



# CELEBRATING *a decade of success*

*2022 Annual Report*



GEORGE W. BUSH  
PRESIDENTIAL CENTER



FROM THE PRESIDENT AND CEO

*As we celebrate our 10th anniversary, it's gratifying to reflect on how the George W. Bush Presidential Center has positioned itself as a beacon for the timeless principles of freedom, accountability, compassion, and opportunity. These values underlie the work and legacy of President and Mrs. George W. Bush.*

We have laid the foundation for the Bush Center to be a long-lasting institution by building thought leadership through our experts, establishing strategic programming, engaging deeply across all constituencies, and ensuring our financial model is sustainable.

Our experts are trusted thought leaders on topics central to the national debate. They have appeared across leading media platforms; counseled presidents and their staffs; testified before Congress; and advised influencers at the federal, state, and local levels. Distinguished fellows such as Dr. Deborah L. Birx; Alex Gorsky, former Chairman and CEO of Johnson & Johnson; former Tennessee Governor Bill Haslam; and former Secretary of Veterans Affairs Bob McDonald have joined the Bush Center.

*Clearly, we are creating a sustainable platform.*

We launched *The Catalyst: A Journal of Ideas From the Bush Institute* in 2016, with the vision that ideas matter in shaping public policies and spurring action. The quarterly publication is a two-time winner of the prestigious EPPY award from *Editor & Publisher* magazine for best magazine website under 1 million views.

*Our goal is to bring the Bush Center to the world and bring the world to the Bush Center.*

At our signature Forum on Leadership each year, we demonstrate our unmatched convening power by showcasing changemakers to help us highlight and celebrate leadership. We've hosted influencers including Bono, former Secretaries of State James Baker and Condoleezza Rice, and General James Mattis.

Our leadership programs, including the Presidential Leadership Scholars and the Stand-To Veteran Leadership Program, together have more than 950 alumni working across disciplines to steer us all to a brighter future.

Our *Engage at the Bush Center* series presented by NexPoint brings influential voices to our stage. Highlights have included Governor Arnold Schwarzenegger, Jay Leno, Lorne Michaels, Jenna Bush Hager, and Barbara Pierce Bush.

We've welcomed almost 2 million visitors to the George W. Bush Presidential Museum and have had an immense economic impact on the North Texas area – around \$2 billion, according to a recent study. We've also worked closely with our partners at SMU to bring prominent leaders to Dallas, like Amazon founder Jeff Bezos.

The Bush Museum promotes a greater understanding of American democracy. More than 10 special exhibits, including President Bush's portraits of our veterans and immigrants, have been on display. This year, our *Freedom Matters* exhibit showcases the evolution of freedom.

*We want to build a compassionate society that holds leaders accountable so democracy doesn't waver.*

We want young people and veterans to have the tools they need to succeed. We advance the blessings of democracy and free societies by advocating for marginalized populations.

Thanks to your generosity, we will advance these timeless principles far into the future. We've taken giant leaps forward to ensure opportunity for everyone, strengthen our democracy, and advance free societies.

Obviously, none of this happens without our great team and the foundation set by two fantastic predecessors, Ambassador Mark Langdale and Secretary Margaret Spellings. Plus, our indefatigable board chair, Secretary Don Evans, who continues to lead as few can.

It's been an exciting decade of helping people here at home and around the world. We thank you for your support.



KEN HERSH  
President and CEO,  
George W. Bush Presidential Center

*For the past decade, the George W. Bush Institute has become a trusted source for civility and sensible solutions to the issues of the day and beyond.*

We've hosted events and written on a range of issues from immigration and elections to educational assessments and the war in Ukraine. In a deeply polarized time, we stay focused on ensuring opportunity for all, strengthening our democracy, and advancing free societies. We offer recommendations for policymakers in Washington, D.C. and at state and local levels.

*We've developed a reputation as a place for reasoned discourse.*

I'm proud of the milestones we've reached. We spent five years working with four school districts to determine how to retain good principals. In a series of in-depth reports, we've made specific recommendations for school districts to evaluate their principal talent management policies and practices. Our findings from this work have been shared at a national level, including a complete toolkit and resources that are available on our website, and our education experts are called upon to speak to these regularly.

As the Bush Institute has grown, so has our work on veteran transition. Team 43 became a community of veterans who lean on each other after participating in the Warrior Open golf tournament and Warrior 100K bike ride. *Check-In* – a tool for veterans and their families to easily connect to no-cost, high-quality mental and brain health care – recently surpassed 1,000 connections. The Bush Institute's Veteran Wellness Alliance released a first-of-its-kind standards report for clinicians in 2020 on how to deliver high-quality mental and brain health care. The U.S. Department of Veterans Affairs shared the report with its networks and encouraged its clinicians to consider the findings.

Our experts remain a trusted voice on the impact and success of the President's Emergency Plan for AIDS Relief (PEPFAR). To date, PEPFAR's work has saved more than 25 million lives. *Go Further*, the innovative public-private partnership among PEPFAR, the Bush Institute, UNAIDS, Merck, and Roche also continues to see great success in screening women living with HIV for cervical cancer in sub-Saharan Africa.

The Bush Institute began to lay the groundwork in 2011 for what is now known as our Ensuring Opportunity portfolio, in which we explore economic development policies that help cities

and towns reinvent themselves as engines of mobility. We also promote reading and literacy to ensure all young Americans have access to gainful employment and to examine students' readiness for their next move in life.

*The Bush Institute remains committed to strengthening our Nation's democracy while shining a light on disinformation and reasserting the value of civic participation and civility.*

In 2022, we hosted *Elections: A More Perfect Union*, an event highlighting the integrity of our elections and acknowledging the vital work carried out by election workers.

We also support democratic values around the world by elevating institutions that serve their people and promote universal human rights. Our Freedom Collection, started in 2009, documents the stories of those who led or participated in freedom movements around the world, such as the Czech Republic's Vaclav Havel and Liberia's Ellen Johnson Sirleaf. We've stayed the course in highlighting the critical work of activists and the need to push back against authoritarian threats through a conference in November 2022 and with a new series called *The Struggle for Freedom*.

We know communities thrive when women are equal participants. To this end, we call out autocrats who strategically leverage the oppression of women and girls in Afghanistan and the Middle East and North Africa (MENA) region, and we advocate for their freedoms. Our experts are also tackling the threat of corruption and kleptocracy to democratic societies.

We stand firmly with Ukraine in its valiant effort to preserve its freedom and independence against Russia's unprovoked and unjustified invasion.

None of these milestones would have been possible without a trusted team and my predecessors Holly Kuzmich and James K. Glassman. And thanks to your generous support, we remain committed to finding ways to help Americans and people around the world find a path that upholds democracy and promotes civility.



A stylized, handwritten signature of David J. Kramer in black ink.

DAVID J. KRAMER  
Executive Director,  
George W. Bush Institute

“WHEN AMERICA SERVES OTHERS, WE SHOW THE STRENGTH AND GENEROSITY *of* OUR COUNTRY. THESE DEEDS REFLECT THE CHARACTER *of* OUR PEOPLE. THE GREATEST STRENGTH WE HAVE IS THE HEROIC KINDNESS, COURAGE, AND SELF SACRIFICE *of* THE AMERICAN PEOPLE.”

A stylized, handwritten signature of George W. Bush in white ink.



## GEORGE W. BUSH PRESIDENTIAL MUSEUM

The Bush Museum's permanent exhibit promotes a greater understanding of the American presidency and examines the consequential time during which President and Mrs. Bush served.

Since opening 10 years ago, we are proud to have welcomed over 1.9 million visitors through our doors. The museum offers a moving exhibit on September 11, 2001, a replica Oval Office, and an interactive experience in presidential decision-making. The museum is also host to a variety of temporary exhibits that delve deeply into unique topics and provide insights that only a presidential center can offer.

## THE BRADFORD M. FREEMAN GALLERY

The Bradford M. Freeman Gallery complements the permanent exhibit by offering special exhibits that give insight into American government and history and important cultural aspects of American society.

Past exhibits have included President Bush's original paintings that tell the stories of veterans and immigrants; humor in the White House; presidential retreats; the role and influence of America's first ladies; the history of U.S. campaigns and landmark elections; and baseball's relationship with America's presidents and its personification of America's social struggles.

The 2023 special exhibit, *Freedom Matters*, uses rare artifacts, historical documents, interactive activities, and personal perspectives to examine the concept of freedom. Artifacts include a 14th century copy of the Magna Carta and rare versions of the Declaration of Independence, Constitution of the United States, and Bill of Rights. Through these significant historical documents and the stories of those who have fought for freedom, the exhibit explores the importance of building peaceful, stable democratic societies and reinforces the civic responsibility of the individual in advancing freedom and liberty.

## LAURA W. BUSH NATIVE TEXAS PARK

The 15-acre Laura W. Bush Native Texas Park reflects President and Mrs. Bush's love of the native Texas landscape, their long-standing commitment to environmental conservation and restoration, and their belief that the Bush Center should contribute to the everyday life of nearby communities while enhancing the experience of visitors.

The landscape, designed by Michael Van Valkenburgh Associates, contributes to the Bush Center's ambitious sustainability objectives by increasing biodiversity, restoring native habitats, reducing the need for irrigation, and employing an organic maintenance program. These significant landscape achievements helped the Bush Center building, designed by Robert A.M. Stern and Associates, earn Platinum-LEED certification.

By using native plants and a careful stormwater management plan, almost all on-site water is reused, and irrigation demands are reduced by more than 50%. A 252,000-gallon cistern collects rainwater to irrigate more than 900 trees, 400 of which were transplanted from the Bushes' Prairie Chapel Ranch in Crawford, Texas. The native lawns are a blend of five drought-tolerant grasses, while the prairie and savannah areas are planted with different native grasses and wildflowers.

The Bush Center grounds are open to all. Visitors can enjoy a 1 mile network of paths punctuated by benches and bridges that provide places to stop and observe the landscape through the seasons. The Carolyn and David Miller Amphitheater offers a place to sit and convene, and partially shaded lawns create inviting public spaces for relaxing, picnicking, and playing. In the spring, the Rory Meyers Meditation Garden is a great place to take in the rich palette of wildflowers, including Texas bluebonnets, the state flower. In the fall, visitors experience the annual monarch butterfly migration through North Texas. The Native Texas Park's many milkweed plants, an endangered plant species, attract the butterflies, which use them as a food source and breeding location to lay eggs.



2013

2023

# 10 years of Bush Center highlights



freedom

opportunity

accountability

compassion

## EXPANDING GLOBAL IMPACT

Ruba Rihani, a 2018 WE Lead scholar, was abandoned by her parents when she was 4 years old and sent to boarding school. Because of her difficult past, Rihani dedicated her life to improving the lives of Arab women and founded the Arab Woman Today Center in Jordan. During her time in the Bush Institute's WE Lead program, Rihani learned vital lessons in leadership that she applied to her work to advance economic opportunity for Arab women.



In 2019, President and Mrs. Bush surprised Rihani by stopping by the Arab Women Today Center while on an overseas trip. Rihani said it was an honor to share with President and Mrs. Bush concerns, challenges, and aspirations as Christian Arabs are working hard to guarantee a better life for all Arab women and men.

Rihani is one of 81 women from Afghanistan, Egypt, Jordan, Lebanon, and Tunisia who have completed the WE Lead program. WE Lead is one example of the Bush Institute's steadfast commitment to advancing free societies by helping improve the lives of women and girls through education, opportunity, health, and leadership development.

## Advancing Free Societies

In 2017, the Bush Institute hosted a national forum in New York focused on freedom, free markets, and security featuring Secretary Madeleine K. Albright, Ambassador Nikki Haley, and Secretary Condoleezza Rice. Bridging domestic and global policy work on democracy, the event was marked by the release of a call-to-action paper outlining recommendations to strengthen democracy and extend the spirit of liberty at home and around the world.



## Honoring Human Rights and Democracy

On June 23, 2016, President Bush presented 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.



## Cultivating Burmese Leaders

Inspired by Mrs. Bush's longstanding dedication to democratic change in Burma, the Bush Institute launched the Liberty and Leadership program in 2014 to help young Burmese leaders gain the knowledge and skills they need to lead during a democratic transition. Seventy-nine men and women completed the program, including former political prisoners, members of parliament, educators, and women's rights advocates.

## Promoting Freedom for All

The Bush Institute convened activists and leaders such as President Tsai Ing-Wen of Taiwan during an event in Dallas to assess threats to freedom and offer recommendations on ways to advance the cause of liberty in 2022. Following the event, *The Struggle for Freedom* monthly series rallying support for democracy and human rights activists abroad was launched.



## Supporting Afghans

President and Mrs. Bush welcomed 13 Afghan evacuees to the Bush Institute in May 2022. The group led a conversation on concerns for their home country, Afghanistan, and hopes for themselves and their families. The meeting helped inform the Bush Institute's ongoing efforts to advance policy and mobilize solutions to the growing challenges facing the Afghan people.



## TELLING A STORY WITH PRESIDENT BUSH'S PAINTBRUSH

President Bush painted Kim Mitchell and shared her story of perseverance in his latest book, *Out of Many, One: Portraits of America's Immigrants*, which reminds us of the countless ways America has been strengthened by immigrants who came to the United States in search of a better life.

Mitchell's journey began in a Vietnamese orphanage where she was adopted by American Airman Ken Mitchell during the Vietnam War. She became a U.S. citizen in 1976, grew up in northwestern Wisconsin, and was drawn to join the U.S. military like her father. After graduating from the United States Naval Academy, she served 17 years in the Navy, was a White House Military Social Aide under two administrations, and worked for the Chairman of the Joint Chiefs of Staff. Today, she is an advocate for veterans and military families and is a Senior Advisor for the U.S. Department of Veterans Affairs.

Former Lieutenant Commander Mitchell is a 2019 alum of the Bush Institute's Stand-To Veteran Leadership Program, which aims to increase the impact and develop the skills of those who serve our Nation's veterans and military-connected community. Since 2018, 176 scholars have completed the program, including active duty servicemembers, veterans, and civilians.



## Presidential Partnership

President George W. Bush and President Bill Clinton launched the Presidential Leadership Scholars program, a partnership with the presidential centers of George W. Bush, William J. Clinton, George H.W. Bush, and Lyndon B. Johnson, in September 2014. The first-of-its-kind program teaches the skills necessary to work across political divides and lead lasting, positive change in communities across America and the world.



## Economic Strength in Central America

The lack of economic opportunity, combined with violence and corruption, has caused many Central Americans to flee their homes. The Bush Institute-SMU Economic Growth Initiative has been engaging with leaders in Guatemala, Honduras, and El Salvador to economically strengthen the region since 2018. In 2022, Guatemala and El Salvador adopted digitization policies resembling recommendations the Bush Institute released in 2020.

## The Role of First Ladies

First ladies play an important role in promoting women's education, health, and economic empowerment. In 2013, President and Mrs. Bush along with Mrs. Michelle Obama were in Tanzania to speak with African first ladies across the continent about strengthening the region.



## Economic Mobility in American Cities

To kick off the Bush Institute-SMU Economic Growth Initiative, a full-day conference exploring how American cities can better promote economic mobility was held in 2019. Cullum Clark, Director of the Bush Institute-SMU Economic Growth Initiative, has since published policy recommendations and testified before city and state governments. Clark has also appeared in outlets such as *Freakonomics*, *The Economist*, and *Bloomberg*.

## Two Sharks Discuss America's Path Forward

Mark Cuban and Daymond John, entrepreneurs and stars of ABC's hit show *Shark Tank*, came together to discuss the role of entrepreneurs and innovators in moving America forward at *Engage at the Bush Center*, presented by NexPoint in October 2020.



## DEVELOPING LEADERS THAT CHANGE THE WORLD

For democracy to thrive at home and abroad, it is important to hold our leaders accountable, celebrate strong and principled leadership, and support those answering the call to serve.

The Bush Center's Forum on Leadership is a landmark gathering that recognizes those who have advanced change in our Nation and world, such as Jeff Bezos, General James Mattis, and former Secretary of State Condoleezza Rice. Bono received the inaugural George W. Bush Medal for Distinguished Leadership at the 2018 Forum on Leadership for his humanitarian contributions.

Almost 1,000 trailblazers have completed the Bush Institute's leadership programming. They've been taught how to lead civilly and have been enacting change in the communities they serve. Additionally, the Bush Institute's education team concluded a five-year school leadership program in 2022 to equip school districts to find, support, and retain highly effective principals.

Leadership begins in the classroom and every child should have access to a quality education. We partner with nationally known research organizations, policymakers, and school districts to drive policy that creates opportunity and advances accountability for America's K-12 students.



## Laura Bush Foundation for America's Libraries

The quality of a school library impacts reading scores and academic success, and many schools have limited financial resources. Since its inception in 2002, the Laura Bush Foundation for America's Libraries has awarded more than \$19.5 million to over 3,300 school libraries across the country to extend, update, and diversify their book and print collections.

## Education as a Civil Right

Education is an urgent civil rights issue in America. During an *Engage at the Bush Center* event presented by NexPoint in 2020, Lonnie Bunch, Secretary of the Smithsonian Institution, discussed the state of civil rights in America and what's at stake for our country if we don't ensure a quality education that is accessible for all.

## Developing School Leaders

The Bush Institute spent five years working with four school districts across the country to determine how to hire and keep effective principals. Our education experts published multiple reports and guides to help educators and the findings from this work have been shared on a national level.

## SMU Partnership

In 2013, we launched a strong but independent partnership with SMU and in 2019 formed the Bush Institute-SMU Economic Growth Initiative. Through this partnership, we've hosted notable guests such as His Holiness the Dalai Lama, and SMU experts have helped inform the Bush Institute's policy recommendations and curriculum for leadership programming.



## Preparing Students

Students in the United States are falling behind in reading. Testing provides parents, teachers, and school leaders with the data needed to ensure our children have a bright future. Anne Wicks, the Ann Kimball Johnson Director of Education and Opportunity, is frequently sought after as a policy expert on accountability. *The 74: America's Education News Source* continues to partner with the Bush Institute and highlight areas for policy improvement among school districts.

## Ensuring Veterans Have a Healthy Transition

While all veterans transition differently, there are some common challenges around health, well-being, and education, which experts from the Bush Institute's Veterans and Military Families team are addressing through policy recommendations and testimony before the United States Congress. The Stand-To Veteran Leadership Program has also equipped 176 scholars with tools needed to help break down the civilian-military divide.



## SAVING LIVES IN SUB-SAHARAN AFRICA

President and Mrs. Bush met Tatu Msangi during a 2008 trip to Tanzania. During the visit, Tatu shared she discovered she was HIV positive while pregnant with her daughter, Faith. Thanks to the treatment made possible by the President's Emergency Plan for AIDS Relief (PEPFAR), Faith was born without the disease and is now 17 and thriving. The virus is virtually undetectable in Tatu now, too.



Tatu and Faith joined the Bush Institute at a 2023 event marking the 20th anniversary of PEPFAR. Tatu shared that she continues to give back to her community. As a nurse, she provides screenings for cervical cancer and treatment of precancerous lesions through the public-private partnership, *Go Further*, developed to help women living with HIV, who are up to six times more likely to develop cervical cancer.

Launched in May 2018, *Go Further* is an innovative partnership among PEPFAR, the George W. Bush Institute, UNAIDS, Merck, and Roche fighting to end AIDS and cervical cancer. The partnership builds on the work of the Bush Institute's former Pink Ribbon Red Ribbon program started in 2013, which focused on screening, treatment, and prevention of cervical and breast cancer in sub-Saharan Africa. Thanks to the partnership, more than 5.7 million women living with HIV have been screened for cervical cancer since 2018.

## A Nation Built by Immigrants

The Bush Institute honored America's immigrant heritage in 2013 and 2019 with naturalization ceremonies celebrating new Americans for the contributions they have and will continue to make to our Nation. The naturalization ceremony complements the Bush Institute's immigration work, which advocates for smart, skills-based immigration reform.



## Supporting North Korean Refugees

The Lindsay Lloyd North Korea Freedom Scholarship was established in 2017 to help North Korean escapees and their children pursue higher education and build productive, prosperous lives. Developed after the Bush Institute conducted a needs assessment on North Korean refugee communities, the scholarships are granted to students for vocational school, community college, university, and graduate-level studies. To date, a total of \$229,500 has been awarded in scholarships.



## The PEPFAR Legacy Continues

PEPFAR built up a health infrastructure in recipient countries which allows programs like the Bush Institute's *Go Further* partnership to tackle cervical cancer. President and Mrs. Bush visited Windhoek Central Hospital in 2017 to tour their cervical cancer screening and treatment room and meet with survivors of HIV. Generosity and compassion have allowed PEPFAR and programs like *Go Further* to save millions of lives.



## Tools for Veteran Transition

In 2019, the Bush Institute started *Check-In*—a tool to easily connect veterans and their families to high-quality mental and brain health care. Now available in all 50 states and Washington, D.C., over 1,000 veterans and their families have used the tool and nearly 400 have received this no-cost, compassionate health care.

## Celebrating Perseverance

Many Sudanese children resettled in the United States after being displaced or orphaned during Sudan's civil war in the late 1980s. About 70 of these former refugees, known as the Lost Boys and Girls of Sudan, toured the George W. Bush Presidential Museum in 2016 and had a surprise visit from President and Mrs. Bush.



## 2022 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 2023 in a healthy financial condition.

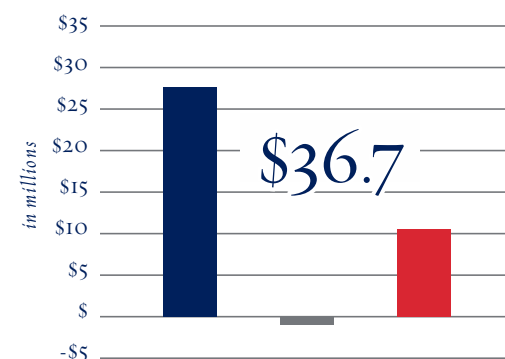
## 2022 SOURCES

*(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 2022 due to slower than expected post-pandemic museum attendance, inflation, 3rd party services for public programming, and a partial closure of the Bush Museum early in the year.

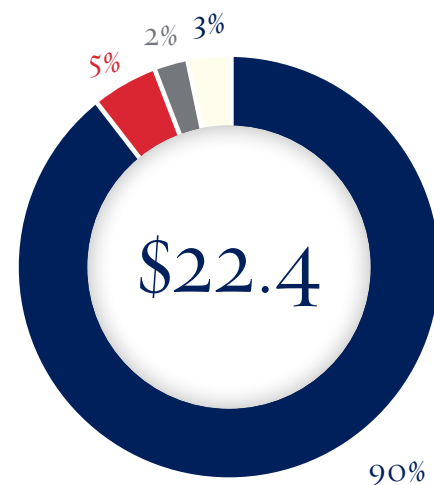


## 2022 USES\*

*(dollars in millions)*

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\*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.



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*“Nothing we do would be possible without the investment and shared commitment of individuals and organizations who believe in our mission.”*

— KEN HERSH

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\*As of June 1, 2023

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