




GEORGE W. BUSH  
PRESIDENTIAL CENTER

THE  
NATION  
WE KNOW



*2021 Annual Report*

A large American flag is the background for the top two-thirds of the image. The flag is slightly faded and has a blue tint. It features the stars and stripes of the United States flag.

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“We are bound by things of the spirit, by shared commitments to common ideals. At our best we practice empathy, imagining ourselves in the lives and circumstances of others. This is the bridge across our Nation’s deepest divisions.”

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*By Be*





*We live in a challenging moment in history that calls into question many of our assumptions about the world. However, what's not in dispute are the values of freedom, opportunity, accountability, and compassion.*

These values underlie everything we do here at the George W. Bush Presidential Center and give us confidence as we seek to find solutions to today's most pressing challenges.

Our team is inspired by the vision of President and Mrs. George W. Bush and the example they set for the entire Nation – one that emphasizes principled leadership and civility. I'm proud to lead a talented and dedicated team working on policy solutions and engaging the public to ensure opportunity for all, strengthen democracy, and advance free societies both at home and around the world.

What we do is more important than ever. We are privileged to have a team of thought leaders working hard to combat today's political dysfunction, economic uncertainty, declining educational standards, and antiquated immigration policies, while also addressing veteran transition issues and the retreat of freedom worldwide.

At the same time, we continue to tackle global health challenges by demonstrating the compassionate heart of Americans. America's leadership is needed around the world. Using our soft power to help others not only improves people's lives abroad, but also serves our national security interests by preventing the spread of extremism. President Bush's leadership in this area is unmatched and motivates us here at the Bush Center every day.

During 2021, we were humbled by the incredible show of support by so many around the country who made the decision to invest in our work. Surpassing

the goal for our \$300 million *A Charge to Keep* capital campaign will enable us to be an impactful organization far into the future. I'm grateful for all those who have chosen to support the Bush Center.

Because of your generosity, we can up our game substantially. We have a powerful combination of factors working for us: the larger endowment, the completion of our long-range strategic plan, the ability to attract thought leaders of national and international prominence, and the fact that we can welcome in-person audiences again. In addition, our convening power is unmatched, allowing us to bring together leaders from all walks of life and both sides of the aisle to advance solutions to today's challenges.

I am convinced that we have more in common than we think and that reasonable people can work together to address the problems we face if we put our minds to it. President Bush sets the example for this kind of leadership by welcoming diversity of thought and encouraging civil discourse. It's the heart of our democratic tradition here in the United States, and we're committed to the same principles at the Bush Center. We know our democracy is imperfect, but we also know that Americans continue to strive to make it better.

We will remain engaged as we work to combine ideas and action to improve the lives of people at home and around the world.

Thank you for your support and continued interest in our work.

KENNETH A. HERSH  
President and CEO  
George W. Bush Presidential Center

# 2021 FINANCIAL REVIEW

The Bush Center strives to operate in a financially sustainable and responsible manner to ensure that our work will continue long into the future.

While successfully managing its expenses, the Bush Center continues to receive tremendous support from individual, corporate, and foundation donors and entered 2022 in a healthy financial condition.

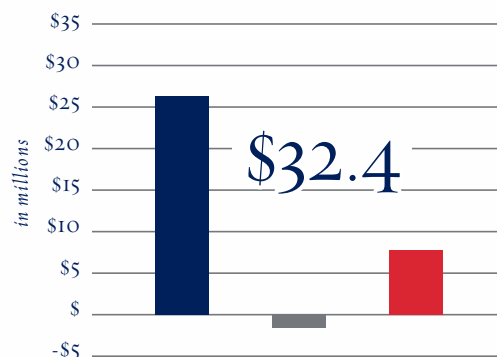
## 2021 SOURCES

*(dollars in millions)*

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

\*Includes expenses relating to direct mail campaigns.

\*\*Includes revenues from Bush Museum and facility rental operations, less associated direct expenses and those administrative expenses allocated to these operations. Bush Center operations realized a net loss in 2021 due to pandemic-related issues. This included a partial closure of the Bush Museum and reduced demand for facility rentals.

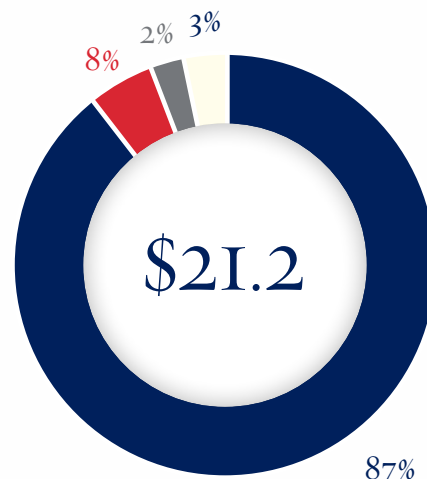


## 2021 USES\*

*(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 for America's Libraries grants. Also excludes all direct expenses and those administrative expenses allocated to the Bush Museum and facility rental operations and expenses relating to direct mail campaigns.

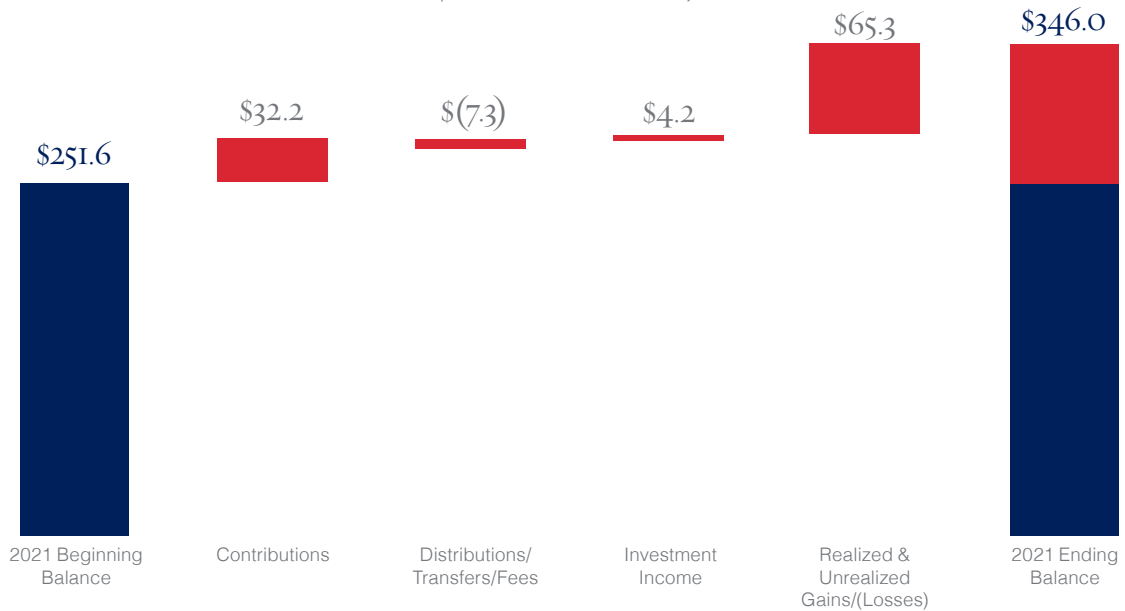


# ENSURING OUR WORK FOR DECADES TO COME

As a result of the success of the *A Charge to Keep* capital campaign, our endowment is now poised to ensure financial stability so that our impact can continue to grow.

## 2021 ENDOWMENT FUND GROWTH

*(dollars in millions)*



## IMPACT BY THE NUMBERS

Through your support, the Bush Center will continue to make a difference around the world.

917

Leadership Program alumni

18

Policy recommendation papers in 2021

6

Experts called to testify on Capitol Hill

91

Combined net promoter score of Bush Institute Leadership Programs

11,600,000+

Minutes spent reading articles and thought pieces on bushcenter.org since 2017

1,864,000+

Visitors to the George W. Bush Presidential Library and Museum since its opening in 2013

2021  
*in review*





*During the past year at the Bush Institute, we've been hard at work tackling solutions to the issues of the day and preparing for the future.*

Our capital campaign's overwhelming success and your investments are allowing us to deepen our work and grow our team.

Events from Ukraine to Afghanistan to our southern border are testing our immigration system as never before. They demonstrate how important it is that we come together from across the aisle to tackle immigration reform.

We put the full force of the Bush Institute behind our immigration work, and President George W. Bush set the tone early last year with his book, *Out of Many, One: Portraits of America's Immigrants* and the accompanying exhibit of his paintings of immigrants at the George W. Bush Presidential Center.

We outlined in-depth analyses on creating a modernized immigration and border policy system. Through white papers, media appearances, podcasts, and op-eds, we explored how employment-based and humanitarian immigration can enhance our economy and society. We convened border policy experts, who outlined ways to enable the efficient flow of people and goods while also enhancing safety and security.

We met with nearly 50 congressional representatives and administration officials to share our ideas to modernize our broken immigration system.

We also took on regional immigration-related issues with policy briefs and expert testimony. They included resettling Afghan refugees in our communities and how violence in Central America raises the number of people trying to migrate through the U.S.-Mexico border.

As we commemorated the 20th anniversary of 9/11, we renewed our efforts to advance free societies and opportunity for all, at home and around the world.

As Mrs. Bush reminded us last summer, free people must continue to stand with the women of Afghanistan, who again are compelled to live under a regime that restricts their lives in the most basic ways, including the rights to study and work. We continue to support and advocate for our allies, Scholars, and friends in conflict-ravaged regions such as Afghanistan and Burma. Plus, we remain staunch advocates for women's health and well-being – particularly in Africa.

At home, our Blueprint for Opportunity project highlighted what makes cities successful and provided a guide for places striving to prosper. We took a hard look at student achievement during the pandemic and recommended ways to bolster the pre-K-to-workforce pipeline. We piloted our Check-In project that connects veterans to high-quality mental health care; it's rolling out nationwide.

Outstanding fellows such as Dr. Deborah Birx, the former U.S. Global AIDS Coordinator; former Tennessee Governor Bill Haslam; Keith Hennessey, the former Director of the National Economic Council; and democracy and human rights expert Nicole Bibbins Sedaca have taken our work to new levels with their expertise and unique insights.

We hired David J. Kramer, now the Bradford M. Freeman Managing Director of Global Policy at the Bush Institute. He hit the ground running, particularly focusing on Russia, Ukraine, and Eastern Europe, his areas of expertise.

We will keep working hard to influence policy, not politics, and stay rooted in our compassionate conservative values. You're about to see even more of this in 2022 and beyond.

Thank you, as always, for your support.

A handwritten signature in blue ink that reads "Holly Kuzmich".

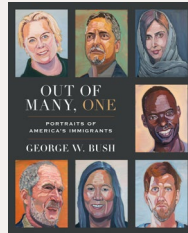
HOLLY KUZMICH  
Executive Director  
George W. Bush Institute

# IMMIGRATION POLICY WORK

Every year that goes by without reforming the United States immigration system means a missed opportunity to ensure the future prosperity, vitality, and security of our Nation. At the Bush Institute, we are committed to changing the terms of this debate and offering solutions that are bold and politically viable. To learn more, visit [bushcenter.org/immigration](http://bushcenter.org/immigration).

## Out of Many, One: Portraits of America's Immigrants

A powerful collection of 43 portraits painted by President George W. Bush and accompanying stories that exemplify the promise of America and our proud history as a Nation of immigrants. The book was released in April and became a #1 *New York Times* bestseller.



## Tackling Immigration Reform

The Bush Institute released a series of white papers with in-depth analyses including smart border policy, solutions for the undocumented, creating pathways to citizenship, bolstering the U.S. economy through employment-based immigration, and the importance of leading on humanitarian immigration. These issues are critical as the U.S. Congress considers immigration reform.

The Bush Institute met with a total of

# 46

congressional representatives and administration officials to discuss immigration reform and Central America.

## Afghanistan Policy Recommendations

The Bush Institute immigration and Afghanistan experts asserted in policy recommendations issued in September that Congress, the administration, the international community, and the private sector have an obligation to continue protecting Afghans, especially women and girls, even after the U.S. withdrawal from Afghanistan.



## Letter to Congress

The Bush Institute-SMU Economic Growth Initiative and allies from across the political spectrum sent a joint letter to Congress urging leaders to holistically reform the immigration system with the future prosperity of the Nation in mind.



## Policy Webinars

Leveraging the Bush Institute's convening power, we hosted webinars targeting policymakers with live Q&A on the topics of the U.S.-Mexico border, why Central Americans are fleeing their homes, and why we should continue to support the people of Afghanistan.

More than 1,800 people have watched the discussions.

## Central America Policy Recommendations

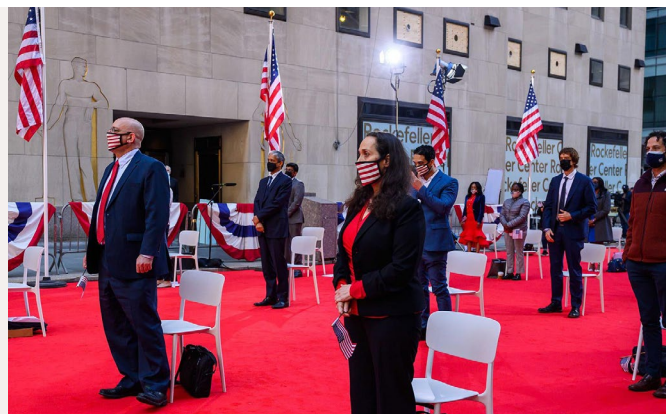
Violence against women and girls is a daily threat in the countries of El Salvador, Honduras, and Guatemala – one significantly worsened by corruption, weak institutions, and a culture of impunity toward perpetrators. It's one of the many reasons women are fleeing their homes, putting pressure on the U.S. immigration system and southern border.

The Bush Institute released two reports, *No Justice: Gender-Based Violence and Migration in Central America* and *The Northern Triangle Is Ready for a Digital Trade Agreement with the United States*, which address violence against women and girls and economic instability in the region. Leaders from the three countries are engaged with the Bush Institute-SMU Economic Growth Initiative in advancing the policies outlined in the reports.

## Naturalization Ceremony

In honor of the release of *Out of Many, One: Portraits of America's Immigrants*, President and Mrs. Bush participated in a naturalization ceremony live on NBC's *TODAY* Show. Thirty immigrants from 17 countries became U.S. citizens in the event at New York City's Rockefeller Plaza.

Many of the immigrants were essential workers who have taken care of their communities in the past year. Countries represented included Ghana, India, and Australia.







## President Bush in the News

To spread awareness of *Out of Many, One: Portraits of America's Immigrants* and the great value immigrants bring to the United States, President Bush appeared on NPR's *Morning Edition*, NBC's *TODAY* Show, CBS *Sunday Morning*, and other programs. In an op-ed in *The Washington Post*, he outlined how to restore confidence in America's immigration system.

## Immigrants and the American Future Webinar

Watched by more than 4,000 people, President Bush joined Dr. Russell Moore, President of the Ethics & Religious Liberty Commission of the Southern Baptist Convention, and Dr. Yuval Levin, Director of Social, Cultural, and Constitutional Studies at the American Enterprise Institute, in a conversation about the value of immigrants to our Nation and the faith and culture of our increasingly diverse country.



## Immigration Insights

Holly Kuzmich, Executive Director at the Bush Institute, led a series of virtual discussions with experts in different fields on the essential role of immigrants to the fabric of American society. The first episode was a conversation with Dr. Condoleezza Rice, 66th U.S. Secretary of State, who said, "Immigration is still America's secret weapon."

## The Story of U.S. Podcast

In this Bush Institute limited podcast series, we spoke with the children of immigrants to learn more about their family stories and celebrate how the rich diversity of new American families strengthens our communities across generations. Notable guests included NASCAR driver Jesse Iwuji; Anita McBride, former Chief of Staff to Mrs. Bush; and comedian Gus Constantellis.



## Bush Center Special Exhibit

Aligned with the Bush Institute's ongoing work on immigration policy, President Bush's paintings were featured in an exhibit highlighting the value of immigrants to America. This special exhibit opened in April at the George W. Bush Presidential Center and attracted more than 41,000 visitors throughout the year.



Highlighting the timeliness of the conversation, President Bush and Bush Institute experts were featured in more than **730** news and media articles discussing the topic of immigration reform.

## On Stage with Arnold Schwarzenegger

Former Governor Arnold Schwarzenegger, whose own immigrant story is included in the book and who, like President Bush, was governor of a border state, joined President Bush at a special *Engage at the Bush Center* presented by NexPoint discussion about the importance of immigration reform.



## Conversations on Immigration Reform

In a companion event to the Bush Center's special exhibit on immigration and President Bush's book, a panel of experts discussed culture and commerce at our U.S.-Mexico border. This June *Engage at the Bush Center* presented by NexPoint conversation was one of two highlighting the importance of immigration.

In October, panelists joined Laura Collins, Director of the Bush Institute-SMU Economic Growth Initiative, to share how immigrants fill critical gaps in America's labor force by performing work our economy requires and keeping our workforce vibrant as our population ages.



## Recommending Policy Changes

The Bush Institute released 18 policy briefs outlining priorities from education and trade to stabilizing democracies and human freedom as the new president and Congress were sworn in. The policy briefs and landing page received over 58,000 views. Bush Institute experts were invited to meet with various congressional staffers and many media outlets requested interviews or op-eds on the recommendations.

## Bush Institute Fellows

Dr. Deborah Bix, the former head of the President's Emergency Plan for AIDS Relief, joined the Global Health Initiative as a Senior Fellow, leveraging her expertise in global health, pandemic response, and health systems to support the Bush Institute's portfolio of work.

Robert McDonald, the April and Jay Graham Fellow at the Bush Institute, continued supporting the Military Service Initiative and the Stand-To Veteran Leadership Program throughout the year. The eighth U.S. Secretary of Veterans Affairs helped the policy team examine barriers to the veteran transition process and provided unique leadership insights to the Stand-To Veteran Leadership Program Scholars.

Nicole Bibbins Sedaca, the Kelly and David Pfeil Fellow at the Bush Institute, helped take the Human Freedom Initiative's democracy work to the next level. She published a policy brief in early January that set the tone on why America must continue to lead in democracy and human rights.

## Women's Rights in Afghanistan

The Bush Institute spearheaded a diverse alliance of partners that sent a letter to the administration and members of Congress in June with recommendations to protect Afghan women and girls ahead of the U.S. withdrawal of troops from Afghanistan at the end of August. When it became clear that the Afghan government would fall to the Taliban, the Bush Institute's Women's Initiative, immigration team, and Military Service Initiative pivoted to focus on helping Afghans and their families as well as the veterans who kept the country safe for 20 years. They have been called on for thought leadership, advice, and recommendations to support members of these vulnerable communities.

## Stand-To: A National Veterans Convening

In February, we hosted leaders of veteran-serving organizations from the public, private, nonprofit, and philanthropic sectors to examine research and policy solutions to support veteran transition. To encourage dialogue, the Bush Institute and Syracuse University's D'Aniello Institute for Veterans and Military Families co-authored a research report on issues facing post-9/11 veterans and their families that was informed by a field survey. The three Stand-To Task Forces – health and well-being, education, and employment – built on the event by developing policy recommendations and other resources for the field.

## Leadership in Action

We closed out the year by selecting 60 professionals to form the seventh cohort of the Presidential Leadership Scholars program, which brings together a diverse network of leaders to learn from each other and solve challenges in the United States and around the world. We continue to be encouraged by the incredible work they are doing for their communities.

October also saw our Stand-To Veteran Leadership Program wrap up its largest cohort to date. Fifty-one Scholars joined us virtually and in person throughout the year to tackle their personal leadership projects focused on improving outcomes for veterans and their families.



## The Future of Burma

Mrs. Bush condemned the February military coup in Burma in a statement in early March. The Bush Institute also collaborated with the International Republican Institute and the National Democratic Institute to launch a miniseries on the most pressing issues facing Burma today. The series targeted policymakers, think tanks, and human rights influencers who focus on Burma. The first event featured Burmese journalists discussing the state of media and free speech in Burma after the coup.

## Democracy Talks

At the Bush Institute, we're concerned about the challenges to the health of democracies around the world. Populism is on the rise. Media and other independent institutions are under pressure. Human rights violations are ignored. Isolationism and authoritarianism are growing. And now democracies are faced with containing a pandemic while at the same time cherishing their long-standing freedoms. To encourage conversations among policymakers and leaders, our *Democracy Talks* series continued into 2021 setting forth recommendations to meet the challenges to democracy.

## Education: A Texas Story

The Bush Institute produced a four-week series in partnership with *The 74* examining how well Texas students in three large cities are being prepared – or not – for a life with opportunity.

# 1,170

Number of times Bush Institute experts were cited or had their work featured in local, national, and international media outlets.

# 51,966

Podcast downloads across three products: *The Strategerist*, *Overheard at the Bush Center*, and *The Story of U.S.*



## The Fourth Annual Forum on Leadership

The fourth annual Forum on Leadership was held in April at the Bush Center. It highlighted *The Opportunity of America* with speakers celebrating the American dream and the optimistic future of our Nation. Dr. Condoleezza Rice, 66th U.S. Secretary of State, received the 2021 George W. Bush Medal for Distinguished Leadership. Reverend S.M. Wright II, Co-Founder of the S.M. Wright Foundation, was the Trailblazer Citation recipient, and Annunciation House and its Executive Director, Ruben Garcia, were honored with the Bush Institute Citation.

ENGAGE AT THE BUSH CENTER — presented by NexPoint

## A Conversation With Dana Perino

*Engage at the Bush Center* presented by NexPoint, welcomed back Fox News channel's Dana Perino to discuss her book, *Everything Will Be Okay: Life Lessons for Young Women (From a Former Young Woman)*, with former U.S. Secretary of Education Margaret Spellings. The lively conversation focused on current events and Perino's time as White House Press Secretary.

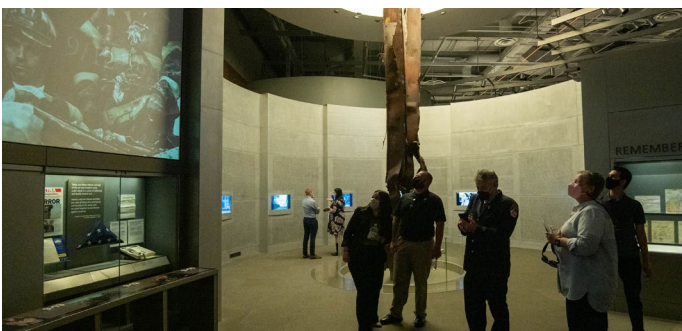


## Laura Bush Book Club

Gayle Tzemach Lemmon, author of three *New York Times* bestsellers, including *The Daughters of Kobani: A Story of Rebellion, Courage, and Justice*, headlined the year's Laura Bush Book Club program. *The Daughters of Kobani* tells the story of an all-female militia that faced off against ISIS in the little-known town of Kobani, Syria. Roya Mahboob, a native of Afghanistan who is a pioneering tech leader, advocate, and member of the Presidential Leadership Scholars Class of 2019, and U.S. Army veteran Major Matt Zeller, Co-Founder of No One Left Behind, also contributed to the timely and thought-provoking evening.

## A Commitment to Conservation

In conjunction with a significant update to the oceans exhibit in the permanent collection of the George W. Bush Presidential Library and Museum, we welcomed Jim Connaughton, who served as Chair of the White House Council on Environmental Quality under President Bush, and Texan by Nature CEO and President Joni Carswell to discuss the importance of preserving our land and oceans. EarthX Board Chair Lynn McBee served as moderator.



## Remembering 9/11 Twenty Years Later

It was a special evening of remembrance and reflection as *Engage at the Bush Center* presented by NexPoint screened a new Apple TV+ documentary, *9/11: Inside the President's War Room*. Narrated by Emmy Award winner Jeff Daniels, the film recounts the 12 hours after the strike, with insights on leadership and decision-making from President Bush, Vice President Dick Cheney, Air Force One pilot Colonel Mark Tillman, and others.

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\*As of June 1, 2022

\*\*Effective January 1, 2022

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