years in review
LETTER FROM THE PRESIDENT AND CEO

At the George W. Bush Presidential Center, we’re advancing ideals that sustain our great Nation: a strong and compassionate country, economic and political freedom, and less government dependency. Every day here is exciting. Our Bush Institute team works diligently on programs that develop leaders, advance policy, and take action to solve today’s most pressing challenges.

We are thrilled to welcome the community through our doors for thought-provoking and interesting conversations and programs. And we’re never far from hearing from the recipients of our work, who frequently share with us how their involvement with the Bush Center changed the trajectory of their lives for the better. Our work is critically important and we thank everyone who has found a way to engage with us.

This year, we decided to take a different approach. The Bush Center isn’t just about showcasing our work, but also about engaging with us. Each year, we document the relevant and important work of the Bush Center’s previous year. We deliver a report that details how we’ve carefully allocated the generous investment many have made in our mission, and that highlights the cumulative results of our policy work, even if that’s been around for slightly longer. I’m exceedingly proud of what we’ve accomplished through our six areas of impact: economic growth, education reform, transition support for post-9/11 veterans, human freedom, global health, and women’s leadership. We’re developing a new generation of leaders through Presidential Leadership Scholars, our partnership with the presidential centers of Bill Clinton, George H.W. Bush, and Lyndon B. Johnson. We’re taking action to save HIV-positive women in sub-Saharan Africa from cervical cancer; get more veterans into care for the invisible wounds of war; and equip school districts to find, support, and keep effective principals. And our team is innovating policy solutions for the most topical issues of our time, such as immigration, how to confront a nuclear North Korea, and domestic economic issues that grow opportunity for all.

In an annual report that celebrates five years of the Bush Center, it seems natural to report the results, so you can be sure that your investment in us is making an impact. Importantly, because we’re always evaluating our efforts, we can confidently help us scale programs in a smart way or retool our approach if we don’t quite hit the mark. This year’s annual report is a tribute to that sentiment. I’m grateful for the chance to reflect on the important work we’ve already accomplished together, and on the future opportunities that lie ahead.

I recall sitting in the audience on that bright, sunny morning, inspired by the theme of the day — a celebration of freedom — and by President Bush’s words: “Now we go forward — grateful for our freedom, faithful to our cause, and confident in the future of the greatest Nation on Earth.”

I am a data and measurement enthusiast. I believe that quantitative and qualitative information ensures that the efforts we’re undertaking in our Domestic Excellence and Global Leadership impact centers achieve results and make a lasting difference. Data helps us scale programs in a smart way or retool our approach if we don’t quite hit the mark. Importantly, because we’re always evaluating our efforts, we can continually report the results, so you can be sure that your investment in us is making an impact.

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In a letter from the president and ceo

George W. Bush Presidential Center

Kenneth H.wt
President and CEO

George W. Bush Presidential Center

In 2009, President and Mrs. George W. Bush founded the George W. Bush Institute with a guiding philosophy that the creation of greater opportunities for individuals at home and abroad is the most effective way to advance the cause of freedom in our time. Their vision of the Bush Institute was a place of action — producing results-oriented work that would identify and adapt solutions to save and change lives.

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In a letter from the executive director

Holly Kuzmich
Executive Director, George W. Bush Institute
Senior Vice President, George W. Bush Presidential Center

I pledged to govern based on principles that empower people to improve their lives and strengthen our Nation. These principles are timeless ideals that inspired our Nation’s founders. And they will guide the work of the Bush Institute.”

PRESIDENT GEORGE W. BUSH

December 12, 2009

The long, precious time that we’ve been given by the people who are directly benefiting from our work. I hope you’ll agree that we’re following through on President and Mrs. Bush’s vision.

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domestic excellence
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GLOBAL COMPETITIVENESS AGENDA: Trade and investment make American manufacturing more competitive and increase prosperity, growth, and job creation in the U.S. Fourteen million American jobs rely on our trade relationships with Canada and Mexico, and five million net new jobs have been created because of freer North American trade. The Bush Institute’s efforts toward this cause have resulted in public testimony on the renegotiation of NAFTA and in recommendations on border infrastructure that were incorporated into the North American Leaders’ Summit in 2017.

IMMIGRATION: For as long as there has been a United States of America, there has been a debate about immigration. Issues of border security and unauthorized immigration dominate headlines and sometimes overshadow a critical truth: immigrants are a powerful, positive force in the U.S. economy. Through policy recommendations aimed at Congress and the White House, data-packed research narrating the economic impact of immigrants on our society, and naturalization ceremonies that celebrate our Nation’s strength through immigration, the Bush Center advocates for the modernization of our antiquated immigration policies.

CENTRAL AMERICA PROSPERITY PROJECT (CAPP): We believe that stronger economies in Central America will reduce immigration pressures on our borders, expand markets for U.S. exports, and become a powerful example of successful development through globalization. Our working group of 28 leaders from El Salvador, Honduras, and Guatemala identifies pending reforms, potential strategies for emerging leaders, and opportunities to collaborate with partners in the region and in the United States. Due to their participation in our initiative, CAPP participants from Honduras reinvigorated legislation that will create special economic zones in the country.

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The Fort Worth Independent School District works together with other district teams at the third School Leadership Initiative convening in Dallas. (2018)

Domestic excellence
Education Reform Initiative

Wide achievement gaps still exist in the United States — in particular, low-income and minority students lag behind their peers, due in part to what President Bush called “the soft bigotry of low expectations.” That’s why the Bush Institute’s Education Reform Initiative acts on the belief that every child can learn. We focus on accountability and school leadership to help ensure that all U.S. students are prepared for college and a career, regardless of race, ethnicity, or socioeconomic status.

Advancing accountability: Public sentiment and policymakers have retreated on accountability. High-quality measurement and reporting empowers school leaders, educators, and parents with information on how their schools and students perform relative to others and provides insights into effective interventions. With the renowned education publication The 74, we’ve published The A Word, an essay series that serves to highlight what’s missing from today’s education debate: the voices of the many education leaders who have embraced accountability as a way to change outcomes for the students and families they serve.

School Leadership Initiative: Research shows that principals account for 25 percent of a school’s total impact on student achievement. But each year, over 20 percent of principals leave their schools, retire, or leave the profession, requiring districts to find new principals — often without the right kind of pipelines or plans in place. The School Leadership Initiative works to dramatically improve the way our Nation’s principals are prepared and supported. Since this initiative began, the Bush Institute has published several high-profile reports and tools, including a first-of-its-kind compilation of research and best practices that shows how school districts can find, support, and retain the most effective principals. We’ve also undertaken a three-year effort with four school districts that aims to create system-wide changes to improve school leadership, and, in turn, increase student achievement. One year into the program, evaluation metrics show that districts improved by 23 percent on their principal talent management practice, and 38 percent on their effective implementation practices.

Laura Bush Foundation for America’s Libraries: Studies show that the quality of a school library has a major impact on reading test scores and academic success. In 2016, the Bush Institute began managing the Laura Bush Foundation for America’s Libraries, which Mrs. Bush founded in 2002 to provide grants to low-income and disaster-affected schools, allowing them to expand, update, and diversify their book and print collections. Since inception, the foundation has awarded more than $16.5 million to schools in all 50 states, the District of Columbia, U.S. territories, and military bases. These funds have purchased approximately 750,000 books and other reading materials. Recently, after the devastation of Hurricane Harvey, Irma, and Maria, as well as the California wildfires, the 2017 Disaster Relief Initiative dedicated more than $2 million in grants to affected schools.

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FORT WORTH INDEPENDENT SCHOOL DISTRICT

As one of the four districts participating in our School Leadership Initiative aimed to help districts find, support, and retain effective principals, the Fort Worth Independent School District (FWISD) has made significant progress.

“Principals are feeling empowered,” said Karen Molinar, chief of policy and planning at FWISD. “If they are the most important group in our district, then they should be the most empowered group in our district as well.”

In the first year of the program, district leaders have improved the talent selection process, made a significant change to a long-standing process to hiring principals, and updated the district’s action milestones to highlight the importance of principals. They’ve restructured meetings and decision-making processes to involve principals in school-level decision-making. As a result, the district has been able to witness how small changes have a big impact.

“We have really taken a shift from a central office focus to a campus focus with the principals being that man-teacher for change,” said Molinar.

Staff, parents, and teachers have also expressed the excitement that FWISD is placing an importance in cultivating quality school leadership.

domestic excellence

E D U C A T I O N R E F O R M I N I T I AT I V E

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Military service is a huge part of veteran identity, and provides warriors with a sense of purpose and belonging. We are committed to helping our Nation know and understand our vets. By focusing on health and well-being and economic empowerment, the Bush Institute’s Military Service Initiative helps post-9/11 veterans and their families make successful transitions to civilian life.

**HEALTH AND WELL-BEING:** For some service members and veterans impacted by the invisible wounds of war (such as traumatic brain injury and post-traumatic stress), it is challenging to get care. In a Bush Institute survey, more than half of warrior respondents said they believe managing invisible wounds is the most challenging transition issue faced by veterans returning to civilian life. Some veterans hesitate to ask for help. To get more warriors into care, the Bush Institute created the Warrior Wellness Alliance, which links 13 peer-to-peer veteran networks—which collectively serve over 1 million veterans—with best-in-class care providers.

**ECONOMIC OPPORTUNITY:** Veterans are an underutilized resource for the U.S. economy, despite their training, skills, and experience. The VET Roadmap, developed in partnership with the U.S. Chamber of Commerce, helps warriors plan and execute effective transitions, whether that includes four-year universities, vocational school, or a direct path into a career. More than 75,000 copies have been distributed to military bases across the country.

**TEAM 43:** More than 170 warriors have participated in Team 43 Sports since 2011, showcasing the courage, commitment, and resilience of our warriors while underscoring the importance of sports as part of the rehabilitation process. Warriors join President Bush for a high-endurance mountain bike ride during the W100K, held on President and Mrs. Bush’s ranch in Crawford, Texas. The Warrior Open, presented by AT&T, is a competitive golf tournament and pro-am held in partnership with the AT&T Byron Nelson/PGA TOUR event. The nationwide alumni program provides leadership and skills training to assist warriors through their transition and help them continue to lead in their communities.

**STAND-TO VETERAN LEADERSHIP PROGRAM:** Research and thought leadership on veteran issues, as well as our experience in leadership training, help us identify a new opportunity: a program aimed at developing the skills and amplifying the impact of those who serve our Nation’s veterans. By honing participants’ leadership skills, enhancing their networks, and advancing individual projects, the program empowers change-makers committed to improving veteran transition. As scholar Christopher Meek put it, “My fellow scholars’ love of country, selfless service, and drive to constantly improve the world around them inspire me to give everything I can muster. This is a group of people who have never accepted the idea that something cannot be achieved. The opportunity to work with and learn from them is truly extraordinary.”

The Bush Institute W100K at Prairie Chapel Ranch in Crawford, TX. (2014)

The Stand-To Veteran Leadership Program cohort visit Joint Base Lewis-McChord in Seattle, WA and talk with service members about transition issues. (2018)

Mrs. Bush hosts warrior caregivers and spouses for a yoga session during the Warrior Open golf tournament. (2018)

Saul Martinez in the Bush Institute Warrior Open Pro-Am. (2013)

The Bush Institute hosts a wellness symposium highlighting the invisible wounds of war at the 2016 Invictus Games in Orlando, FL.

Domestic excellence
Military Service Initiative

Colonel Miguel Howe, The April and Jay Graham Fellow of the Military Service Initiative, moderates a conversation with Secretary of Veterans Affairs Robert Wilkie during the Stand-To Veteran Leadership Program cohort’s visit to the White House. (2018)
The Bush Institute W100K at Prairie Chapel Ranch in Crawford, TX. (2014)

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DOMESTIC EXCELLENCE

Military Service Initiative

Military service is a huge part of veteran identity, and provides warriors with a sense of purpose and belonging. We are committed to helping our Nation know and understand our vets. By focusing on health and well-being and economic empowerment, the Bush Institute’s Military Service Initiative helps post-9/11 veterans and their families make successful transitions to civilian life.

Health and Well-Being:

For some service members and veterans impacted by the invisible wounds of war (such as traumatic brain injury and post-traumatic stress), it is challenging to get care. In a Bush Institute survey, more than half of warrior respondents said they believe managing invisible wounds is the most challenging transition issue faced by veterans returning to civilian life. Some veterans hesitate to ask for help. To get more warriors into care, the Bush Institute created the Warrior Wellness Alliance, which links 13 peer-to-peer veteran networks—which collectively serve over 1 million veterans—with best-in-class care providers.

Economic Opportunity:

Veterans are an underutilized resource for the U.S. economy, despite their training, skills, and experience. The VET Roadmap, developed in partnership with the U.S. Chamber of Commerce, helps warriors plan and execute effective transitions, whether that includes four-year universities, vocational school, or a direct path into a career. More than 75,000 copies have been distributed to military bases across the country.
In partnership with the presidential centers of Bill Clinton, George H.W. Bush, and Lyndon B. Johnson, the Bush Institute’s Presidential Leadership Scholars (PLS) program develops a new generation of leaders in the United States who are focused on social impact.

Established in 2014, PLS is designed to build on the unique assets of the four presidential centers. The program promotes principled leadership in each participant and equips them with the skills necessary to unite Americans behind solutions to pressing national problems.

With an acceptance rate ranging from seven to 15 percent annually, each class is comprised of participants who represent the capability, humility, and diversity the program seeks to promote. Scholars are experienced mid-career professionals in positions of influence across all sectors – private, public, nonprofit, and the military.

These diverse cohorts are unified by a deep commitment to servant leadership and are inspired to learn from and work with others to bridge traditional divides to promote change. When surveyed, 94 percent said they were more inspired to accomplish greater goals than when they entered the program, and 94 percent said that PLS played a significant role in that change. As scholar Holly Gordon (2015) put it, “I certainly felt by the end of PLS that I had an increased, deep obligation to work to improve society, in part motivated by my fellow tribe of PLSers and in part motivated by my own selfish understanding that there is no greater gift than giving, but most of all motivated by the incredible investment made in me by the program and its funders. To be a PLS scholar is to have received an invaluable gift of personal and professional development and with it comes a responsibility — a duty, even — to do good in the world, and to bring the message of cooperation across different perspectives to every interaction I have.”

“[PLS] has left me more hopeful, grateful, and inspired to drive more impact as an individual.”

TINA TRAN
Presidential Leadership Scholars, 2018 Graduate
Domestic excellence

Presidential Leadership Scholars

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Tina Tran

Presidential Leadership Scholars, 2018 Graduate

Daron Roberts

Former NFL coach and Presidential Leadership Scholar Daron Roberts traded crafting plays to win football games for teaching plays to win at life. As director and founding director of the Center for Sports Leadership & Innovation (CSLI) at The University of Texas (UT), Daron’s focus is to cultivate the character development, leadership skills, and long-term success of athletes and coaches. Daron developed a course, “A Gameplan for Winning at Life,” that is taught to incoming freshmen at UT. During each academic year, Daron teaches nearly 300 students.

While attending PLS, Daron was inspired to expand the reach of CSLI through the Captain Academy program. Captain Academy bridges boys and girls captains from Austin’s high schools to three half-day leadership training sessions at UT. Daron said, “The genesis for this idea was born from PLS; I saw how my own leadership style was enhanced after the first and second PLS sessions and understood that there was a need for this type of leadership training at the high school level.” Captain Academy is now a joint project between CSLI and the Austin Independent School District, providing training to high school team captains in areas of effective communication, human intelligence, and decision-making. After 100 participants completed the pilot program in 2016, Captain Academy was made available to any high school team sport captain in Austin.

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A landmark annual gathering to develop, recognize, and celebrate leadership, brought together internationally-recognized thought leaders from across all sectors to examine solutions to important foreign and domestic issues.

*A Charge to Keep* is the name of one of President Bush’s favorite hymns and the name of a painting he proudly displayed in the Oval Office. Both are reminders of the call to serve a cause greater than self.

The Charge to Keep capital campaign endorses the work being done at the George W. Bush Institute to develop leaders, advance policy, and take action to solve today’s most pressing challenges.
Matt Amidon, Director of the Military Service Initiative, presents the Bush Institute Citation to Blayne Smith, former President of GORUCK, for his work on behalf of veterans.

Barbara Bush moderates a conversation on next generation game changers with Daniela Terminel, former CEO of Global Health Corps and James "Kassaga" Arinaitwe, CEO and co-founder of Teach for Uganda.

Mrs. Bush awards the Trailblazer Citation to Natalie Pruitt, daughter of Jan Pruitt. She received the award posthumously for her mother's work leading the North Texas Food Bank.

Holly Kuzmich moderates a conversation with Vice President Dick Cheney and former Speaker of the House John Boehner.

Arthur Brooks, former president of the American Enterprise Institute, moderates a conversation on the opportunities and obligations of freedom with Dr. Condoleezza Rice, the 66th Secretary of State.

Matthew Rooney, Bush Institute-SMU Economic Growth Initiative Managing Director, introduces a panel on international trade.

President Bush and Bono, recipient of the George W. Bush Medal for Distinguished Leadership, discuss the President's Emergency Plan for AIDS Relief (PEPFAR) and the important role of foreign aid in combating disease.

Guests participate in a social media mosaic with images tagged with the Bush Center's capital campaign theme, "My Charge to Keep."

Ben Bernanke, former Chair of the Federal Reserve, and Edward Lazear, former Chairman of the President's Council of Economic Advisers, discuss global markets.

Ken Hersh moderates the closing conversation with Jeff Bezos, Chairman, President, and CEO of Amazon.

Anne Wicks, The Ann Kimball Johnson Director of the Education Reform Initiative, moderates a conversation on education with Priscilla Chan, co-founder of the Chan-Zuckerberg Initiative.

2,726 guests at the closing conversation
375,000 online video views
More than $205,320,238 raised for capital campaign by close of 2018
37 speakers
16 panels
global leadership
Global Leadership
Global Health Initiative
The Partnership to End AIDS and Cervical Cancer (PEACC) — led by the Bush Institute, the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR), and the Joint United Nations Programme on HIV/AIDS (UNAIDS) — aims to effectively eliminate cervical cancer deaths among HIV-positive women in sub-Saharan Africa within a generation.

The global health community has made significant progress in reducing deaths from diseases like HIV/AIDS. But the work is not complete. Women who are HIV-positive are four to five times more likely to develop invasive cervical cancer. Due to the high burden of HIV/AIDS in sub-Saharan African countries, cervical cancer remains the number one cancer killer of women in the region — even though the disease is preventable through the human papillomavirus (HPV) vaccination, screening, and early treatment of pre-cancerous lesions.

The partnership represents a three-fold increase — $30 million — over previous cervical cancer efforts and increases support for cervical cancer prevention via vaccination against HPV. It focuses on eight sub-Saharan African countries where the burden of HIV and cervical cancer is high, including Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Zambia, and Zimbabwe. There are more than 3.5 million women living with HIV in these eight countries.

The partnership also builds on the work of the Bush Institute’s former Pink Ribbon Red Ribbon partnership, which focused on reducing deaths from cervical and breast cancer in sub-Saharan Africa. Through our collaboration, over half a million women have been screened for cervical cancer and nearly 150,000 girls have been vaccinated against HPV.

“We have turned the tide against HIV/AIDS. But the gains are still fragile. We cannot stop.”

PRESIDENT GEORGE W. BUSH
2018 Atlantic Council’s Distinguished International Leadership Award and Launch of PEACC
**Why HIV and Cervical Cancer?**

HIV attacks the immune system, leaving a woman vulnerable to the human papillomavirus (HPV), which causes most cases of cervical cancer. Because of this, women living with HIV are up to five times more likely to develop cervical cancer.

Cervical cancer is preventable and easily treatable, but availability of and access to adequate services are not fully established in much of the world.

- Every year in the world, 311,000 women die in cervical cancer. If our progress globally each year is too slow, middle-income countries, with the highest rates among sub-Saharan Africa, will not see the high burden of HPV.
- Across the eight countries where the partnership has focused efforts and resources, the average incidence rate of cervical cancer is eight times higher than in the United States, and the average death rate nearly 20 times higher.
- In sub-Saharan Africa, cervical cancer affects women during their most productive and menstruation years.

The good news is that we can prevent cervical cancer through the HPV vaccine; and methods to screen and treat women, even in the most hard-to-reach areas, exist.

Healthy women are catalysts for their families, communities, and countries. We know that when countries in the U.S. have engaged through PEPFAR, economies have strengthened, communities have improved, and fewer and more productive diplomatic relationships have occurred. As President Bush said in a 2017 speech at the Washington Post, “This historic work has a profound outcome for America; when we combat suffering, when we extend love — we breathe hope into devastated populations, strengthen and stabilize societies, and make our country positive world-wide.”

**Global Leadership**

**Global Health Initiative**

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"We have turned the tide against HIV/AIDS. But the gains are still fragile. We cannot stop."

PRESIDENT GEORGE W. BUSH

*with Atlantic Council | Distinguished International Leadership Award and Launch of PEACC*

“A great honor to see this powerful trio in Boston. President George W. Bush and Dr. Zuckerman & Dr. Fifer. Flowing in to present an award to George W. Bush. (May 2020)

President Bush presents Dr. Oscar Elias Biscet of Cuba with his Presidential Medal of Freedom. Dr. Biscet, who was jailed as a prisoner of conscience in Cuba from 2002 until 2011, was awarded the medal in absentia in 2007 for his dedication to advancing human rights and democracy in Cuba. (2016)

Global Leadership

Human Freedom Initiative

Freedom is essential to lasting peace and prosperity. The Bush Institute is committed to telling the stories of those who fight for freedom and to work that extends freedom and democracy around the world.

Liberty and Leadership

While Burma remains on the path to democracy, its destination is not yet guaranteed. The preparation of young leaders is critical to the country’s long-term success. Since 2014, our Liberty and Leadership program has equipped young Burmese democracy advocates with the knowledge and skills needed to serve as tomorrow’s political and civil leaders. Representative of the religious and ethnic diversity of the country, participants are united around a shared vision to impact political and economic transitions, create democratic and free-market change in their countries, and achieve positions of influence. Our 56 scholars report that before starting the program, 31 percent felt likely to achieve their goals. After completing the program, that number increased to 78 percent. Eighty-two percent have experienced increased responsibilities and role changes since participating in the program.

Freedom in North Korea:

North Korea is one of the worst places on Earth. Its citizens are subjected to widespread human rights violations. In high-level negotiations on North Korea’s security threats, we must not let human rights fall by the wayside. To that end, we conduct original research, provide expert testimony on Capitol Hill, brief legislative staff, and engage with Korean-American leaders nationwide. In 2017, we also established the North Korea Freedom Scholarship as part of the Bush Institute’s commitment to help North Korean refugees succeed and build new lives in freedom.

Freedom and Democracy

The global rise in populism, illiberalism, nationalism, and protectionism have raised questions about the importance of democratic standards at home and abroad. The Freedom and Democracy Project catalyzes, protects, and extends the spirit of liberty, and includes a national public opinion research project aimed at building strong bipartisan support for democracy at home and abroad with partners at the Penn Biden Center and Freedom House. Our Spirit of Liberty call-to-action paper outlines several ways to spread the spirit of liberty at home and in the world.

The Freedom Collection

The Freedom Collection is a permanent archive of the struggle for freedom around the world. Compressed of 95 video interviews with dissidents and freedom advocates, it also includes historical artifacts — including papers from the Dalai Lama — that inspire and provide insight on the expansion of freedom. An associated curriculum helps link the foundation of freedom to today’s global struggle for liberty.

Liberty and Leadership

Chinese freedom advocate Chen Guangcheng films an interview for the Bush Institute’s Freedom Collection in 2013.

His Holiness the Dalai Lama visits the Bush Center. (2015)

President Bush chats with Liberty and Leadership scholars at their graduation ceremony. (2017)

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Global Leadership

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Joseph Kim was orphaned at 12 years old. Growing up in North Korea, he watched his father starve to death, his mother disappeared, and his older sister ran away to China, promising to return with money and food as soon as she could. She never came back.

Joseph led what he called a “camouflage” lifestyle, sleeping, scrapping, and sometimes taking work — up to 16 hours a day with no protection — a coal mine 33 meters under the ground. After three years without his sister, he decided to look for her himself. In January 2005, he crossed the border into China, knowing that if the North Korean border control saw him, he’d be shot, and if the Chinese caught him, he’d be sent back to face punishment. In China, he found help in an underground shelter for North Koreans, and later that year, he came to the United States as a refugee under the North Korea Human Rights Act.

In the United States, his foster family sent him to high school — even though Joseph never even attended middle school. He worked hard and made the dean’s list. He became a new English speaker. In 2012, Joseph received an IV-V visa on the importance of hope and published a memoir. Under the Same Sky, his completed a B.A. in political studies from Bard College. And fortunately for us, Joseph is now an assistant on the Bush Institute’s Human Freedom Initiative team.

His Holiness the Dalai Lama visits the Bush Center. (2015)

Chinese freedom advocate Chen Guangcheng films an interview for the Bush Institute’s Freedom Collection in 2013.

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WE Lead scholars visit the New York Stock Exchange. (2015)

WE Lead scholars visit LinkedIn to learn about the use of technology for networking. (2015)

Mrs. Bush and Mrs. Ghani, first lady of Afghanistan, participate in a CNN interview on women’s empowerment with three young Afghan women. (2017)

At the 2017 Concordia Summit, Mrs. Bush participates in a panel discussion with the First Lady of Panama Lorena Castillo de Varela (left) and the First Lady of Namibia Monica Geingos (right), about the role and influence of global first ladies.

Through our Women’s Initiative, we promote education, healthcare, and economic opportunity for women and children around the world.

FIRST LADIES INITIATIVE: The First Ladies Initiative engages and supports first ladies from around the world to use their unique podiums to improve lives in their countries. We collaborate with first ladies, connect them with organizations and thought leaders, and equip their advisors and staff with training that supports meaningful change for people around the world.

In 2017, our first-of-its-kind report on global first ladies, A Role Without a Rulebook, explored the influence of first ladies and women’s leadership overall. The report’s theme also served as the backbone of a special exhibition at the Bush Center, First Ladies: Style of Influence, as well as the Bush Institute’s first podcast, Ladies, First, which was downloaded over 31,000 times. The program has engaged with over 50 current and former spouses through summits, round tables, advisor trainings, and workshops.

WE LEAD: WE Lead builds upon President and Mrs. Bush’s commitment to empower and equip women in the Middle East, North Africa, and Afghanistan to be more effective leaders. The program focuses on developing women leaders who are advancing economic opportunities in their countries and producing informed thought leadership and policy engagement.

The program is uniquely structured to help scholars develop the necessary tools to expand knowledge, expertise, influence, and impact. To date, 82 women from Afghanistan, Egypt, Jordan, Lebanon, and Tunisia have participated in the program. One hundred percent of scholars said the value of their network increased during participation, and 60 percent said that WE Lead was the primary driver of that change.

“I always used to have a lot of thoughts and dreams in my mind, but I never did anything about them. I can say today I’ve been transformed from a dreamer to an achiever.”

MARIZ DOOS
WE Lead program, 2014 Graduate

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WE Lead program, 2014 Graduate

When Onaba Payab was only a few months old, her family fled the civil war in Afghanistan and settled as refugees in Pakistan. They made the most of the opportunities available to them, which included a good education for her and her siblings. Onaba graduated from high school, was accepted into the American University of Afghanistan, and joined Mrs. Bush’s Bush Center for Middle Eastern Studies. When Onaba graduated from high school, she was accepted into the American University of Afghanistan, and joined Mrs. Bush’s Bush Center for Middle Eastern Studies.

Today, Onaba serves as the Dean of Advancement and a voice for the women and girls in her country. So, when the Bush Center decided to reshape the women’s leadership training program, we asked her to join a group of groundbreaking women from the Middle East and North Africa (MENA) region and Afghanistan to provide their insight and expertise. As Onaba told us, “Women’s rights advocates like me get strength in our mission. When we see many others around the world face ridicule and hatred, this is a reminder that we are not alone in those tough places. It is a message for violators of women’s rights that they will fail.”

**Onaba Payab**
WE Lead scholar and leader of the Human Rights Commission of Afghanistan

Onaba Payab

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Onaba Payab
engagement agenda
Our permanent exhibit promotes a greater understanding of the American presidency and examines the consequential time during which President Bush served. We’re proud to have welcomed over 1.5 million visitors through our doors. Each year, the holiday exhibit has recreated a White House Christmas from the time when President Bush was in office, with other memorable exhibits over the years. They include Portraits of Courage; First Ladies: Style of Influence; and Path to the Presidency.
Engagement agenda

Public Programming

We welcome the public to thought-provoking conversations and programs through Engage at the Bush Center, presented by Highland Capital Management. Since 2015, we’ve hosted 34 sold-out events — nearly 15,000 tickets — allowing visitors to connect with the Bush Center in a new way. Highlights include a fun and poignant evening with Barbara Bush and Jenna Bush Hager discussing their book Sisters First; a conversation on Hamilton's America with actor Christopher Jackson who originated the role of George Washington; and An Evening with Lorne Michaels: Live from Dallas, It's Saturday Night! providing an insightful and sharp-witted look at the relationship between the show, politics, and presidential candidates.

Engagement agenda

Publications

The Catalyst: A Journal of Ideas from the Bush Institute, our quarterly policy journal, operates from the belief that ideas matter. Since its inception in 2016, 12 issues have covered topics ranging from the modern military to next-generation leadership, and contributors have included President Bush, Bush Institute experts, and other global thought leaders. The Catalyst has been viewed nearly 370,000 times.
Native Texas Park
A Commitment to Conservation

The environmentally-conscious design of the Bush Center, situated on 23 acres of the beautiful SMU campus, reflects President and Mrs. Bush’s long-standing commitment to conservation.

The Bush Center was the first presidential center to earn LEED Platinum certification for new construction, the highest level in the U.S. Green Building Council’s Leadership in Energy and Environmental Design rating system.

The Native Texas Park, a 15-acre urban oasis, allows visitors to experience a distinctive, native Texas landscape in the heart of a major city. Indigenous limestone is visible throughout the Texas landscape as the unifying material for both the building and the park.

At Home in Dallas

The Bush Center enjoys a special relationship with SMU, collaborating with the university to host events, conduct research, and provide unique learning opportunities for students. Not only does SMU serve as the physical home of the Bush Center, it also provides access to thought leaders and compelling voices from among its students and faculty.

Native plants require less water than non-native species.
**2018 Financial Review**

Since opening its doors in 2013, the Bush Center has focused on initiatives that perpetuate the core vision and values of President and Mrs. Bush. While successfully managing its expenses, the Bush Center continues to receive tremendous support from individual, corporate, and foundation donors and entered 2019 in a healthy financial condition.

## 2018 Revenues

**By Source (Dollars in Millions)**

- Gifts from Bush Center Supporters, Net of Expenses*  
- Bush Center Endowment Contribution to Operations  
- Presidential Center Operations, Net of Expenses**

*Includes expenses relating to direct mail campaigns.

**Includes revenues from museum and facility rental operations, less associated direct expenses and those administrative expenses allocated to these operations.

**2018 Expenditures**

**By Function (Dollars in Millions)**

- Program Services  
- Fundraising and External Affairs  
- Foundation Administration  
- Support Operations

*Expenditures before depreciation, other non-cash charges, provisions for uncollectable contributions receivable, and distribution of Laura Bush Foundation grants. Also excludes all direct expenses and those administrative expenses allocated to museum and facility rental operations relating to direct mail campaigns.
The George W. Bush Presidential Center extends its deepest appreciation to its major supporters** for their commitments from January 1 to December 31, 2018.

**Major supporters are defined as any individual or organization that contributed $100,000 or more in 2018.
Thank you for your commitment and dedication to the George W. Bush Presidential Center. Your support enables us to engage in communities around the world by developing leaders, advancing policies, and taking action to solve today’s most pressing challenges.