



GEORGE W. BUSH  
PRESIDENTIAL CENTER

2018 ANNUAL REPORT



years in review



3







The living presidents are introduced at the Dedication of the George W. Bush Presidential Center. (2013)

## 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'll never tire of 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.

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 provides an update on the results of the previous year.

This year, we decided to take a different approach. The year 2018 marked the fifth anniversary of the Dedication of the George W. Bush Presidential Center. April 25, 2013, was a historic day – five living presidents and first ladies gathered with former and current heads of state, public servants from the Bush Administration, supporters, friends, the SMU community, and our Dallas neighbors to dedicate this beautiful space to the American people. I was not serving in my current capacity on that day, but like many of you, I was invested in the vision of President and Mrs. Bush. The Bush Institute was a few years into operation and was already producing impressive results. The building and grounds were a spectacular addition to Dallas' cultural scene, and the permanent exhibit was a testament to the

consequential presidency of George W. Bush – the first president of the 21st Century.

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."*

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.

Kenneth Hersh  
President and CEO  
George W. Bush Presidential Center



## LETTER FROM THE EXECUTIVE DIRECTOR

In 2009, President and Mrs. 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 adopt solutions to save and change lives.

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 confidently report the results, so you can be sure that your investment in us is making an impact.

In an annual report that celebrates five years of the Bush Center, it seems natural to highlight 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 engagement – 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 the pages that follow, you'll see the impact we've made together and be introduced to the people who are directly benefiting from our work. I hope you'll agree that together, we're following through on President and Mrs. Bush's vision.

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**  
November 12, 2009





— ★ —

domestic  
*excellence*

— ★ —





*The Bush Institute honors America's immigrant heritage with an official immigration naturalization ceremony. (2013)*



*Ken Hersh moderates a conversation about international trade and the economy with United States Trade Representative Michael Froman, Ambassador Susan Schwab, and Ross Perot, Jr. (2016)*



*Paul Ryan participates in a Bush Institute conference on tax policy in New York, New York. (2012)*

## DOMESTIC EXCELLENCE

# ECONOMIC GROWTH INITIATIVE

The Bush Institute-SMU Economic Growth Initiative advances policies that promote economic growth and strengthen U.S. competitiveness in the global economy. Over nearly a decade, the Bush Institute's focus on free market principles and innovative ways to promote growth has included common-sense approaches to everything from domestic economic issues to trade relations to immigration.

**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.



*The initial session of the George W. Bush Institute-SMU Economic Growth Initiative's Central America Prosperity Project. (2018)*



*James Glassman moderates a panel with Jason Fichtner, Brendan Miniter, and Kevin Hassett at the launch of the Bush Institute's 4% Growth Project book. (2012)*

Immigrants were responsible for  
**45%**  
of the United States labor force growth  
from 2006-2016





*The Bush Institute honors America's immigrant heritage with an official immigration naturalization ceremony. (2013)*



*The initial session of the George W. Bush Institute-SMU Economic Growth Initiative's Central America Prosperity Project. (2018)*

## JUAN CARLOS HERNANDEZ

Juan Carlos Hernandez was a door gunner on a Chinook 47 for the U.S. Army. On Oct. 13, 2009, while conducting a routine nighttime air mission in Afghanistan, an enemy rocket-propelled grenade hit his helicopter. He lost his right leg below the knee from the shrapnel that came through the floor of where he was standing.

But long before Juan Carlos made the decision to protect the United States, he demonstrated a different kind of bravery — crossing the U.S.-Mexico border with his brothers to be reunited with their mom, who left Mexico for the U.S. when Juan Carlos was three years old to try to create a better life for herself and three sons.

Juan Carlos and his brothers took a two-day bus ride to Matamoros, which is close to Brownsville, Texas, to make the cross. His mom paid a smuggler to then help her sons cross the border and keep them safe.

Soon after being reunited, the family started filling out the necessary paperwork to become permanent residents. As a 15 year old, he got his green card, and at 18 he enlisted in the U.S. Army. He wanted to be a part of something bigger than himself. "It was something that I needed to do because if we had not been able to live in the U.S., I can't even tell you what our lives would have been like."

Juan Carlos deployed to Afghanistan in December 2008. While deployed, he applied for U.S. citizenship and in May 2009 he was sworn in. In 2011, he participated in the Bush Institute's first W100K mountain bike ride, and we are proud to call him a member of Team 43 and a fellow citizen.



*James Glassman moderates a panel with Jason Fichtner, Brendan Miniter, and Kevin Hassett at the launch of the Bush Institute's 4% Growth Project book. (2012)*



## DOMESTIC EXCELLENCE

# ECONOMIC GROWTH INITIATIVE

The Bush Institute-SMU Economic Growth Initiative advances policies that promote economic growth and strengthen U.S. competitiveness in the global economy. Over nearly a decade, the Bush Institute's focus on free market principles and innovative ways to promote growth has included common-sense approaches to everything from domestic economic issues to trade relations to immigration.

**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.

Immigrants were responsible for  
**45%**  
of the United States labor force growth  
from 2006-2016





President George W. Bush poses for a selfie with students from Warren Easton Charter High School in New Orleans, LA. (2015)



Mrs. Bush visits Wilkinson Middle School in Mesquite, TX. (2014)



The dedication ceremony of the George W. Bush Elementary School in Wylie, TX. (2016)

## 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 socio-economic 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 insight into effective interventions. With the renowned education publication *The 74*, we’ve published *The A Word*, an essay series that serves up 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 22 percent on their principal talent management practices, and 28 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 Hurricanes 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.



Anne Wicks, The Ann Kimball Johnson Director of the Education Reform Initiative, works with School Leadership Initiative cohort members. (2018)



President and Mrs. Bush visit Briscoe Elementary in Fort Worth, TX to discuss education leadership and the importance of attracting and supporting great principals. (2016)





*President George W. Bush poses for a selfie with students from Warren Easton Charter High School in New Orleans, LA. (2015)*



*Anne Wicks, The Ann Kimball Johnson Director of the Education Reform Initiative, works with School Leadership Initiative cohort members. (2018)*

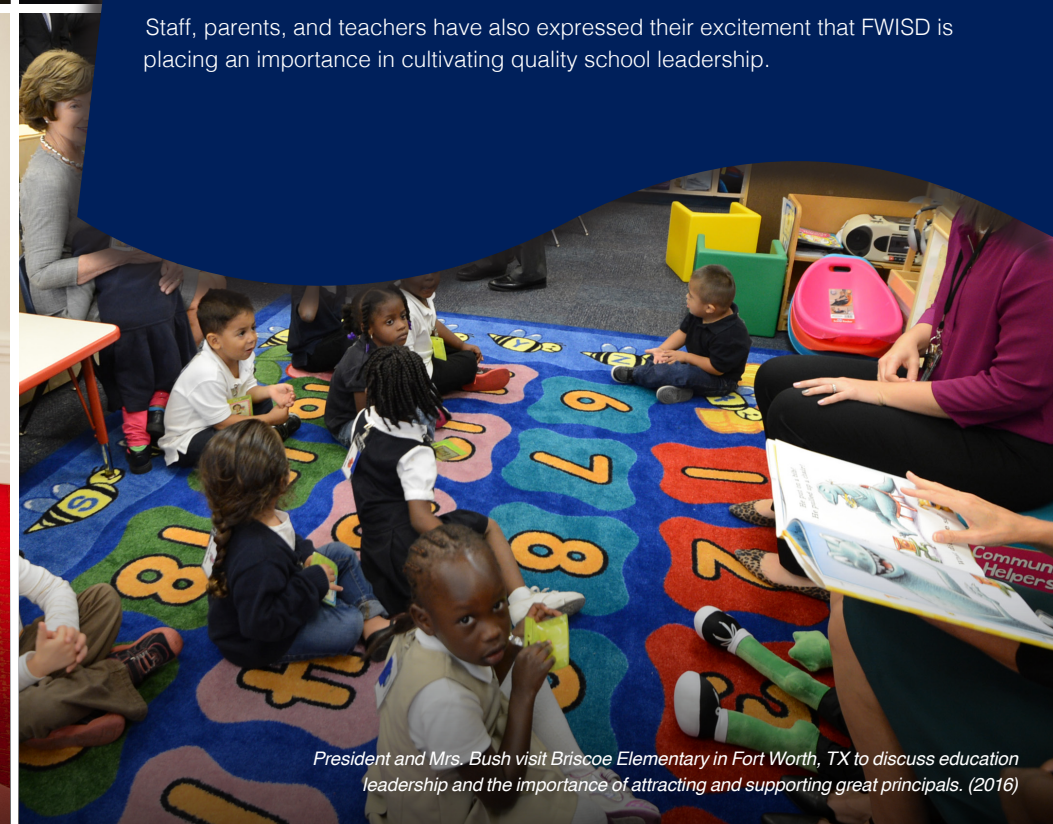
## FORT WORTH INDEPENDENT SCHOOL DISTRICT

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 vision statement to highlight the importance of principals. They’ve restructured meetings and decision-making processes to ensure principal voices are heard. Although there is more work to be done, 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 main lever for change,” said Molinar.

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



*President and Mrs. Bush visit Briscoe Elementary in Fort Worth, TX to discuss education leadership and the importance of attracting and supporting great principals. (2016)*



*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 socio-economic 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 insight into effective interventions. With the renowned education publication *The 74*, we’ve published *The A Word*, an essay series that serves up 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 22 percent on their principal talent management practices, and 28 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 Hurricanes 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.





## 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.

**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 helps 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, helped 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 inspires 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."







## 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.

**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 helps 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, helped 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 inspires 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."





*President Bush and President Clinton launch the Presidential Leadership Scholars program at the Newseum in Washington, D.C. (2014)*



*Scholars hone their skills in the George W. Bush Presidential Museum's Decision Points Theater. (2016)*



*Holly Kuzmich moderates a conversation with David Rubenstein during a Presidential Leadership Scholars session. (2017)*



*Jake Harriman ('15) gives remarks at the 2015 Presidential Leadership Scholars Graduation.*



*Presidential Leadership Scholar Ana van Balen works with fellow scholars during a session at the LBJ Library in Austin, TX. (2016)*

## DOMESTIC EXCELLENCE

# PRESIDENTIAL LEADERSHIP SCHOLARS

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, 96 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 (PLS 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*





*President Bush and President Clinton launch the Presidential Leadership Scholars program at the Newseum in Washington, D.C. (2014)*



*Holly Kuzmich moderates a conversation with David Rubenstein during a Presidential Leadership Scholars session. (2017)*

## 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 a lecturer and founding director of the Center for Sports Leadership & Innovations (CSLI) at The University of Texas (UT), Daron's focus is to cultivate the character development, leadership skills, and long-term welfare 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 Captains Academy program. Captains Academy brings boy and girl captains from Austin-area 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." The program, jointly crafted by Daron and the Austin Independent School District, provides 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, Captains Academy was made available to any high school team sport captain in Austin.



*Jake Harriman ('15) gives remarks at the 2015 Presidential Leadership Scholars Graduation.*



— ★ —  
 "[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

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, 96 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 (PLS 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."



2 0 1 8  
F O R U M  
O N  
L E A D E R S H I P

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  
C H A R G E  
T O  
K E E P

*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  
endows 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.

*My Charge to Keep*  
Oil on Canvas, 2017  
President George W. Bush





\$205,320,238  
raised for capital campaign by close of 2018



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



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.



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.



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



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.

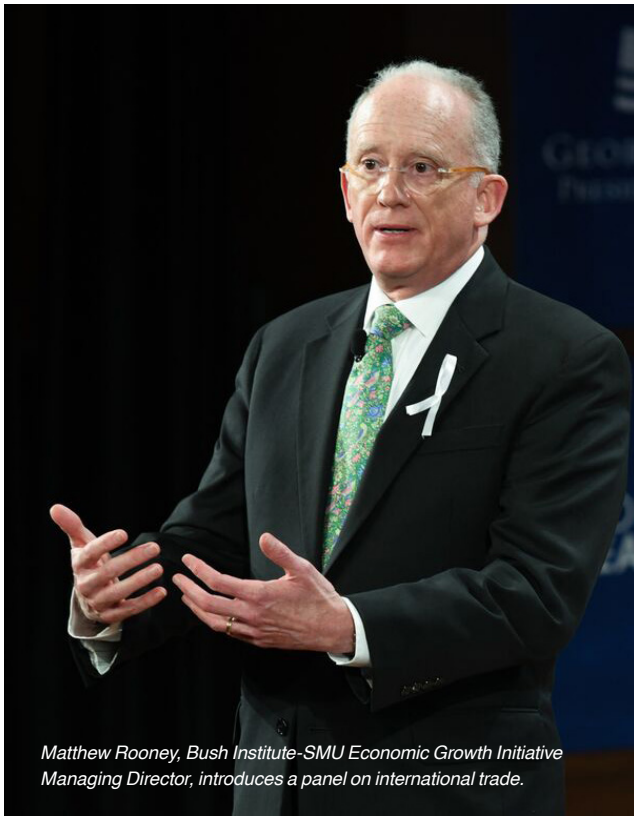


Mrs. Bush awards the Trailblazer Citation to Natalie Pruitt, daughter of Jan Pruitt. She received the award posthumously for her mother's work leading the North Texas Food Bank.

37 speakers  
16 panels



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

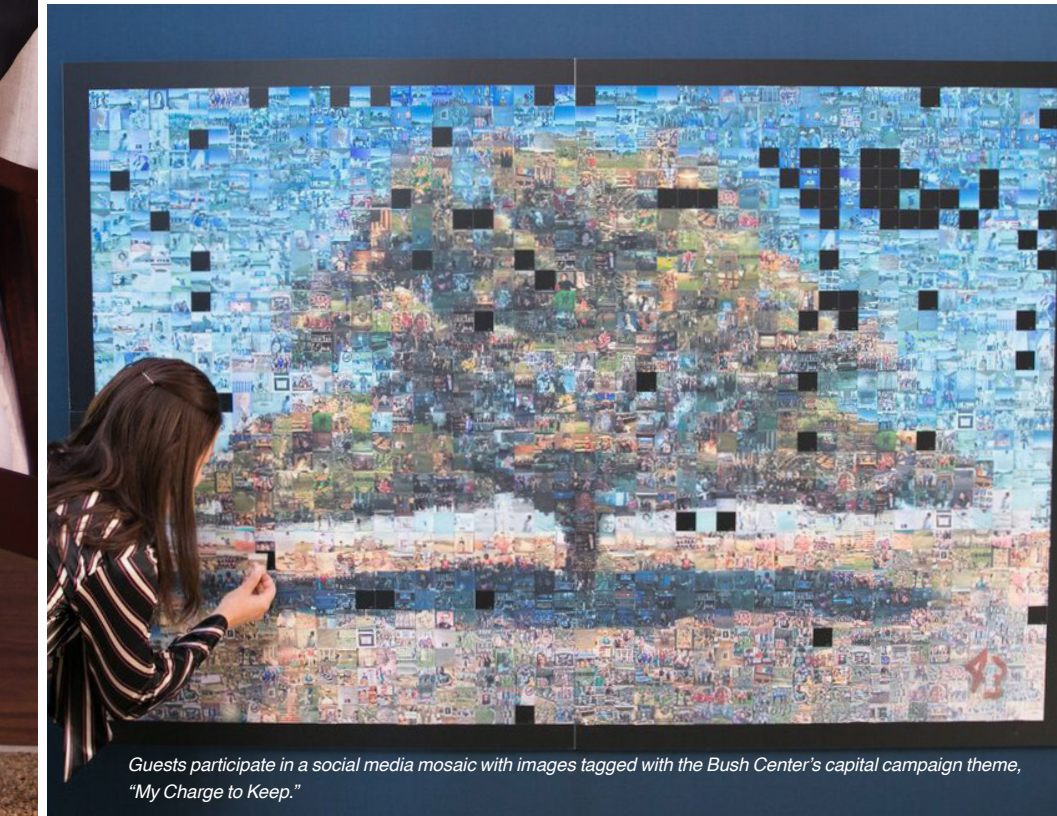


Matthew Rooney, Bush Institute-SMU Economic Growth Initiative Managing Director, introduces a panel on international trade.



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

More than  
375,000  
online video views



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



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



2,726  
guests at the closing conversation





— ★ —

global  
*leadership*

— ★ —





President and Mrs. Bush visit Therisanyo Primary School in Gaborone, Botswana. (2017)



Mrs. Bush at Girls Leading Our World (GLOW) in Lusaka, Zambia. (2011)



Mrs. Bush visits the Livingstone General Hospital Pediatric Centre in Zambia. (2013)



President Bush participates in a conversation about the impact PEPFAR has had on the progress toward cancer screenings with former Tanzania President Jakaya Kikwete (right), health workers, and women at Ocean Road Cancer Hospital in Dar es Salaam, Tanzania. (2011)



President and Mrs. Bush work together to refurbish the Mosi Oa Tunya Clinic in Livingstone, Zambia so it can screen and treat women for cervical cancer. (2013)

## 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





President and Mrs. Bush visit Therisanyo Primary School in Gaborone, Botswana. (2017)



Mrs. Bush visits the Livingstone General Hospital Pediatric Centre in Zambia. (2013)

## 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.

- Ninety percent of the 311,000 deaths from cervical cancer that occur globally each year are in low- and middle-income countries, with the highest rates among sub-Saharan African countries that also have a high burden of HIV.
- 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 reproductive 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 where the U.S. has engaged through PEPFAR, democracies are strengthened, economies reinvigorated, and friendlier and more productive diplomatic relationships encouraged. As President Bush said in a 2017 op-ed in *The Washington Post*, "this lifesaving work has a practical purpose for Americans.... When we confront suffering – when we save lives – we breathe hope into devastated populations, strengthen and stabilize society, and make our country and the world safer."



President Bush participates in a conversation about the impact PEPFAR has had on the progress toward cancer screenings with former Tanzania President Jakaya Kikwete (right), health workers, and women at Ocean Road Cancer Hospital in Dar es Salaam, Tanzania. (2011)



A nurse explains the screening process to President and Mrs. Bush during a tour of the African Center of Excellence for Women's Cancer Control at the University Teaching Hospital in Lusaka, Zambia. (2012)

## 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





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.



The George W. Bush Institute hosts "The Spirit of Liberty: At Home, In the World," a national forum in New York, NY focused on freedom, free markets, and security. (2017)



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)



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

## 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 unified 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 celebrates, 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. Comprised 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.





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.



## JOSEPH KIM

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

Joseph did what he could to survive: begging, scavenging and sometimes, taking work – up to 16 hours a day with no protection – in a coal mine 33 meters under the ground. After three years without his sister, he decided to look for her himself. In February 2006, 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 Korean 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, despite being a new English speaker. In 2013, Joseph delivered a TED Talk on the importance of hope and published a memoir, *Under the Same Sky*. He 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.



## 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 unified 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 celebrates, 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. Comprised 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.





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



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



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.



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



Mrs. Bush hosts a roundtable with African first ladies during the launch of the First Ladies Initiative in Dar es Salaam, Tanzania. (2013)

## GLOBAL LEADERSHIP WOMEN'S INITIATIVE

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 DOSS

WE Lead program, 2014 Graduate





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.



## ONABA PAYAB

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 – something girls did not have access to in Taliban-controlled Afghanistan. When Onaba graduated from high school, she was accepted into the American University of Afghanistan, a school Mrs. Bush helped launch during a visit to Afghanistan in 2005. In 2014, Onaba became the first female valedictorian in the history of the university and was awarded a Fulbright Scholarship.

Today, Onaba serves at her alma mater as the Director of Advancement and is a voice for the women and girls in her country. So, when the Bush Institute decided to reshape the women's leadership training program, we asked her to join a group of ground-breaking 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 are enabled and inspired, 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."



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



## GLOBAL LEADERSHIP

# WOMEN'S INITIATIVE

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 DOSS

WE Lead program, 2014 Graduate





★

*engagement*  
*agenda*

★



1,603,950  
Museum visitors since 2013



## GEORGE W. BUSH PRESIDENTIAL LIBRARY AND MUSEUM

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 1.6 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*.



349,174  
Oval Office photos  
taken by museum  
visitors since 2014



## 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 32 sold-out events — nearly 13,000 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.*



WILDFLOWER  
SPECIES



GRASS  
SPECIES



TREE  
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.

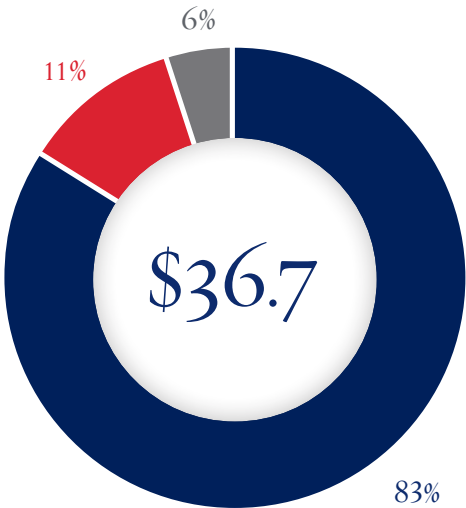
## 2018 REVENUES

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.

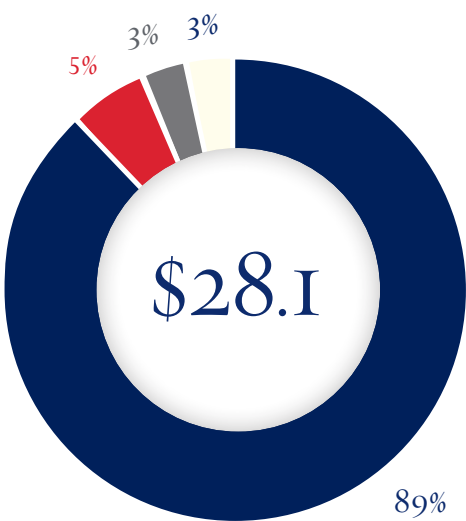


## 2018 EXPENDITURES \*

(DOLLARS IN MILLIONS)

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

\*Expenses 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 and expenses relating to direct mail campaigns.





BOARD OF DIRECTORS\*

Donald L. Evans, <i>Chairman</i>	Henry C. Hager	Ray L. Hunt	Mike Meece	Jeanne L. Phillips	R. Gerald Turner
Barbara M. Barrett	Jon D. Hammes	John W. Johnson	David B. Miller	Caren Prothro	Ted Ulylot
Laura W. Bush	Kenneth A. Hersh, <i>CEO</i>	Joel Kaplan	Peter Pace	Larry D. Thompson	
Harlan Crow	Bill Hickey, <i>Treasurer</i>	Mark Langdale	Pamela H. Patsley		

EXECUTIVE ADVISORY COUNCIL\*

Eric Affeldt, <i>Chair</i>	Jim Dondero	Fred Hegi	Harlan Korenvaes	Alex Navab†	Anne Raymond	Jean-Claude Saada
Lydia Addy	Ned Fleming	Lee Hobson	Pierce Marshall	Jay Pack	Tony Romo	Brandon Sawalich
Hal Brierley	Jay Graham	Maynard Holt	Jack Matthews	Marshall Payne	Matt Rose	Nicholas Sutton
Pam Darwin	Steve Gray	John Kleinheinz	David McCormick	Kelly Pfeil	Will Rose	

2018 SUPPORTERS

The George W. Bush Presidential Center extends its deepest appreciation to its major supporters\*\* for their commitments from January 1 to December 31, 2018.

Anonymous	American Property Casualty Insurance Association	BBVA Compass	Brightstar Capital Partners	Catamount Fund, Ltd.
7-Eleven, Inc.	Madeleine and Don Andress	Bear Saint Properties, Inc.	The Honorable Nancy G. Brinker	Margo and John Catsimatidis
Mr. and Mrs. John M. Ackerly	Lana and Barry Andrews	Mr. and Mrs. M. Stephen Beard	Christopher and Teri Broom	CDV5 Foundation
Mr. Jay Adair	Mrs. Judith H. Angelo	Bell	Mr. and Mrs. James H. Brown	CFP Foundation
Mr. and Mrs. Timothy D. Adams	Julia and George Argyros	Brad and Laura Belt	Mason Brown Family Foundation, Inc.	John and Diane Chachas Family Foundation
Tom and Mayumi Adams Family Foundation	Liz and Bill Armstrong	Melissa and Barry Bennett	Reginald J. Brown and Tiffeny Sanchez	Kirsten and Peter Chadwick
The Addy Foundation / Lydia and Bill Addy	Mr. and Mrs. Greg Arnold	Robert S. Bennett	Ambassador and Mrs. W. L. Lyons Brown	Patricia and Tom Chambers
Susannah and Jim Adelson Family Foundation	The Honorable and Mrs. Victor H. Ashe	Dr. Hans and Mrs. Barbara Bergstrom	Ms. Ann Browning	Mrs. Frances Chiles
Richard C. Adkerson Family Foundation	AT&T	Mr. and Mrs. Thomas E. Berk	Silvia and Kevin Buckley	The Honorable Jennifer K. Christie and The Honorable Ron Christie
Eric Affeldt	John P. Bailey	Carol and Alan J. Bernon Family Foundation	William and Aimee Burck	Cimarex Energy
Elaine and Neils Agather	The Bank of America Charitable Foundation, Inc.	Tom and Andi Bernstein	David Burke	The Honorable Maria Cino
Robert F. Agostinelli	Ben and Cindy Barnett	Nancy Kemper Best	Charles Butt	Civitas Capital Management, LLC
Air Power Foundation	Ambassador Barbara and Dr. Craig Barrett	Kirk Blalock	Buttercup Dental	Tria and Patrick Cline
Mathew J. Jr. and Lucy M. Alagna	Peter and Victoria Bartholow	Simon Edward Bland	Ambassador and Mrs. James P. Cain	CME Group
Mr. and Mrs. Ted Albright	The Honorable and Mrs. Sandy Baruah	BMO Financial Group	Nicholas E. and Lydia K. Calio	CME Group Foundation
Michael Allen	Christy Gaston Bass Foundation	BNSF Railway Foundation	Mr. and Mrs. Don S. Cameron	Ambassadors Sue and Chuck Cobb
Robert and Jean Marie Alpert	Harry W. Bass, Jr. Foundation	The Boeing Company	Mr. and Mrs. Timothy P. Campbell	Roy and Janis Coffee
Mr. and Mrs. Peter Altabef	Jim and Hong Bass	The Bosarge Family Foundation	Mr. and Mrs. Gregory W. Cappelli	Lori and Ken Cohen
Amarillo National Bank	Bass Pro Shops	Stephanie and Bennie Bray	Carstens Family Funds	Kelly Compton
Mr. and Mrs. Kenneth P. Ambrose	Richard D. Bass Foundation	David J. Breazzano	Castellini Foundation	Concho Resources Inc.
American Airlines		Diane and Hal Brierley		The Honorable and Mrs. Peter R. Coneway

ConocoPhillips	Esping Family Foundation	Sherry and Kenny Goldberg	Hunt Consolidated, Inc.	The Honorable and Mrs. Howard H. Leach
Cooper Family Charitable Foundation, Inc.	Barbara Marsala Etter	Ronald J. and Carol A. Goldman	Woody and Gayle Hunt	The Honorable and Mrs. David G. Leitch
Linda Cowden	Keith and Sarah Evans	Adrian Goodisman	Ed Ingle	Mr. and Mrs. Steve Letbetter
Heather and Christopher Cox	Susie and Don Evans	Mr. and Mrs. Jeffrey V. Goodman	Marcia and Alphonso Jackson	Craig & Carrie Levering Charitable Foundation
Ambassador Kelly Craft and Mr. Joe Craft	Ewing Automotive Group	Julie L. Goon	Mr. Philip D. Jackson	Adam Louis Levine
Mrs. Richard W. Cree	ExxonMobil Corporation	Blake Gottesman and Casey Knight	Eric Javits Family Foundation	David and Carolyn Light
Amy Jensen Cuniffe	Mr. Thomas H. Fagadau	April and Jay Graham Family	Robin and Reuben Jeffery	The Light Foundation
The Laura Jean Cunningham Family	Sara Taylor Fagen	Maggie Grant	Lisa Cavalier Jennings	Jolene and Frank Lilley
Dallas Citizens Council	Faith International	The Honorable C. Boyden Gray	The Honorable and Mrs. Michael O. Johanns	LinkedIn
Dallas Tourism Public Improvement District	The William Stamps Farish Fund	Debbie and Steve Gray	The Honorable Gordon Johndroe	Little League International
Daniel and Gayle D'Aniello	Dr. Peter C. Farrell	Mr. and Mrs. Mark C. Griege	Johnson & Johnson Services, Inc.	James B. Lockhart III
Mrs. Pam Darwin	Mr. and Mrs. Tony Feather	The Grimm Foundation	Mr. and Mrs. John W. Johnson	Lon Smith Roofing
Trish and Dick Davidson	FedEx Corporation	Wendy Grubbs	Mr. and Mrs. Scott Johnson	Mrs. Lynn Londen
Pilar and Lew Davies	Dick and Pam Fellers	Lucy and Richard Gussoni	Gene and Jerry Jones Family Foundation	Joe and Tayler Lonsdale
Amy and Bill Davis	Dr. and Mrs. Ricardo A. Fernandez	Ute Schwarz Haberecht and Rolf Haberecht	Justin Boots	Ginger and Brett Loper
Ashley Davis	The Honorable Deb S. Fiddelke	Gerald and Diane Haddock	Kathleen L. Kane	Lottye and Bobby Lyle
Mr. and Mrs. Benjamin Davis	Carlos Fierro	Mr. and Mrs. Francis Hager	Y. Michele Kang	The M.O.B. Family Foundation
Ms. Letha B. Davis	Cameron and Amy Findlay	Ann and Jon Hammes	Manisha and Roy Kapani	The Honorable and Mrs. Earle Mack
Linda Davis	Meghan and Nathaniel Fischer	Mr. and Mrs. Jerry M. Harrington	Joel Kaplan and Laura Cox Kaplan	Mary and Terry MacRae
Mark and Mary Davis	Stephanie S. Fischer	Fred and Peggy Hartley Family Foundation	Mr. and Mrs. Andy Karsner	Mr. Gerald E. Magar
Robert A. Day Foundation	Fisher House Foundation	The Haslam Family Foundation	Jeremy and Katrin Katz	Chris and Ann Mahowald
Willametta K. Day Foundation	Ari and Becki Fleischer	Megan Hauck	KDC Real Estate	Major League Baseball
Mr. and Mrs. Joshua S. Deckard	Lane and Ned Fleming	Mr. and Mrs. Michael K. Hayde	Mr. and Mrs. John T. Kelly	Carol and Kevin March
The Dedman Foundation	Fluor Corporation	Jan and Fred Hegi	The Larry and Mary Kent Charitable Fund	Nancy Cain Marcus
Nancy M. Dedman Family	Tom and Leslie Foley	The Hersh Foundation	Jong Han and Eunhee Jane Kim	Dr. Eleanor C. Mariano and Mr. John H. Weber
Eric Devlin	Nita and John Ford	Bill and Mary Margaret Hickey	Mr. and Mrs. Scott Kimple	Murphy and Theresa Markham
Daniel and Pamella DeVos Foundation	Mrs. Lisa A. Franklin	Kathy and Jim Hickey	Jeremy and Holly Kinney	Ms. Christine K. Marten
Dick and Betsy DeVos Family Foundation	The Honorable and Mrs. Tony Fratto	Highland Capital Management	Ms. Melanie Kirkpatrick and Mr. Jack David	Marucci Sports
Doug and Maria DeVos Foundation	The Bradford M. Freeman Foundation	Lyda Hill Philanthropies	Kline Family Foundation	Charles N. Mathewson Foundation
The Richard and Helen DeVos Foundation	Freeport-McMoRan Foundation	Hillwood	John S. and James L. Knight Foundation	Laura and Jack Matthews
Maurine and Roland Dickey	Friedman Family Foundation	The Hoak Foundation	Greg and Laura Koonsman	MCAA Disaster Relief Fund
Steven P. Dostart Charitable Foundation	Mr. and Mrs. Joshua S. Friedman	Mr. and Mrs. H. Lee S. Hobson	Mr. and Mrs. Leonard Korman	Anita B. McBride and Timothy J. McBride
Judith Ann Cushman DuBose	Sarah and Stephen Garrison	Dr. and Mrs. James R. Hodges	Mr. and Mrs. Thomas R. Kuhn	Robert and Mimi McCallum
Ms. Ann G. Dye	E.L. and Thelma Gaylord Foundation	Ambassador and Mrs. Alfred Hoffman	Holly Kuzmich	Dina Powell and David McCormick
Mrs. Sandra J. Dykema	The Honorable Dr. Joel Geiderman	Hap and Winton Holladay	La Quinta Inns & Suites	Ambassador Bonnie McElveen-Hunter
EarthX	Drs. Lisa and David Genecov	Hollomon Price Foundation	Lisa and Rene Lajous	Karla and Mark McKinley
John and Tracy Eddy	Mark and Ellen Genender	Julianna Hawn Holt	Sharad and Rashmi Lakhanpal	Mark (M-Kat) McKinnon
James C. and Norma T. Edenfield Foundation	Mr. and Mrs. Paul R. Genender	Maynard and Kathleen Holt	Robert E. and Donna Landreth	Mr. and Mrs. Drayton McLane, Jr.
D. Kirk Edwards	Genesis Prize Foundation	Clark Hooper	Patty and Mark Langdale	Peter McMahon
Ms. Jackie Ellis	Mr. Vishal Ghadia	Paul Douglas Horvath	Heather Larrison	Joanie and Donald McNamara
Embrey Family Foundation	Edward Gillespie	Al and Kathy Hubbard	Fred W. and Virginia B. Lazenby	Michael S. Meldman
Tucker and Rich Enthoven	Cami and John C. Goff	Ms. Karen P. Hughes and Mr. Jerry L. Hughes	The Lazof Family Foundation	



David A. Metzner  
Harriet Miers  
Maryann and Frank Mihalopoulos  
The Miles Foundation  
Carolyn and David Miller/David B. Miller Family Foundation  
Dr. and Mrs. Harry G. Miller  
Jeff and Stephanie Miller  
Brian and Katy Montgomery  
The Moody Foundation  
Morgan Group  
Mr. and Mrs. Geoff Morrell  
The Morris Foundation  
Dianne Moss  
Kevin W. Murphy  
The Muse Family Foundation  
Museum of the Southwest  
Heather and Phil Musser  
General and Mrs. Richard B. Myers  
National Breast Cancer Foundation, Inc.  
Alex Navabi  
Susan K. Neely  
John Negroponte  
Nike  
Mr. and Mrs. Thomas E. Noonan  
Northern Trust  
NRG Energy  
Jim and Karen Nussle  
Cecil and Frances O’Brate  
Ambassador Vince Obsitnik  
Oceanic Heritage Foundation  
Ann and Michael Ochstein  
Joe and Kathy O’Donnell  
Mr. Tom Omberg  
Operation Hat Trick  
ORIX Foundation  
Dan and Dawn Ostrander  
Honorable Mary Ourisman  
Ruthie and Jay Pack  
Robert E. Paddor  
Mr. and Mrs. Lawrence J. Padfield  
Mr. and Mrs. H. Winfield Padgett  
Hae and Shina Park  
Mr. Raymond P. Park  
Scott and Janet Parker  
Pam and Gary Patsley  
The Brian D. Patterson US-International Foundation  
Dee Ann and Marshall Payne  
Perkins Family Foundation  
Timothy E. and Heidi Perry  
Mr. and Mrs. Wes Perry  
The Pfeil Foundation  
Kelly and David Pfeil  
Ambassador Jeanne L. Phillips  
Charles Curry and Jane Harrell Pierce  
Pioneer Natural Resources USA, Inc.  
Mr. and Mrs. Nicholas Piskurich  
Jim Pitts  
Laurie and Todd Platt Family Charitable Foundation  
Ben and Heidi Porritt  
Jay A. Precourt and The Precourt Foundation  
The Honorable and Mrs. Steven C. Preston  
The Honorable and Mrs. Anthony J. Principi  
Vin and Caren Prothro Foundation  
Steven and Ashley Quamme  
Billy and Stacey Quinn  
Rainwater Charitable Foundation  
Susan and Troy Ralston  
Mr. and Mrs. David M. Ratcliffe  
Anne and Rob Raymond  
The Real Estate Council and The Real Estate Council Foundation  
Mr. and Mrs. Marshall W. Reavis IV  
J.B. Reynolds Foundation  
Ron and Connie Rhoades  
Michelle S. Rhyu and Stephen C. Neal  
Peggy and Leonard M. Riggs, Jr.  
Robert M. Rogers Foundation  
The Honorable and Mrs. Sig Rogich  
The Honorable John Darrell Rood  
The Francis and Kathleen Rooney Foundation  
Mary and Tim Rooney  
The Catherine and Will Rose Family Fund

Deedie Rose  
Patricia Rose Charitable Trust  
Karen and Karl Rove  
The Honorable and Mrs. Robert V. Royall, Jr.  
Mrs. Nancy J. Rutchik  
Dr. and Mrs. David A. Sampson  
Saunders Family Foundation  
Robert and Jamie Schaffitzel  
Myrna and Bob Schlegel  
Schwab Charitable  
Stephen A. Schwarzman  
The Honorable and Mrs. Peter F. Secchia  
Bud and Sue Selig  
Lane Seliger  
Mel and Betty Sembler  
Sewell Automotive Companies  
Mr. and Mrs. Michael Shaluly  
Kathleen M. Shanahan  
Wanda S. Shannon  
Alice R. Shaw  
Rod and Laurie Shepard  
Mr. and Mrs. Steven J. Sherwood  
Showcall  
Mr. and Mrs. Hank Siegel, Hamilton Jewelers  
Mr. and Mrs. Thomas L. Simpson  
Mr. and Mrs. Robert G. Simses  
Mr. and Mrs. Andrew E. Sinwell  
The Ted and Shannon Skokos Foundation  
Mr. and Mrs. Stephen B. Smith  
Vincent Smith - Teach a Man to Fish Foundation  
Sobel Family Foundation  
Sunie and Steven Solomon  
Southern Botanical  
Southern Methodist University  
The Honorable Margaret M. Spellings  
Mr. and Mrs. Richard Squires  
SRS Raise The Roof Foundation, Inc.  
Mr. and Mrs. John Staluppi, Sr.  
Craig R. and Dorothy Stapleton  
Starkey Hearing Foundation  
Stephenson Foundation

Sy and Laurie Sternberg  
Claudia and Jerry Stool  
Chris T. Sullivan Foundation  
Jo Anne and Kevin Sullivan  
Nicholas and Susan Jane Sutton  
Ms. Janet S. Taake  
Lisa and Steven Tananbaum  
Mary and Eric Tanenblatt  
Target Corporation  
Ambassador Nicholas F. and Jenny Taubman  
Taylor University  
TaylorMade Golf  
Mary and Charles Teeple  
Mary and Mike Terry  
Texas de Brazil  
Texas Women’s Foundation  
Thompson & Knight Foundation and Thompson & Knight LLP  
The Honorable and Mrs. Larry D. Thompson  
Robert Thompson  
Ambassador and Mrs. Warren W. Tichenor and Family  
John and Ann Tickle  
Merryl and James Tisch  
Jim and Mary Towey  
Trinbrook Fund of Communities Foundation of Texas  
Lisa and Kenny Troutt  
The Stanley M. Truhlsen Family Foundation Inc.  
Harry S. Truman Library and Museum  
Dr. and Mrs. Gerald Turner  
UBS Financial Services, Inc.  
The Honorable and Mrs. Ted W. Ulylot  
United Arab Emirates  
Urban Land Institute  
The Honorable and Mrs. Rodolphe M. Vallee  
Annette K. and Jack C. Vaughn, Jr.  
Veritex Community Bank  
Judith and William Vogel/Vogel Family Foundation  
Robert and Sally Walker  
Mr. George J. Wall  
Alice L. Walton Foundation

Keley Warren  
Mr. William Warren  
Waterous Energy Fund  
Keith and Kayla Watts  
Bill and Katie Weaver Charitable Trust  
Gil and Dody Weaver Foundation  
Mr. and Mrs. Edward J. Wehmer  
Wells Fargo - Dallas  
Wesley Prep  
Westwood Trust  
Leonard A. Wilf  
Mrs. Betty J. Wilkins  
David and Susan Wilkins  
Trisha Wilson  
Winn Family Foundation  
Mr. and Mrs. Larry Winter  
Wisteria  
Candida and Mark Wolff  
Ambassador Michael Wood and Judy Wood  
Mr. and Mrs. William Miles Woodall III  
Louis DeJoy and Aldona Z. Wos Family Foundation  
Linda and Jeff Wyler  
Mr. Kevin Xu  
Mary and Bob Yellowlees  
Ray and Sue York  
Pierre A. Young  
Suzanne and Glenn Youngkin  
Zachry Group  
Mr. and Mrs. Song Zhu  
Robert B. Zoellick  
Mr. and Mrs. Robert L. Zorich  
Zotec Partners

THANK YOU



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.

George W. Bush  
Laura Bush







GEORGE W. BUSH  
PRESIDENTIAL CENTER

BUSHCENTER.ORG

---

2943 SMU BOULEVARD | DALLAS, TEXAS 75205