: Issuegram 23</u>. Denver, CO: Education Commission of the States. ED 234506
- Perry, N. C. (1981, October). New teachers: Do the best get hired? Phi Delta Kappan, 63(2), 113-114. EJ 252224
- Pigford, A. B., Huey, M., & Phillips, J. (1988, November). The minority administrators' program: An opportunity for leadership. Paper presented at the meeting of the Council of States on Inservice Education, New Orleans, Louisiana, November, 1988.
- Platt, J. N., & Platt, J. S. (1980). Volunteers for special education: A mainstreaming support system. Teaching Exceptional Children, Fa'll, 31-34. EJ 240 502
- Plevin, A. (1988). <u>Education as a career</u>. West Haven, CT: National Education Association Professional Library. ED 294 848
- Post, L. M., & Weissner, H. (1987). Developing a recruitment and retention support system for minority students in teacher education. <u>Journal of Negro Education</u>, <u>56</u>(2), 203-211.
- Professional Advisory Council, National Easter Seal Society. (1988). Crisis ahead: Recruitment and retention of rehabilitation professionals in the nineties and beyond. Chicago, IL: Author.



- Project ADAPTT. (1988). Accommodating diversity: Adjunct professors teaching teacher trainers. Fulton, MO: William Woods College.
- Redden, M. R. (1985). Recruitment, admissions and handicapped students. Washington, DC: HEATH Resource Center, American Council on Education.
- Renner, W. F. (1985, March). Recruit aggressively and lure top teachers to your small school. <u>American School Board Journal</u>, 172(3), 36-37. EJ 315 274
- Rodman, B. (1988). The fiercest competition. Education Week, 7(19), 1, 13.
- Schlechty, P. C. & Joslin, A. W. (1984, Summer). Recruiting teachers: Future prospects. <u>Journal of Children in Contemporary Society</u>, <u>16</u>(3), 4. EJ 307 850
- Schlechty, P. C., & Vance, V. S. (1981). Do academically able teachers leave education? The North Carolina case. <u>Phi Delta Kappan</u>, <u>63</u>, 10b-117. EJ 252223
- Schlechty, P. C., & Vance, V. S. (1983, March). Recruitment, selection, and retention: The shape of the teaching force. <u>Elementary School Journal</u>, 83(4), 469-487. EJ 281 544
- Schwartz, H. (1984, October). Recruitment, selection, retention, and graduation of teacher education candidates. Seminar paper presented at a hearing of the National Commission on Excellence in Teacher Education, San Francisco, California, October 22-23, 1984. ED 250308
- Sedlak, M., & Schlossman, S. (1986). Who will teach? Historical perspectives on the changing appeal of teaching as a profession. Santa Monica, CA:
  The RAND Corporation. ED 292 184
- Seifert, E. (1982, Fall). Personnel practices in small schools. Small School Forum, v(1), 10-12. EJ 273108
- Seifert, E. H., & Kurtz, W. H. (1983). <u>Teacher recruitment and retention</u> strategies for smaller schools: A handbook for superintendents and school boards. San Marcos. TX: Texas State University. ED 234972
- Seifert, E. H., & Simone, P. (1980, Winter). Personnel practices for recruiting and keeping effective teachers in smaller schools. <a href="Small School">Small School</a> Forum, 2(2), 12-13. EJ 241 018
- Recruitment/Retention: #19



- Settles, I. (Ed.). (1988). 1988 ASCUS annual: A job search handbook for educators. Urbana, IL: Association for School, College and University Staffing.
- Sindelar, P. T., Schloss, P. J., Asbury, W. M., & Thomas, J. A. W. (1986).
  Recruitment of Blacks into special education through an interagency
  linkage. <u>Teacher Education and Special Education</u>, 9(1), 44-48. EJ 334 315
- Small Schools Network. (1988). <u>Attracting, retaining, and developing</u>
  <u>quality teachers in small schools</u>. Andover, MA: Regional Laboratory for Educational Improvement of the Northeast and Islands.
- Smith, A. W. (1988). Maintaining the pipleline of Black teachers for the 21st century. <u>Journal of Negro Education</u>, 57(2), 166-177.
- Smith-Dickson, B. J., & Hutinger, P. (Eds.). (1981). Making it work in rural communities: Training, recruiting, and retaining personnel in rural areas. Macomb, IL: Western Illinois University Press. ED 256 543
- Southern Education Foundation. (1986). <u>Teacher supply and quality in the South: A search for strategies and solutions</u>. Atlanta, GA: Author.
- Southern Regional Education Board. (1985). Improving teacher education: An agenda for higher education and the schools. Atlanta, GA: Author. ED 261 029
- Spellman, S. (1988). Recruitment of minority teachers: Issues, problems, facts, possible solutions. <u>Journal of Teacher Education</u>, 39(4), 58-63.
- Stewart, D. K. (1988). Materials on recruitment and retention of minority teachers and teacher education students in the ERIC database. <u>Journal of Teacher Education</u>, 39(1), 24-26.
- Swift, D. (1984). Finding and keeping teachers: Strategies for small schools. Las Cruces, NM: ERIC Clearinghouse on Rural Education and Small Schools. ED 259 875
- Szutz, J. J., & Pounds, H. R. (1988). A report on student retention in the university system of Georgia. Atlanta, GA: University System of Georgia, Office of Research and Planning.
- Task Force on Recruiting Minorities for Professional Staff Positions. (1988).

  Report to the state superintendents. Baltimore, MD: Maryland State
  Department of Education.



- Thomas, G. E. (1986). <u>The access and success of Blacks and Hispanics in U.S. graduate and professional education</u>. Washington, DC: National Academy Press.
- University of Nevada-Reno. (1985). <u>Teacher recruitment and retention in Nevada: Incentives for excellence. Reno, NV: Author.</u>
- Wakefield, W. M., & Crowl, T. K. (1974). Personality characteristics of special educators. <u>Journal of Experimental Education</u>, 43(2), 86-89. EJ 110 416
- Wendling, W. R., & Woodbury, S. A. (1984). The future labor market for teachers: Quantities, aptitudes, and retention of students choosing teaching careers. Kalamazoo, MI: W. E. Upjohn Institute for Employment Research.
- Wharton, J. (1980). Special education teachers: Recruitment and follow-up. Teacher Education and Special Education, 3(4), 29-32.
- Wilbur, F. (1988). School-college partnerships: A look at the national models. Reston, VA: National Association of Secondary School Principals. ED 291320
- Wilson, R. (1988). Recruiting and retaining minority teachers. <u>Journal of Negro Education</u>, <u>57</u>(2), 195-198.
- Wimpelberg, R. K., & King, J. A. (1983). Rethinking teacher recruitment. Journal of Teacher Education, 34(1), 5-8. EJ 275 472
- Wise, A. E., Darling-Hammond, L., & Berry, B. (1988). Selecting teachers: The best, the known, and the persistent. Educational Leadership, 45(5), 82-85. EJ 368 834
- Wise, A. E., Darling-Hammond, L., Berry, B., Berliner, D., Haller, E., Praskac, A., & Schlechty, P. (1987). Effective teacher selection: From recruitment to retention. Santa Monica, CA: The RAND Corporation. ED 286 865
- Zapata, J. T. (1988). Early identification and recruitment of Hispanic teacher candidates. <u>Journal of Teacher Education</u>, <u>39</u>(1), 19-23. EJ 374 360
- Recruitment/Retention: #19 May 1989

This document was prepared pursuant to Grant No. G0087C3053-88 with the U.S. Department of Education, Office of Special Education and Renabilitative Services. Agencies undertaxing such projects under government spansorship are encouraged to express their judgment treaty in professional and technical matters. Points of view or opinions do not, therefore, necessarily represent official Department of Education position or paticy.

