

The Consortium of State School Boards Associations Weekly Education Report

APRIL 7, 2025

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The COSSBA Education Report, a weekly publication, provides an executive summary of public policy issues affecting American K-12 education and employment. Please use the bookmarks below to navigate to your area of interest:

- 1. News, Publications, & Updates on COSSBA Policy Priorities
 - Funding
 - <u>ED Abruptly Ends COVID Relief Extensions, Concerning States</u>: On March 28, Education Secretary Linda McMahon <u>informed</u> state education leaders that all remaining COVID-19 relief funds must be spent immediately, abruptly ending previously granted extensions.
- 2. **Budget and Appropriations Wrap-up**
 - Impact on State School Board Associations
- 3. In Brief Last Week in Washington
 - ED Reaffirms Parental Rights Under FERPA in New Guidance to Schools: On March 28, the Department of Education's Student Privacy Policy Office (SPPO) issued a Dear Colleague Letter to Chief State School Officers and Superintendents, clarifying compliance obligations under the Family Educational Rights and Privacy Act (FERPA) and the Protection of Pupil Rights Amendment (PPRA).
 - <u>Federal Spending Website Pulled Down, Citing Need for Confidentiality:</u> White House Budget Director Russ Vought <u>announced over the weekend</u> that the Trump administration will not reinstate the apportionments website, a tool that publicly tracked how the Office of Management and Budget (OMB) directed federal spending.

- House Education Panel Examines AI Impact on K-12 Education: On
 Tuesday, the House Subcommittee on Early Childhood, Elementary, and
 Secondary Education <u>held a hearing</u> titled "From Chalkboards to Chatbots: The
 Impact of AI on K-12 Education."
- <u>AEI Examines Child Welfare Priorities of the Trump Administration</u>: On Monday, the American Enterprise Institute (AEI) hosted a webinar titled "Putting Children First: Child Welfare Priorities for the New Administration," which focused on federal child welfare oversight, statutory enforcement, and prioritizing child safety in foster care systems.
- <u>AEI Panel Considers how Classrooms Can Function More Efficiently:</u> On Tuesday, the American Enterprise Institute (AEI) hosted a webinar titled "School Rethink 2.0: Revamping Classroom Instruction," led by AEI Director of Education Policy Studies, Frederick Hess.
- <u>Democrat Lawmakers Meet with McMahon at Education Department:</u>
 Democratic lawmakers criticized Education Secretary Linda McMahon at a
 Wednesday press conference, raising concerns over her vague remarks about the
 department's future following sweeping staff reductions.
- <u>Afterschool Panel Examines Childcare Contracts, Expanding Access</u>: On Wednesday, the Afterschool Alliance hosted a webinar titled, "Using Childcare Contracts to Expand Afterschool in Underserved Areas," which explored federal and state strategies to increase access to afterschool programs through Childcare and Development Block Grant (CCDBG) contracts.
- ED Prompts State Agency Compliance with Anti-Discrimination Law: On Thursday, the Department of Education (ED) sent notifications to state education officials prompting them to certify compliance with the ED's interpretation of federal anti-discrimination law within 10 days or risk federal funding.

4. New Publications

• <u>Unfinished Business: What Must Come Next for Public Education, Five Years After Pandemic Shutdowns</u>

ASU MaryLou Fulton College for Teaching and Learning Innovation (March 2025)

Five years after the pandemic, public schools continue to struggle with declining student performance, widening achievement gaps, and a return to outdated systems that fail to meet modern challenges. To reverse this trajectory, this report identifies reforms that are needed—embracing personalized learning, modern teaching models, and innovative, flexible solutions that empower students, support educators, and rebuild trust in the education system.

5. In the News

- Chair Walberg Introduces Bill to Safeguard Parental Rights

 House Committee on Education and Workforce (April 3, 2025)
- Mass Layoff Rattle Head Start Leaders Already on Edge Over Funding <u>Problems</u>

The Associated Press (April 2, 2025)

• McMahon Meeting with House Democrats Over Education Department Layoffs *The Hill (April 2, 2025)*

• <u>Democrat Senators Probe Trump Administration on The Future Of Special Education In The US</u>

USA Today (April 2, 2025)

- Education Department Cancels ESSER Spending Extensions K-12 Dive (April 1, 2025)
- New Food Security Threats 5 Years After COVID-Era Effort to Feed All Kids

The 74 (April 1, 2025)

6. Weekly Calendar - What's coming up this week?

- House Appropriations Ag-FDA Subcommittee on USDA Programs: The House Appropriations Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Subcommittee will hold a hearing on "Review of U.S. Department of Agriculture Programs."

 Wednesday at 10am ET
- Senate HELP Committee Markup of Bills: The Senate Health, Education, Labor and Pensions (HELP) Committee will hold a markup of S. 558, the "Antisemitism Awareness Act of 2025"; S. 163, the "Protecting Students on Campus Act of 2025"; and S. 932, the "Give Kids a Chance Act of 2025." Wednesday at 10am ET
- <u>Improving Reading Instruction</u>: The American Enterprise Institute for Public Policy Research (AEI) will hold a virtual discussion on "The Decoding Threshold: Is It the Missing Piece in Reading Instruction?"

 Wednesday at 4pm ET

7. On The Floor of Congress This Week

- **Senate floor**: Consideration of nominees
- House floor
 - Senate Amendment to H.Con. Res. 14 Establishing the congressional budget for the United States Government for fiscal year 2025 and setting forth the appropriate budgetary levels for fiscal years 2026 through 2034.
 - o H.R. 1526 No Rogue Rulings Act
 - S.J. Res. 18 A joint resolution disapproving the rule submitted by the Bureau of Consumer Financial Protection relating to "Overdraft Lending: Very Large Financial Institutions."
 - S.J. Res. 28 A joint resolution disapproving the rule submitted by the Bureau of Consumer Financial Protection relating to "Defining Larger Participants of a Market for General-Use Digital Consumer Payment Applications."
 - o **H.R. 22** SAVE Act

8. Important U.S. House and Senate Links

9. About BPAG

1. COSSBA Policy Priorities

FUNDING

ED ABRUBTLY ENDS COVID RELIEF EXTENSIONS, CONCERNING STATES

On March 28, Education Secretary Linda McMahon <u>informed</u> state education leaders that all remaining COVID-19 relief funds must be spent immediately, abruptly ending previously granted extensions. In a letter sent last Friday, McMahon stated the deadline for using the funds was 5 p.m. EST that same day. "By failing to meet the clear deadline in the regulation, you ran the risk that the Department would deny your extension request," she wrote, citing states had "ample time to liquidate obligations" and emphasizing that continued extensions were not aligned with the department's priorities. The decision primarily affects funds from the American Rescue Plan Act's \$130 billion allocation to K-12 schools in 2021, which schools had planned to use for tutoring, construction, and mental health services. Extensions had been granted to allow more time for project completion, but McMahon asserted that such leniency was no longer warranted, adding that future extensions would only be considered "on an individual project-specific basis." The sudden shift has drawn criticism. Carissa Moffat Miller of the Council of Chief State School Officers expressed concern in a <u>statement provided to Politico</u>, saying the move "creates new barriers and will have a negative impact for students across the country." Many states had already committed funds and were awaiting federal reimbursement.

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2. Budget and Appropriations Wrap-Up

Last week, the Senate continued to push forward with the Congressional Republican plan to enact a budget resolution that will guide House and Senate efforts to develop budget reconciliation legislation, after the House went home <u>due to legislative maneuvering related to proxy voting</u>. Enacting the latest version of the <u>budget resolution</u> is the next step toward enacting President Donald Trump's "one big, beautiful bill" that would make good on a number of campaign promises.

The Senate adopted over the weekend <u>a budget resolution</u> in a 51-48 vote, sending the framework to the House for a vote hopefully before the two-week Easter recess beginning at the end of this week. A budget plan adopted by both chambers is necessary to allow Republicans to write and pass a bill later this year to overhaul the tax code and address border, energy, and defense policies. To buoy their efforts, President Donald Trump, <u>posted on social media</u> Wednesday night that "The Senate Plan has my Complete and Total Support," adding, "Every Republican, House and Senate, must UNIFY. We need to pass it IMMEDIATELY!"

Elsewhere, Administration officials are telling Congress that more spending cuts are coming. This time in the form of rescissions. Eric Ueland told the Senate Homeland Security and Governmental Affairs Committee last week that President Trump and Office of Management and Budget Director Russ Vought have been "very clear to us at OMB" that the Trump administration "will be sending a rescission package — at least one — to Congress," adding, "we do expect success." It's unclear what might be in that package, but anxiety in the education community persists due to the lack of specific funding levels for several education programs in the recently passed continuing resolution that sets funding for the remainder of FY 2025.

Some appropriators are looking forward to the FY 2026 process. The House Appropriations Committee has posted **guidance** for Members of Congress to submit requests for earmarks, funding, or language in the FY 2026 appropriations bills. Members can start submitting requests on April 14.

How does this impact State School Board Associations?

Programmatic and language requests for the House Labor, Health and Human Services and Education bill are due by May 23. Of course, once again, this particular spending bill will not contain any earmarks. At least not the House version. Education advocates are managing Capitol Hill fly-ins, action alert campaigns and the start of what looks to be a chaotic FY 2026 spending cycle. (The President's budget request is expected in April. Or May. Or June.) In addition, the Department of Education continues to make announcements and send letters to state education leaders that are confusing, vague, and maybe illegal.

The weather isn't the only thing heating up.

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3. In Brief – Last Week in Washington ED REAFFIRMS PARENTAL RIGHTS UNDER FERPA IN NEW GUIDANCE TO SCHOOLS

On March 28, the Department of Education's Student Privacy Policy Office (SPPO) issued a Dear Colleague Letter to Chief State School Officers and Superintendents, clarifying compliance obligations under the Family Educational Rights and Privacy Act (FERPA) and the Protection of Pupil Rights Amendment (PPRA). The letter emphasizes that schools receiving federal funding must allow parents access to all education records, including those related to a student's gender identity. According to Secretary of Education Linda McMahon, "Parents are the most natural protectors of their children," and she criticized policies that "prioritize the privileges of government officials over the rights of parents." The SPPO identified "priority concerns," including the need for schools to allow parental review of education records and to provide proper annual notice of parental rights. The Education Department has requested that state education agencies submit documentation by April 30, 2025, affirming compliance with these laws. The letter comes amid federal investigations into the education departments of California and Maine for allegedly withholding information from parents regarding students' gender transitions. McMahon further directed the Department to address a backlog of FERPA complaints and reiterated that non-compliant institutions may face investigations and potential loss of federal funding.

FEDERAL SPENDING WEBSITE PULLED DOWN, CITING NEED FOR CONFIDENTIALITY

White House Budget Director Russ Vought <u>announced over the weekend</u> that the Trump administration will not reinstate the apportionments website, a tool that publicly tracked how the Office of Management and Budget (OMB) directed federal spending. The decision, revealed in a one-page letter to Sen. Patty Murray, follows the site's abrupt shutdown last week. Vought stated that OMB "will no longer operate and maintain" the system, signaling a shift in the administration's approach to transparency around budget implementation. Vought defended the move by emphasizing the need to protect internal government discussions. He argued that publicizing apportionment data reveals "sensitive, pre-decisional, and deliberative information," and that its disclosure has already "adversely impacted the candor" of OMB's communications

with federal agencies. According to Vought, making this information public undermines the budget office's "effectiveness in supervising agency spending" and may even "pose a danger to national security and foreign policy." The decision has sparked concern among transparency advocates and lawmakers, who view the website as a key resource for accountability in government spending.

HOUSE EDUCATION PANEL EXAMINES AI IMPACT ON K-12 EDUCATION

On Tuesday, the House Subcommittee on Early Childhood, Elementary, and Secondary Education held a hearing titled "From Chalkboards to Chatbots: The Impact of AI on K-12 Education." The discussion focused on the federal government's role in regulating artificial intelligence (AI) in education, the potential benefits of AI—particularly in special education programs—and strategies for mitigating bias. Both representatives and witnesses emphasized the importance of AI literacy, professional development programs, and privacy protections as key components of responsible AI integration in classrooms. Some participants advocated for federal oversight, funding, and guidelines to support these efforts, while others stressed the need for local autonomy to tailor approaches to the unique needs of individual student populations. Addressing privacy concerns, Pearl Public School District Superintendent Chris Chism noted that his school district uses its own server to train AI systems, which he believes ensures more secure and equitable use of the technology. Other witnesses highlighted AI's potential to deliver personalized learning experiences by adapting instruction to each student's pace, needs, and learning style—particularly benefiting students with disabilities. They also pointed to increases in teacher efficiency and effectiveness, arguing that, when implemented responsibly, AI could help close achievement gaps by providing scalable, affordable learning support. The hearing concluded with calls for continued research, collaboration, and ethical AI adoption in schools. The witness list and their written testimony is here.

AEI EXAMINES CHILD WELFARE PRIORITIES OF THE TRUMP ADMINISTRATION

On Monday, the American Enterprise Institute (AEI) hosted a webinar titled "Putting Children First: Child Welfare Priorities for the New Administration," which focused on federal child welfare oversight, statutory enforcement, and prioritizing child safety in foster care systems. Moderator Naomi Schaefer Riley (AEI) emphasized that efforts to "reimagine" child welfare have delayed essential reforms. She advocated for data-driven decision-making, investment in a welltrained, child-centered workforce, expanded recruitment of foster families, recognition of substance abuse as a key risk factor, and greater transparency—particularly following child fatalities. Panelist Darcy Olsen (Center for the Rights of Abused Children) argued that abused and neglected children are often left unrepresented in court and unsupported by current legal frameworks. She called for federally mandated legal counsel and reforms aimed at reducing fatalities and improving permanency outcomes. Jed Medefind (Christian Alliance for Orphans) emphasized bipartisan support for three priorities: preserving families when it is safe to do so, achieving timely permanent placements, and expanding the pool of engaged foster families. He advocated for a refundable adoption tax credit and stronger community-based support systems. Tom Rawlings, former director of the Georgia Division of Family and Children Services, stressed the need for more robust federal enforcement through tools like the Child and Family Services Reviews. He also called for aligning Title IV-E funding with measurable child safety outcomes. Rachel Morrison (Ethics and Public Policy Center) criticized the Biden administration's HHS rule requiring "safe and appropriate" placements for LGBTQI+ youth, describing it as a violation of religious liberty and federal law. She cited a recent court injunction and urged the next administration to formally rescind the rule. Panelists agreed that future reforms must clearly distinguish between material poverty and true endangerment, streamline federal mandates, and strengthen accountability. A recording of the event is **here**.

AEI PANEL CONSIDERS HOW CLASSROOMS CAN FUNCTION MORE EFFICIENTLY

On Tuesday, the American Enterprise Institute (AEI) hosted a webinar titled "School Rethink 2.0: Revamping Classroom Instruction," led by AEI Director of Education Policy Studies, Frederick Hess. The panel featured four speakers—each bringing expertise in rethinking a different aspect of the traditional learning environment—who also contributed to the recent publication School Rethink 2.0: Putting Reinvention into Practice. The panelists included Larry Berger, CEO of Amplify; Arthur VanderVeen, CEO of New Meridian; Joel Rose, CEO of New Classrooms; and Brent Maddin, Executive Director of Next Education Workforce. Each panelist shared how their organization is working to "reinvent" K-12 education and how classrooms can better innovate to support students from diverse backgrounds. Berger opened the discussion by describing his efforts to reinvent textbooks and improve the procurement process for schools seeking high-quality classroom materials and curricula. Rose, whose organization focuses on overhauling classroom curricula, echoed Berger's concerns, asserting that current textbooks fail to meet the individualized needs of students. Maddin, who works at a college of education training future teachers, offered valuable insights into how schools might radically rethink the role—and preparation—of educators. Much of the conversation centered on the rapid advancement of technology and innovative support tools, which, panelists noted, remain largely inaccessible to the teachers who need them most. VanderVeen offered a distinct perspective, emphasizing that these ambitious goals can only be realized if the current assessment and testing systems are reimagined. His organization, New Meridian, advocates for implementing shorter, more frequent assessments in place of the traditional end-of-year state exams commonly used today. A full recording of the panel can be found here.

DEMOCRAT LAWMAKERS MEET WITH MCMAHON AT EDUCATION DEPARTMENT

Democratic lawmakers criticized Education Secretary Linda McMahon at a Wednesday press conference, raising concerns over her vague remarks about the department's future following sweeping staff reductions. After terminating roughly half of the department's workforce, McMahon has come under scrutiny for lacking a clear plan to maintain the agency's legal responsibilities. Representatives Mark Takano (D-CA), Frederica Wilson (D-FL), Veronica Escobar (D-TX), Jamie Raskin (D-MD), and others were alarmed by her stated intent to "end the department...by cutting and slashing the workforce." They warned that continued reductions particularly within the Office for Civil Rights—could severely undermine the department's ability to fulfill its statutory obligations. Concerns further intensified after President Trump announced plans to transfer key education programs, including student loans and disability services, to other federal agencies—though no formal steps have been taken. McMahon made a surprise appearance at the press conference, reaffirming her support for state-led education policy but declined to answer when directly asked whether she had a timeline for shutting down the department. Despite the tense exchanges, lawmakers acknowledged her willingness to meet with them in person—a rare move among Cabinet officials. Takano described her stated commitment to following legal procedures as "refreshing," though he remained skeptical, citing what he called the

administration's broader "extraconstitutional" tendencies. McMahon exited the event without further comment. The full press conference featuring Secretary McMahon's appearance is here.

AFTERSCHOOL PANEL EXAMINES CHILDCARE CONTRACTS, EXPANDING ACCESS

On Wednesday, the Afterschool Alliance hosted a webinar titled, "Using Childcare Contracts to Expand Afterschool in Underserved Areas," which explored federal and state strategies to increase access to afterschool programs through Childcare and Development Block Grant (CCDBG) contracts. Panelists emphasized the importance of defining underserved areas, expanding funding mechanisms, and enhancing provider eligibility to stabilize school-age childcare infrastructure nationwide. Afterschool Alliance Policy Director Jillian Luckner introduced the Child Care and Development Fund (CCDF) new requirements for state contracts targeting underserved areas, children with disabilities, and infants and toddlers. She highlighted the need to expand provider eligibility and to ensure that definitions explicitly include school-age children. Ryan Page of the Iowa Department of Health & Human Services presented Iowa's Childcare Connect dashboard and shared services infrastructure, which use real-time data to map the supply and demand of childcare. Stephanie Barker (Kentucky Out-of-School Alliance) discussed Kentucky's efforts to identify gaps in licensed school-age care. Vermont Afterschool's Nicole Miller described Vermont's "Room for Me" grant program, which leverages CCDBG funding to expand and stabilize school-age childcare through flexible reimbursement models and a focus on licensable capacity. Ashley Liska (Missouri AfterSchool Network) outlined Missouri's school-age community grants and technical assistance initiatives, emphasizing investments in quality improvement and provider training. The discussion focused on maximizing CCDBG flexibility, redefining licensing standards, and aligning funding with available care. Panelists advocated for early engagement of state administrators in the CCDF planning process and the use of targeted contracts to expand access to school-age programs.

ED PROMPTS STATE AGENCY COMPLIANCE WITH ANTI-DISCRIMINATION LAW

On Thursday, the Department of Education (ED) sent notifications to state education officials prompting them to certify compliance with the ED's interpretation of federal anti-discrimination law within 10 days or risk federal funding. "Today, the Department is taking an important step toward ensuring that states understand — and comply with — their existing obligations under civil rights laws and *Students v. Harvard*," said Acting Assistant Secretary for Civil Rights Craig Trainor. "We hope all state and local education agencies agree and certify their compliance with this legal and constitutional principle." States must certify their compliance with the Trump administration's interpretation of the 2023 Students for Fair Admissions v. Harvard high court decision — which asserts federal law prohibits schools from using race in decisions pertaining to admissions, hiring, promotion, compensation, financial aid, scholarships, prizes, administrative support, discipline, housing, graduation ceremonies and all other aspects of education. The department's memo asks state school officials to acknowledge their compliance with the administration and acknowledge their signatures "constitute a material condition for the continued receipt of federal financial assistance". SEAs will have 10 days to sign and return the certification. More information is here.

4. New Publications

<u>Unfinished Business: What Must Come Next for Public Education, Five Years After Pandemic Shutdowns</u>

ASU MaryLou Fulton College for Teaching and Learning Innovation (March 2025)
Five years after the pandemic, public schools continue to struggle with declining student performance, widening achievement gaps, and a return to outdated systems that fail to meet modern challenges. To reverse this trajectory, this report identifies reforms that are needed—embracing personalized learning, modern teaching models, and innovative, flexible solutions that empower students, support educators, and rebuild trust in the education system.

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5. In the News

Chair Walberg Introduces Bill to Safeguard Parental Rights

House Committee on Education and Workforce (April 3, 2025)

Mass Layoff Rattle Head Start Leaders Already on Edge Over Funding Problems
The Associated Press (April 2, 2025)

McMahon Meeting with House Democrats Over Education Department Layoffs The Hill (April 2, 2025)

<u>Democrat Senators Probe Trump Administration on The Future Of Special Education In The US</u>

USA Today (April 2, 2025)

Education Department Cancels ESSER Spending Extensions *K-12 Dive (April 1, 2025)*

New Food Security Threats 5 Years After COVID-Era Effort to Feed All Kids The 74 (April 1, 2025)

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THIS WEEK IN WASHINGTON

6. Weekly Calendar

Wednesday, April 9, 2025

Hearing: House Appropriations Ag-FDA Subcommittee on USDA Programs Subject: The House Appropriations Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Subcommittee will hold a hearing on "Review of U.S. Department of Agriculture Programs."

Witness: Brooke Rollins, secretary, U.S. Department of Agriculture.

Time: 10:00 a.m.

Contact: Live stream available here.

Markup: Senate HELP Committee Markup of Bills

Subject: The Senate Health, Education, Labor and Pensions (HELP) Committee will hold a markup of S. 558, the "Antisemitism Awareness Act of 2025"; S. 163, the "Protecting Students on Campus Act of 2025"; and S. 932, the "Give Kids a Chance Act of 2025."

Time: 10:00 a.m.

Contact: Live stream available here.

Webinar: Improving Reading Instruction

Subject: The American Enterprise Institute for Public Policy Research (AEI) will hold a virtual discussion on "The Decoding Threshold: Is It the Missing Piece in Reading Instruction?" **Participants:** Melissa Gude, chief academic officer, Little Rock School District; Robert Pondiscio, senior fellow, AEI; Emily Pytell, senior director of school support, Achievement Network; and Rebecca Kockler, executive director, Reading Reimagined.

Time: 4:00 p.m.

Contact: Register here.

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7. On The Floor of Congress This Week

Senate Floor: Consideration of nominees

House Floor:

<u>Senate Amendment to H.Con. Res. 14</u> - Establishing the congressional budget for the United States Government for fiscal year 2025 and setting forth the appropriate budgetary levels for fiscal years 2026 through 2034. (*Sponsored by Rep. Arrington / Budget Committee*)

H.R. 1526 – No Rogue Rulings Act (Sponsored by Rep. Issa / Judiciary Committee)

<u>S.J. Res. 18</u> – A joint resolution disapproving the rule submitted by the Bureau of Consumer Financial Protection relating to "Overdraft Lending: Very Large Financial Institutions." (*Sponsored by Sen. Scott (SC) / Financial Services Committee*)

<u>S.J. Res. 28</u> – A joint resolution disapproving the rule submitted by the Bureau of Consumer Financial Protection relating to "Defining Larger Participants of a Market for General-Use Digital Consumer Payment Applications." (*Sponsored by Sen. Ricketts / Financial Services Committee*)

H.R. 22 – SAVE Act (Sponsored by Rep. Roy / House Administration Committee)

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8. Links for Up-to-Date Information on Hearings, Legislation, and Events

U.S. House and Senate 2025 Schedule

U.S. Department of Education

U.S. Senate Committee on Health, Education, Labor and Pensions

U.S. House Committee on Education and Labor

U.S. Senate Budget Committee

U.S. House Budget Committee

Congressional Budget Office

Federal legislative information

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10. About BPAG

<u>Bose Public Affairs Group</u> is a full-service government affairs and public relations consulting firm that has built a reputation for producing results. We partner with clients committed to excellence in education and other social services to achieve policy and advocacy success by:

- leveraging our expertise and passion;
- strategizing intelligent solutions; and,
- Creating meaningful impact.

Our team includes long-term insiders in education policy from Pre-K through higher education, innovative thinkers and savvy strategists that provide a comprehensive array of customized client services. We have the knowledge, skills, and relationships that are necessary for successful advocacy at all levels. From grassroots to grass tops and everything in between, our broad-based legislative practice approaches every project with the same degree of determination and professionalism. BPAG provides expertise in a variety of services:

- Government Relations
- Research and Analysis
- Advocacy Training
- Association Management
- Strategic Communications
- Policy Events

For more information, please visit our website.

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