



# **President George W. Bush Oral History Project**

## **BRIEFING MATERIALS**

*John Bridgeland and John Dilulio*

**May 3-4, 2012**

**Prepared by Rob Martin, Research Assistant**  
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**Presidential Oral History Program**

**MAY NOT BE REPRODUCED OR CIRCULATED**

## ***John Bridgeland & John DiIulio, Jr. News Timeline***

*Prepared by Rob Martin & Bryan Craig*

*Miller Center, University of Virginia, 04/18/2012*

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- 1986** John DiIulio, Jr. earns a Ph.D. from Harvard University. (*The Washington Post*, 02/26/2001)
- 1986-1999** DiIulio teaches at Princeton University. (<http://www.civicenterprises.com>)
- 1987** John M. Bridgeland receives his J.D. from the University of Virginia School of Law. Bridgeland had previously graduated with honors in government from Harvard University and was a Rotary International Fellow at the College of Europe and Universite Libre de Bruxelles. (<http://www.civicenterprises.com>)
- September* Bridgeland joins Davis, Polk & Wardwell, a large Wall Street law firm in New York. The firm later sends him to work in its Paris office for three years. (John Bridgeland, *Heart of the Nation: 9-11 and America's Civic Spirit*, CreateSpace, 2001, pp. 167-168)
- 1993**
- May* Robert Portman is elected to the U.S. House of Representatives in a special election and asks Bridgeland to serve as his first chief of staff. Representative Portman (R-OH) is from Bridgeland's hometown of Cincinnati. Bridgeland had originally intended to take a one-year sabbatical from the law but goes on to work for Portman's office for five years. During that time Portman's office writes nine bills that are signed into laws, including the Unfunded Mandates Reform Act, the Drug-Free Communities Act, the Underground Railroad Network to Freedom Act, and the Tropical Forest Conservation Act. Bridgeland also authors the Citizen Service Act, which later helps inform the creation of the USA Freedom Corps. (Bridgeland, pp. 169-170, 176; Shirley Anne Warshaw, *The Co-Presidency of Bush and Cheney*, Stanford: Stanford University Press, 2009, p. 56)
- 1999**
- March* Bush announces the formation of an exploratory committee for the 2000 presidential campaign.
- April* DiIulio meets Governor George W. Bush in Austin, Texas to discuss "compassionate conservatism." Rove had reportedly asked DiIulio several times to come to Austin to meet with Bush, but DiIulio does not agree to come until he is asked by Stephen Goldsmith, the mayor of Indianapolis and domestic policy adviser of the campaign. Rove asks DiIulio to screen position papers for the campaign and to "be the true voice of compassionate conservatism." (Formicola and Segers, "The Ugly Politics of Faith-Based Initiative," in Jo Renee Formicola, Mary C. Segers, and Paul Weber, *Faith-Based Initiatives and the Bush*

*Administration*, New York: Rowman & Littlefield, 2003, p. 120; John P. Burke, *Becoming President: The Bush Transition, 2000-2003*, Boulder: Lynne Rienner Publishers, 2004, p. 156; *The Washington Post*, 02/26/2001)

- May* Dulilio travels to Tennessee to visit with Vice President and Democratic presidential candidate Al Gore to discuss faith-based initiatives. (John J. DiIulio, "Why Judging George W. Bush Is Never As Easy As It Seems," in *Judging Bush*, Robert Maranto, Tom Lansford, and Jeremy Johnson, eds., Stanford: Stanford University Press, 2009, p. 296)
- June* Bush announces in Iowa his candidacy for president and introduces "compassionate conservatism."
- July* On the 22<sup>nd</sup>, Bush delivers his "Duty of Hope" speech in Indianapolis before a group of inner-city clergy. DiIulio had helped work on the speech while meeting with Bush earlier in the year. Bush proposes \$8 billion worth of government spending and tax incentives to support religious-based charities and donations. Bush also argues that private religious groups should be allowed to compete, along with secular groups, for federal funds to perform secular social services, providing that those government funds are not used for religious activities. (George Bush, *Decision Points*, New York: Crown Publishers, 2010, p. 279; Julian E. Zelizer, *The Presidency of George W. Bush*, Princeton: Princeton University Press, 2010, p. 231)
- Later on the 22<sup>nd</sup>, Bush travels to Cincinnati where he meets Bridgeland for the first time. Bridgeland had been asked by the Bush campaign to help organize an event on substance abuse prevention. Bridgeland later writes about his experience briefing Bush during the car ride over to the campaign event. "He was friendly, chewing on an unlit cigar and did not seem that interested in my policy briefing until I started talking about the role that faith-based groups played in transforming the lives of people who had become addicted to drugs. The topic clearly fired his interests, because he responded by firing a lot of good questions at me." (Bridgeland, p. 171) After moderating the campaign event, Bridgeland is asked by Bush to join his campaign. Bridgeland is hesitant to move his young family to Austin, Texas, but agrees to visit the campaign later. A few months later Bridgeland travels to Austin and is very impressed with the campaign staff. At the urging of Portman, Bridgeland agrees to join the campaign and work with Josh Bolten, the campaign's policy director. (Bridgeland, pp. 171-173)
- 2000** DiIulio joins the faculty at the University of Pennsylvania to create the Center for Research on Religion and Urban Civil Society. (*The Washington Post*, 02/26/2001; <http://www.civicerprises.com>)
- Early 2000* Bridgeland moves to Austin to join the Bush campaign as Bolten's deputy on the policy staff. Bridgeland, who oversees the development of public policy, briefs Bush almost daily on domestic policy issues. Bridgeland later writes, "I had a

ball. My office was a converted closet, but I loved developing new policy ideas and felt that I had a knack for it.” (Bridgeland, pp. 171-173) Bridgeland later notes that the three most influential figures in the campaign are Karl Rove, Karen Hughes and Bush’s campaign manager, Joe Allbaugh. (Bridgeland, pp. 37, 47; <http://georgewbush-whitehouse.archives.gov>)

- March* McCain drops out of the race on the 9<sup>th</sup> after Super Tuesday, clearing the way for Bush to win the Republican nomination.
- June* DiIulio meets with Bush in Philadelphia to help Bush with a speech on government reform. Bush invites DiIulio to attend a campaign event in Carpenter’s Hall and to meet with him after the event while Bush shakes hands with voters. DiIulio had previously limited his work in the campaign to editing speeches, reportedly because he had concerns about whether the GOP would fully support Bush’s faith-based initiative. DiIulio also later says he did not want to end up “an all-purpose consigliere” or be part of an “exercise in futility.” (Formicola and Segers, p. 123) After the speech, the two men talk for an hour in Bush’s hotel room. Following Philadelphia, DiIulio reportedly stays in the background of the campaign over the next several months. (DiIulio, *Judging Bush*, p. 296; Formicola and Segers, p. 123)
- July* Bush selects Richard Cheney as his running-mate.
- August* In his acceptance speech at the Republican convention on the 3<sup>rd</sup>, Bush speaks about the importance of Christian charity and asks the nation to support similar efforts. “Government cannot do this work. It can feed the body, but it cannot reach the soul. Yet government can take the side of these groups, helping the helper, encouraging the inspired.” (<http://www.presidency.ucsb.edu>)
- September* Bush gives an energy speech on the 29<sup>th</sup> calling for a reduction of carbon dioxide emissions and for power plants to meet clean air standards. The campaign also releases a position paper on the subject that same day. (Barton Gellman, *Angler: The Cheney Vice Presidency*, New York: Penguin Books, 2008, p. 82)
- November* With the presidential election on the 7<sup>th</sup> too close to call, a recount begins in Florida.
- The Florida secretary of state’s office certifies Bush as the winner of the Florida vote on the 26<sup>th</sup>. Bush announces that Cheney will head his transition operation in Washington, D.C., and Andrew Card will be his chief of staff. However, the legal battle continues as *Bush v. Gore* makes its way to the U.S. Supreme Court. Bridgeland continues working with the campaign during this time, occasionally briefing Bush. (Bridgeland, p. 47)
- December* The Supreme Court issues its decision in *Bush v. Gore* on the 12<sup>th</sup>, halting the Florida recount. Gore concedes on the 13<sup>th</sup>.

Bridgeland co-leads the policy transition for the president. Bolten, who is responsible for creating the policy transition teams to guide cabinet appointments, had asked Bridgeland to head up domestic policy and Gary Edson economic policy. Bridgeland and Edson each create small task forces consisting of several policy experts to oversee each department's transition. The Bush transition unveils its policy coordinating groups on the 15<sup>th</sup>. Each group is responsible for briefing cabinet nominees on Bush's campaign promises, coordinating with outgoing Clinton personnel and reviewing existing budgets and legislative mandates. The policy transition teams have a total staff of 85. (Formicola and Segers, pp. 124-128; Bridgeland, p. 47; Burke, pp. 27-28)

The Bush transition announces on the 19<sup>th</sup> it has set up teams for each cabinet department to conduct reviews, prepare new cabinet officers, establish new priorities and set agendas. Bridgeland heads up the Labor Department team. The transition had decided to use smaller departmental teams than used in previous transitions, but that each team would be supported by a larger transition advisory team. (Burke, pp. 28-35)

President-elect Bush meets with 30 religious leaders to discuss ways in which religious organizations can play a bigger role in government welfare programs. However, the meeting is later criticized as a ploy to garner greater support among African-American groups in the wake of the 2000 election. (Mary Segers, "President Bush's Faith-Based Initiative," in Formicola, Segers, and Weber, p. 7)

## **2001**

### *January*

On the 9<sup>th</sup>, Bridgeland is named deputy assistant to the president and director of the Domestic Policy Council (DPC). He serves as Margaret Montagne Spellings' deputy. Spellings is assistant to the president for domestic policy and works primarily on education issues her first year in the White House. Bolten is named assistant to the president and deputy chief of staff for policy. Lawrence Lindsay serves as director of the National Economic Council, and Nick Calio as director of legislative affairs. In his first six months, Bridgeland works on "Global climate change Cabinet-level review; faith-based legislation; the strategy on S.1 No Child Left Behind; campaign finance reform; federal election reform; substance abuse policy and demand reduction and treatment; New Freedom Initiative for Americans with Disabilities; rules and executive orders in countless numbers; Everglades/National Parks; project labor agreements; immigration policy; Missouri River Basin; Veterans Task Force and 10 other issues." (Bridgeland, pp. 173-174) Bush reportedly blocks off thirty minutes every day to meet with domestic or economic advisers. Bolten serves as gatekeeper for those meetings. Bridgeland typically briefs the president once or twice a week in the Oval Office. Bridgeland later says, "We'd work with Nick [Calio] and his team and we'd go up to the Hill. I was constantly on the Hill advocating for legislation, advising on executive orders, giving updates to the Senate Republican and Democratic caucuses and the leadership... about what policy issues and legislative proposals

would move forward and in what order.” (Bradley Patterson, *To Serve the President*, Washington, D.C.: Brookings Institution Press, p. 115; Bridgeland, pp. 35-36, 47; Burke, p. 45; *The Washington Post*, 4/29/2001; <http://georgewbush-whitehouse.archives.gov>)

Bush is inaugurated as the 43<sup>rd</sup> president on the 20<sup>th</sup>, giving the GOP control of the White House, House and Senate. The Bush Administration reportedly wants quickly to start launching a new policy initiative every week to best take advantage of its “honeymoon” period, given the limited amount of time it had for transition planning. (Formicola and Segers, p. 116; Burke, pp. 44-45)

During its first week in office, the Bush Administration announces its No Child Left Behind education initiative and a \$1.6 trillion tax cut proposal. Spellings heads up education reform, and tax reform is led by Lindsay and Calio. (Warshaw, p. 135; *The Washington Post*, 1/24/2001)

On the 25<sup>th</sup>, DiIulio talks with Bush about leading the faith-based initiative. After meeting with Goldsmith, who had been the initial favorite, DiIulio meets with Bridgeland to work out a compromise in which Goldsmith would become chairman of the Corporation for National and Community Service (CNCS), a federal agency that oversees AmeriCorps, the Senior Corps, and the Peace Corps, and DiIulio would direct the faith-based initiative office in the White House. Goldsmith had reportedly asked for cabinet status to head the faith-based initiative. (Formicola and Segers, pp. 124-128; Bridgeland, p. 47)

On the 29<sup>th</sup>, the Bush Administration announces its faith-based initiative to encourage the public to donate more to religious organizations while making it easier for faith-based groups to play a greater role in providing social services to the public. To accomplish this goal, Bush creates the new White House Office of Faith-Based and Community Initiatives (OFBCI). DiIulio is named as its first director and holds the title assistant to the president. He reportedly joins the Administration on the conditions that the office would remain free from politics, that he would stay for only six months, and that no legislation would be considered until a six-month review of charitable choice could be conducted. The Administration’s faith-based initiative also creates centers within the Departments of Justice, Housing and Urban Development, Labor, Education, and Health and Human Services, to facilitate government relations with faith-based social service programs. (Bush, pp. 279-281; Zelizer, p. 234; Segers, p. 5; Formicola and Segers, p. 128; <http://georgewbush-whitehouse.archives.gov>)

Bridgeland and Goldsmith hold a press briefing on the 30<sup>th</sup> to discuss the Bush Administration’s new package of faith-based and community initiatives. The package aims to increase charitable giving through tax incentives, to level the playing field for faith-based organizations to compete for federal funds, and to create or strengthen volunteer programs, such as volunteering to help the children of parents who are in prison. However, the Administration’s plan to implement

charitable choice, which DiIulio's office will study over the next six months, becomes controversial. While charitable choice, as it exists in the Welfare Reform Act of 1996 law, holds that faith-based groups cannot discriminate against the recipients of social programs on the basis of faith, it also protects the religious integrity of the faith-based groups –the implication being that religious groups are allowed to discriminate on the basis of religion in hiring individuals to carry out the federally-funded social services. While some liberal and centrist groups strongly oppose these hiring rights of religious-based organizations, other groups strongly support them. Concerns about the separation of church and state, and the possible public funding of religion, further complicate the issue. (Segers, pp. 5-7; <http://georgewbush-whitehouse.archives.gov>)

*Late Jan./Feb.* DiIulio meets with staffers from Speaker of the House Dennis Hastert's (R-IL) office shortly after the inauguration. The staffers are reportedly looking to pass faith-based legislation quickly and are already circulating a draft bill. DiIulio meanwhile prefers to delay on passing legislation until after his six-month review is completed. (Formicola and Segers, pp. 129-130)

*February* On the 8<sup>th</sup>, DiIulio criticizes the Bush Administration's plan to repeal the estate tax. He argues that many estates give generously to charities in the hopes of reducing the size of their estates. (*The New York Times*, 02/10/2001)

On the 20<sup>th</sup>, Pat Robertson warns that Bush's faith-based initiatives could lead to government funding for groups outside the religious mainstream, like the Hare Krishnas and the Church of Scientology. Other religious leaders, like Jerry Falwell and Richard Land of the Southern Baptist Convention, contend that direct grants to religious groups would create government interference in church worship practices. Liberal organizations have attacked the initiatives, asserting it could lead to government funding of religion. (*The Washington Post*, 02/22/2001)

On the 26<sup>th</sup>, DiIulio speaks before the Jewish Council for Public Affairs. He argues Bush's initiatives would not require religious groups receiving federal funding to worship in any specific way. The group is reportedly worried the programs would undermine the constitutional separation of church and state and fund anti-Semitic organizations. DiIulio draws criticism for suggesting that, "Bible-thumping doesn't cut it" in the providing of social services. (*The Washington Post*, 02/27/2001; Segers, p. 8; Formicola and Segers, p. 130)

*Late Feb.* Four Republican senators send a letter to Bush asking him to clarify his position on carbon dioxide emissions and the Kyoto Protocol. Bush had pledged during his campaign to cut carbon dioxide emissions. The U.S. is under strong international pressure to ratify the Kyoto Protocol, particularly after the UN-sanctioned International Panel on Climate Change (IPCC) released its report linking greenhouse gasses to global warming in January. Bush creates a cabinet-level review on global climate change, which is chaired by National Security Adviser

Condoleezza Rice and managed on a daily basis by Bridgeland and Cheney's domestic policy advisor, Cesar Conda. (Warshaw, pp. 147-148)

### *March*

On the 7<sup>th</sup>, DiIulio speaks before the National Association of Evangelicals. He argues that religious charities can segregate their social programs and their worship religious service components. He also states Bush has no intention to fund any religion. However, DiIulio is reportedly unsuccessful in gaining the support of the group for the Administration's plan. (*The Washington Post*, 03/08/2001; Formicola and Segers, pp. 131-132)

Several Cheney staffers studying the president's campaign position calling for a reduction of carbon dioxide emissions recommend to Bridgeland in a memo on the 8<sup>th</sup> that the Administration should moderate its position. Cheney is heading an energy policy task force. The memo reportedly cites an Energy Department study finding that keeping the pledge would weaken the economy. However, the EPA reportedly criticizes the Energy Department study. On the 13<sup>th</sup>, Cheney reportedly convinces Bush to sign a reply to a group of Senators signaling the Administration will back off its campaign position on carbon dioxide emissions. Whitman, Rice, and Secretary of State Colin Powell reportedly support the reduction of emissions. (Gellman, pp. 81-91; *The New York Times*, 10/19/2004)

Senators Rick Santorum (R-PA) and Joe Lieberman (D-CT) work with the White House to draft a faith-based bill. DiIulio already has a relationship with both senators –Santorum from Pennsylvania policy circles and Lieberman from DiIulio's work with the Gore campaign. On the 13<sup>th</sup>, Santorum and Lieberman agree with the Administration to separate the less controversial tax incentives part of their bill temporarily from the charitable choice component, placing the latter on hold. (Formicola and Segers, pp. 141; *The Washington Post*, 03/14/2001)

On the 19<sup>th</sup>, Bush attends a meeting with fifteen black ministers about the faith-based initiatives. They state, "We are here to declare our uncompromising support for President Bush and his endeavor, and for Professor DiIulio, who has been arguably the most important scholar and policy advocate..." (*The Washington Post*, 03/20/2001)

On the 29<sup>th</sup>, the Community Solutions Act of 2001 is introduced in the House by Rep. J.C. Watts (R-OK) and Tony Hall (D-OH). It expands both the tax deduction for charitable donations and the list of federally funded social services that faith-based organizations can compete for. The organizations would not lose their exemption under the 1964 Civil Rights Act when using religious beliefs in their hiring decisions, nor would they have to comply with state and local anti-discrimination laws. DiIulio, who prefers not to move forward on legislation immediately, was reportedly not consulted on the bill. (THOMAS on HR 7; Segers, p. 9; Formicola and Segers, pp. 117, 130)



Also on the 29<sup>th</sup>, Bush announces that the U.S. will not ratify the Kyoto Protocol and will instead present his own climate change policy. Bush asks Bridgeland and Edson, the deputy assistant for international economic affairs with the National Security Council, to take the lead on drafting a new climate change brief for a Bush speech on the subject. Bridgeland and Edson prepare over the next 60 days a strong climate control proposal to lower significantly U.S. carbon dioxide emissions without agreeing to international supervision. However, the brief fails to gain White House support and instead the president in his speech calls for further study. The story is then reportedly leaked to the press in a Robert Novak column, which David Frum later calls the first instance “of anyone in the Bush White House leaking to the press to undermine someone else.” (David Frum, *The Right Man*, New York: Random House, 2005, pp. 70-71)

#### *April*

DiIulio finishes filling his White House staff of six, which now includes Stanley Carlson-Theis, Don Eberly, Don Willett, Michele Tennery, Rev. Mark Scott, and Lisa Trevino Cummins. (Formicola and Segers, p. 116)

On the 11<sup>th</sup>, DiIulio accepts a statement of principles signed by representatives of 36 conservative groups called the Coalition for Compassion. The principles echo what is in the faith-based bill. However, the White House continues to struggle in the coming months over the controversial question of whether faith-based groups need to be devoid of any religious teaching or preaching in providing social services to be eligible for federal funding. (Formicola and Segers, p. 146; *The New York Times*, 04/12/2001)

On the 25<sup>th</sup>, DiIulio attends the Faith-Based Leadership Summit at the Library of Congress organized by Watts in support of the new faith-based bill, despite only receiving an invitation reportedly just one day before the event. (Formicola and Segers, pp. 133; *The Washington Times*, 04/26/2001)

On the 26<sup>th</sup>, DiIulio testifies before the House Government Reform Subcommittee on Criminal Justice, Drug Policy and Human Resources. DiIulio defends the new legislation, but he could not offer any specifics on addressing the concerns Democrats have about whether the legislation would ban all proselytizing by groups that get federal funds and how much money would be available. (*The New York Times*, 04/27/2001)

#### *May*

On the 11<sup>th</sup>, Bridgeland and Edson send a letter to the National Academy of Sciences (NAS) asking for its opinion on the validity of the IPCC’s findings on global climate change. The NAS answers that it strongly supports the findings of the IPCC. (Warshaw, pp. 148-150)

Cheney’s energy policy task force releases its final report on the 17<sup>th</sup>, which is reportedly favorable to the oil industry. (Zelizer, p. 153)

Bush asks Michael Joyce to head a private effort to build support for the faith-based bill in Congress. Joyce opens Americans for Community and Faith-Centered Enterprises. (Formicola and Segers, p. 132)

DiIulio arranges for bipartisan references to President Lyndon B. Johnson's Great Society and Dorothy Day's social justice values to be included in Bush's Notre Dame commencement address discussing the faith-based initiative. (Formicola and Segers, pp. 133)

On the 22<sup>nd</sup>, Bush attends a meeting with leaders of Hispanic faith-based organizations. (Paul Weber, "The Bad in the Faith-Based Initiative," in Formicola, Segers, and Weber, p. 133)

Senator James Jeffords (R-VT) announces he will caucus with the Democrats, giving control of the Senate back to the Democrats on the 25<sup>th</sup>.

Congress passes a \$1.35 trillion tax cut on the 26<sup>th</sup>.

#### *June*

The global climate change cabinet-level review releases its findings on the 11<sup>th</sup> and calls for a "measured" policy on global warming, until scientists know more about its causes, as well as for further study. (Warshaw, pp. 149-150)

On the 25<sup>th</sup>, Bush speaks at the U.S. Conference of Mayors' annual meeting. He says the faith-based bill will be revised to include language that religious organizations must spend federal money only on social services, not worship services, to offer a guarantee of separating charitable works from religious instruction. (*The Washington Post*, 06/25/2001)

#### *July*

On the 2<sup>nd</sup>, DiIulio attends an event with Bush and leaders from Lions, Rotary, Optimist, Kiwanis, and Big Brothers Big Sisters of America. (John DiIulio, Jr., *Godly Republic*, Berkeley: University of California Press, 2007, p. 119)

On the 4<sup>th</sup>, DiIulio travels to Philadelphia with the president and first lady to honor faith-based programs in the city. They also attend a block party at Greater Exodus Baptist Church. (Fred Greenstein, *The George W. Bush Presidency*, Baltimore: Johns Hopkins University Press, p. 249)

On the 9<sup>th</sup>, DiIulio attends a White House staff retreat. (Burke, p. 115)

DiIulio and Bridgeland meet key Republican House staffers on the Community Solutions Act. DiIulio and Bridgeland reportedly argue the bill needs an overhaul, especially the religious hiring rights, which many centrists and liberals reportedly oppose. (DiIulio, *Godly Republic*, p. 132; Formicola and Segers, pp. 134)

On the 10<sup>th</sup>, the *Washington Post* publishes a story that the Salvation Army and the White House entered a deal granting the organization a federal waiver

exempting it from state and local employment anti-discrimination laws covering sexual orientation. According to DiIulio, Rove received the offer from the Salvation Army and turned it over to Don Eberly, deputy director of the OFBCI. Eberly hands the offer to the office's legal counsel, Don Willett, who turns it over to the Office of Management and Budget (OMB). OMB turns down the offer because it was inconsistent with existing policy. DiIulio says he never knew about the offer. (DiIulio, *Godly Republic*, pp. 134, 291)

On the 19<sup>th</sup>, the House passes the Community Solutions Act by a 233-198 vote. The Senate is reportedly willing to pass the tax incentives part of Bush's faith-based initiative, but opposition still remains regarding the constitutionality of the charitable choice component. Lieberman decides not to cosponsor the charitable choice component and the Senate delays action on the bill. (2002 *CQ Almanac*, Washington, D.C.: Congressional Quarterly Inc., 2002, p. 17-5; Segers, pp. 9-10)

DiIulio invites Santorum and Lieberman to meet with Bush about the Community Solutions Act. They agree to work with the OFBCI over the summer to draft a new bill. (DiIulio, *Godly Republic*, pp. 134-135)

#### *August*

Santorum and Lieberman introduce their new faith-based bill, S.1300, but drop their sponsorship of it by the end of the session after it appears that the new bill will be as controversial as the previous one. (Formicola and Segers, pp. 134)

Bush outlines his plans for stem cell research, which allows for government funding for research on already extracted stem cells, but prohibits extraction of additional stem cells from human embryos.

On the 16<sup>th</sup>, DiIulio unveils his six-month review, "Unlevel Playing Field," on faith-based initiatives and their barriers to enter the federal social services. (*Los Angeles Times*, 08/18/2001)

On the 17<sup>th</sup>, DiIulio announces his resignation effective September 11<sup>th</sup>. He denies reports that he is leaving because he has been cut out of key strategy meetings at the White House, pointing out that he has always planned on leaving the Administration after completing his six-month review. Card had asked if DiIulio would stay on for another year if the OFBCI were to move to Philadelphia, but DiIulio declines, wanting to return to teaching. In discussing DiIulio's achievements, Bridgeland later draws special attention in his book to the Compassion Capital Fund, programs to mentor children of prisoners, to tax reform allowing Americans who donate money to charities to get a tax break without itemizing their deductions, and to DiIulio's six month review. DiIulio returns to the University of Pennsylvania but continues to help with a new bill proposal until Jim Towey succeeds him at the OFBCI in February 2002. (DiIulio, *Godly Republic*, p. 135; Bridgeland, pp. 134-135; Seger, p. 10; Burke, p. 143; *The New York Times*, 5/24/2001)

## September

Al-Qaeda launches the 9/11 terrorist attacks. Bridgeland is at the office of EPA Administrator Christie Todd Whitman discussing a six-month review of U.S. climate change policy when the World Trade Center is struck. Bridgeland quickly returns to the White House where he meets up with DiIulio. Around 10:00 am, after the Pentagon had been attacked, Bridgeland, DiIulio and other staff are instructed to gather in the White House Mess. When reports arrive that a fourth plane might be heading towards the White House, police officers order staffers to evacuate the White House, yelling, "Take off your shoes and run as fast as you can." Bridgeland meets with a group of Administration officials in a nearby office before being called to the President's Emergency Operations Center below the White House. There he joins Cheney, Rice, Bolten, Calio, Lindsay, Hughes, Transportation Secretary Norman Mineta, Director of Cabinet Affairs Albert Hawkins, Assistant to the President and Counselor to the Vice President Mary Matalin, Director of Presidential Personnel Clay Johnson, and Lynne Cheney. Bolten meets with Bridgeland to discuss the federal government's domestic response to the attacks. Bolten then sends Bridgeland to the White House Situation Room and to FEMA to check on the federal response. Bridgeland later returns to the White House with the Emergency Declaration for the Release of Federal Aid to New York and Washington for the president to sign. In the days ahead, Bridgeland continues working to help manage the domestic consequences and responses to the attacks. Bolten creates and chairs the interagency Domestic Consequences Principals' Committee, which includes both senior and domestic policy staff and meets daily. (Bridgeland, pp. 25-38; DiIulio, *Godly Republic*, p. 135; Warshaw, pp. 136-137; Burke, p. 178)

In response to 9/11, Bush begins calling on Americans in a series of remarks to volunteer and help out in their communities anyway they can. These include remarks given during Bush's visit to Ground Zero, a Rose Garden speech on the 18<sup>th</sup>, and a speech to a joint session of Congress on the 20<sup>th</sup>. Yet the press soon begins reporting that Bush's response to 9/11 is to simply tell Americans to "go shopping." (Karl Rove, *Courage and Consequence*, New York: Threshold Editions, 2010, p. 292; Bridgeland, pp. 45-46, 157; Bush, p. 444)

## October

The U.S. launches airstrikes against Taliban forces in Afghanistan on the 7<sup>th</sup>.

Bush signs an executive order on the 8<sup>th</sup> creating the White House Office of Homeland Security and a separate Homeland Security Council. Bush had announced on September 20<sup>th</sup> that Tom Ridge would head the Office of Homeland Security. Both the president and vice president are members of the Homeland Security Council, as are Ridge and most cabinet members. Bridgeland works with the new Homeland Security Council, regularly meeting in the White House Situation Room twice a day to coordinate efforts across departments and agencies. (Bridgeland, pp. 25-38; DiIulio, *Godly Republic*, p. 135; Warshaw, pp. 136-137)

On the 10<sup>th</sup>, Bridgeland suggests in a memo to the president a new initiative modeled after the March of Dimes to encourage American children to help raise money for the children of Afghanistan. Bush agrees and announces the creation of “America’s Fund for Afghan Children,” which is partnered with the American Red Cross and eventually raises over \$12 million in private funds for Afghan children. (Bridgeland, pp. 43-45)

Meeting in the Oval Office with Bridgeland and Cheney following a briefing, Bush says, “Bridge... I want an initiative that will foster a culture of service, citizenship and responsibility. Get to work.” (Bridgeland, p.46) Bridgeland later writes, “I remember the phrase the President used, the tone and inflections in his voice, and the moment in its entirety. He did not want a program or a policy. He did not want a public relations campaign. He wanted something that could change the culture, something that would not just touch thousands of people, as most of the national service programs of the past had done. He wanted something that would enable 280 million Americans to serve their communities and country in meaningful ways during a time of struggle and over their lifetimes.” (Bridgeland, p. 47) Rove later writes that the initiative was born from Bush’s feeling that his previous actions, such as calling for Americans to volunteer in several isolated speeches, “seemed ad hoc and small.” (Rove, p. 292)

Bush signs the USA Patriot Act on the 26<sup>th</sup>.

*Oct.-Nov.* Bridgeland works on Bush’s initiative to create a culture of citizen service in a “policy bubble” to avoid leaks. After several weeks, Bridgeland meets with Hughes, Bolten, Gerson, and Deputy Economic Policy Advisor Marc Sumerlin; he suggests a two-pronged approach that would include both the creation of a White House coordinating council and volunteer clearinghouse. The clearinghouse could serve as a contact point for Americans wanting to discover how they can volunteer in their local communities, such as working as mentors, in soup kitchens, for Neighborhood Watch, etc. The coordinating council could shape policy to help institutions – local and federal, public and private – to increase opportunities for volunteerism while eliminating obstacles. The council could also provide funding to invest in new and existing national and international service programs, like AmeriCorps and the Peace Corps. As Bridgeland later observes, “It would help us increase volunteer service (which Republicans like) and national and international service (which Democrats support.) Karen Hughes instantly got it and said, ‘That’s it!’” (Bridgeland, p. 50)

Bridgeland begins elaborating the details of the volunteerism initiative. He works closely with his deputy Stephen Garrison, whom he asks to lead a study of all past service programs supported by former presidents. Bridgeland also consults with a wide range of Administration officials, including DiIulio, Goldsmith and Len Lenkowsky from the CNCS, and Lloyd Pearson, the acting director of the Peace Corps. Bridgeland also asks Bush to create a task force to study how volunteers

can help with homeland defense, which Bridgeland co-convenes with Ridge. (Bridgeland, pp. 50-51, 114)

Bridgeland briefs senior staff in the Roosevelt Room on his proposal for Bush's volunteerism initiative, which Bridgeland and Hughes suggest calling USA Freedom Corps. Bridgeland later notes that one of the biggest concerns raised at the briefing is the idea that it is just "paying people to volunteer." Johnson, who is a close personal friend of Bush's, in addition to being the director of presidential personnel, is one of the biggest initial critics of the initiative. Johnson reportedly does not think "that it was the president's job to tell people what to do with their time." However, Bridgeland is eventually able to address everyone's concerns adequately. (Bridgeland, p. 59)

Bridgeland briefs Bush in the Oval Office on his plan for USA Freedom Corps. This is his second briefing of the president on the initiative, following an initial brainstorming session early in the process. Bridgeland later writes, "The President slapped his knee and clearly loved the plan. He understood that we were marrying two concepts that had previously competed needlessly – traditional unpaid volunteer service and longer-term, full-time national service." (Bridgeland, pp. 63-64) At the end of the briefing, Bush asks Bridgeland to run the USA Freedom Corps. "'Bridge,' he said, 'if anyone can do this, you can.'" (Bridgeland, p. 66) Bridgeland accepts the job, but with some initial reluctance. "When I later invited Sargent Shriver to lunch in the White House in February 2002 and asked him to tell me how he became involved in the Peace Corps, he quipped, 'President Kennedy made me do it. I was happily married, raising a family and had a great business in Chicago that I was excited to run. President Kennedy kept after me until I accepted the job.' It reminded me of my initial reluctance to take the challenge of creating something new when President Bush appointed me to run the Freedom Corps." But then Bridgeland also adds, "Despite my own reluctance to move out of the West Wing to run Freedom Corps, I was excited to have this opportunity." (Bridgeland, p. 103)

*November* In an address at the World Congress Center in Atlanta on the 8<sup>th</sup>, Bush announces a new volunteerism initiative, as a prelude to the full USA Freedom Corps announcement set to come in January, in which he calls for AmeriCorps and Senior Corps to provide 20,000 volunteers to help support emergency responders such as police, fire, and public health agencies in times of crisis. (Bridgeland, pp. 66-67; *The Washington Post*, 1/31/2002)

*December* Enron files for bankruptcy on the 2<sup>nd</sup>.

## **2002**

*January* Bush signs No Child Left Behind on the 8<sup>th</sup>.

At the State of the Union (SOTU) address on the 29<sup>th</sup>, Bush announces the creation of the USA Freedom Corps. Issuing a “Call to Service” for all Americans to serve their country for two years over their lifetime, Bush announces the initiative as part of an effort to reverse a 30-year trend of decreasing volunteerism in America and capitalize on the newly emerging civic spirit in the country following the 9/11 attacks. Bush announces the office will “focus on three areas of need: responding in case of crisis at home, rebuilding our communities, and extending American compassion throughout the world.” (*The Washington Post*, 1/30/2002) The address also includes Bush’s “axis of evil” reference. (Bridgeland, pp. 68-69; Rove, p. 292)

Kicking off a tour to promote his national service initiative on the 30<sup>th</sup>, Bush announces in Winston-Salem, North Carolina that Bridgeland will serve as the first director of the USA Freedom Corps. As Bridgeland later explains in his book, “Winston Salem had a local coalition of leaders working together on a strong emergency-response effort that was a good example of what we were trying to spark across the country with Citizen Corps.” (Bridgeland, pp. 69-71) Bridgeland is succeeded at the Domestic Policy Council by Jay Lefkowitz.

Immediately following Bush’s remarks on the 30<sup>th</sup>, White House Press Secretary Ari Fleischer introduces Bridgeland at a press briefing in Winston-Salem on USA Freedom Corps. The new White House office will be responsible for coordinating volunteer and public service policy for the president and providing resources to help connect citizens with specific service opportunities at the local and national levels, as well as abroad. Bridgeland expands on USA Freedom Corps’ three main components. First, the newly created Citizen Corps will address homeland security by supporting initiatives such as volunteers in police service program, strengthening community emergency response teams, creating Operations TIPS and a Highway Watch and the Global Maritime School, and publishing a citizens preparedness guide book. Second, the USA Freedom Corps will create new service opportunities at home by bringing under its umbrella, and expanding, existing programs such as AmeriCorps and Senior Corps. Third, it will increase services opportunities overseas through the Peace Corps and, in Afghanistan, the Crisis Corps. (<http://georgewbush-whitehouse.archives.gov>) The USA Freedom Corps will also use a website to link potential volunteers to service opportunities in their communities. Bridgeland later notes that the press’s response to the initiative was very positive, and would remain so over the next two years as the USA Freedom Corps introduced more than 42 specific components. “They wanted to help the movement, in an act of civic journalism.” (Bridgeland, pp. 70-71)

Later on the 30<sup>th</sup>, speaking to a group of Senior Corps volunteers in Daytona, Florida, Bush says, “It’s one thing to lay it out, it’s another thing to follow up. I’m a follow-up guy. Les [Lenkowski] understands that. When we say we’re going to have an active effort to recruit, I will be asking Les and John Bridgeland, who is now working for me, head of the USA Freedom Corps –what are the results?”

Have we been able to deliver what we said? And I'm confident we will, particularly since the spirit in this country is so strong." (<http://georgewbush-whitehouse.archives.gov>; *The Washington Post*, 1/31/2002)

Also on the 30<sup>th</sup>, the White House releases a 32-page description of the USA Freedom Corps. It will have a White House coordinating council chaired by the president, as well as a White House office headed by an executive director, Bridgeland, at the assistant-to-the-president level. The president is requesting \$560 million in new funds for FY2003 to support the initiative. Later describing his job, Bridgeland says, "My days are pretty interesting. I give a lot of speeches around the country and get to meet with amazing Americans who are mentoring kids, working in soup kitchens, building homes, cleaning parks, or taking one or more years of their lives to serve across America or in countries around the world. Everyone asks the same question, "What more can I do for America?" (<http://georgewbush-whitehouse.archives.gov>; President George W. Bush, *USA Freedom Corps*, January 2002)

*February* Bush announces that Jim Towey will take over as the new director of the OFBCI on the 1<sup>st</sup>. The position has been downgraded to the deputy assistant level and now reports to Bridgeland. Bridgeland will also chair a new Advisory Council on Faith-Based and Community Initiatives. Towey, Goldsmith, and five cabinet secretaries will serve on the council. Bush says of Bridgeland, "He's a good fellow, who along with Jim is going to make an enormous difference about fulfilling a vision that I truly believe is going to help America help herself; is truly, going to believe, lift the spirit of this country." (<http://georgewbush-whitehouse.archives.gov>)

The Pew Forum on Religion and Public Life releases its one-year review of the Bush Administration's faith-based initiative, finding that a number of obstacles, including DiIulio's lack of autonomy in the White House, the lack of internal White House coordination, and inflated expectations, impeded progress. Subsequent studies also note that DiIulio may have been impeded by senior advisers such as Rove, who was reportedly concerned that the faith-based initiative could alienate the GOP's libertarian and Christian Coalition base constituencies, in addition to the larger challenge posed by 9/11's refocusing priorities away from domestic issues. (Formicola and Segers, pp. 115-118)

Bridgeland announces on the 12<sup>th</sup> that Ronald Christie, Stephen Garrison, Britt Grant, and Lindsey Kozberg will join him on the USA Freedom Corps' eight-person staff in the White House office. (<http://georgewbush-whitehouse.archives.gov>)

Santorum and Lieberman introduce the Charity Aid, Recovery, and Empowerment (CARE) Act, which they have been working on with DiIulio and the Bush Administration in an effort to revive Bush's 2001 faith-based initiative. It contains tax incentives for charitable donations and clarifies the law that



religious groups cannot be disqualified from receiving federal funds simply because of their religious nature. However, it drops the previous bill's controversial provisions allowing faith-based groups to favor members of their own faith in hiring. Despite the concession, the bill stalls again in Congress later that year. (DiIulio, *Godly Republic*, p. 136; Seger, p. 11)

*March* Bush signs the Bipartisan Campaign Reform Act of 2002 on the 27<sup>th</sup>, which eliminates all soft money donations to national party committees and curtails ads by non-party organizations.

*April* Hughes resigns as counselor to the president on the 23<sup>rd</sup>.

*May* Walking to a White House service fair on the 30<sup>th</sup>, Bush tells Bridgeland, "You are the conscience of the White House. You have to constantly remind people here, like people all across the country, that they have a responsibility to help their neighbors." (Bridgeland, p. 123)

*June* During a speech at the Points of Light Foundation in Salt Lake City, Utah, First Lady Laura Bush encourages Americans on the 11<sup>th</sup> to consider working with USA Freedom Corps to heed the president's call to dedicate at least two years to serving others. Bridgeland had spoken on behalf of the USA Freedom Corps the day before. (<http://georgewbush-whitehouse.archives.gov>)

*July* Speaking from the White House on the 30<sup>th</sup> for the USA Freedom Corps' six-month anniversary, Bush announces a new public service advertising campaign, developed with the CNCS and the Ad Council, to encourage more Americans to engage in volunteerism. The Administration enlists political leaders and celebrities like Senators Bob Dole and John Glenn, New York Yankee Mariano Rivera, and actress Angie Harmon to appear in the ads. Bush states, "This campaign rests on a single, simple principle: Everyone can do something." (<http://georgewbush-whitehouse.archives.gov>) Bush also announces the launching of a new USA Freedom Corps Volunteer Network, which he calls the most comprehensive volunteer clearinghouse ever. It is accessible through the USA Freedom Corps' website. Bush also notes that "more than 66,000 people have requested applications for the Peace Corps..., applications for AmeriCorps are up by nearly 90 percent. More than 45,000 Americans have signed up to participate in the new Citizen Corps. And visits to the Senior Corps website have increased by nearly 60 percent." (Bridgeland, pp. 136-137; <http://georgewbush-whitehouse.archives.gov>)

*September* Bridgeland accompanies the president on his visits to Ground Zero, the Pentagon, and a morning church service at St. John's Episcopal Church on the one-year anniversary of 9/11. (*The Washington Post*, 9/12/2002)

Following the one year anniversary of the 9/11 attacks, Bush calls on Americans to take part in a September of Service to renew or establish their commitment to volunteerism. (<http://georgewbush-whitehouse.archives.gov>)

Bush launches the American History, Civics and Service Initiative in the Rose Garden at the White House on the 17<sup>th</sup>, the 215<sup>th</sup> anniversary of the signing of the U.S. Constitution. The initiative is part of an effort to help young teachers learn more about the core ideas embedded in the nation's founding documents, as well as about the heroes and heroines in U.S. history. Bridgeland later writes that the program had been inspired in part by conversations he had had with historians such as David McCullough, who is also in attendance that day. (Bridgeland, pp. 91, 143-145)

The USA Freedom Corps announces on the 30<sup>th</sup> that it will work with the Labor Department's Bureau of Labor Statistics and the Commerce Department's Census Bureau to create a comprehensive national measure of volunteer service. Bridgeland later writes, "As the first occupant of the Oval Office to hold an MBA, I knew him as a leader who demanded measurable results." (Bridgeland, p. 123) Bridgeland says that the September 2002 Current Population Survey will be the most reliable measure of volunteer behavior ever collected in the U.S. and will establish a benchmark for measuring new volunteer service. Bridgeland notes that using 9/11 as the baseline for the measure is politically risky, as volunteerism is likely to surge in the coming months after 9/11, but eventually diminish. Measuring from a potential high to low point could leave the USA Freedom Corps open to charges that it is ineffective. Bridgeland notes that he receives strong support from Commerce Secretary Don Evans and Labor Secretary Elaine Chao, as well as his deputy Ron Christie and colleague Ian Rowe. (Bridgeland, pp. 123-127; <http://georgewbush-whitehouse.archives.gov>)

*October* Congress passes and Bush signs authorization to use force against Iraq.

In a memo to Ron Suskind, DiIulio praises Bush's passion and personal decency. However, he criticizes how few substantive policy discussions occur. He uses the phrase "Mayberry Machiavellis," who are staff that reduce "every issue to its simplest, black-and-white terms for public consumption, then steering legislative initiatives or policy proposals as far right as possible." (*Esquire*, 05/23/2007)

D.C. snipers John Mohammed and Lee Malvo are caught in Maryland with help from tips called in from a trucker and a motorist. USA Freedom Corps has been trying, as part of Citizen Corps' efforts to boost homeland security, to create such a program on the national level called "Operation TIPS," but the initiative receives little support in Congress. Bridgeland later writes this was probably USA Freedom Corps' "sharpest defeat." (Bridgeland, pp. 151-152)

*November* Republicans increase their congressional majorities in the midterm elections.

Bush signs legislation creating the Department of Homeland Security.

*December*

Continuing to face resistance in Congress to faith-based legislation, Bush announces on the 12<sup>th</sup> in a Philadelphia speech that he will issue executive orders to begin implementing parts of his faith-based initiatives. Most controversially, Bush directs federal agencies not to discriminate against faith-based groups in awarding federal funding for social services, which effectively allows faith-based organizations that discriminate in hiring on the basis of religion to receive federal funding. Bush also directs FEMA to allow religious nonprofits to receive natural disaster aid. Gerson later writes in his book, “The faith-based initiative was not tried and found wanting. It was tried and found difficult – then tried with less and less energy.” (Mike Gerson, *Heroic Conservatism*, p. 171, Segers, p. 13; Formicola and Segers, pp. 150-151)

The Bush Administration completes its initial survey measuring volunteerism data from September 2001 to September 2002. It finds that 59.8 million Americans had regularly volunteered, excluding USA Freedom Corps funded programs such as the Peace Corps, AmeriCorps, etc., or the military. The data also shows the biggest reason why some people do not volunteer is time constraints. As a result, Bridgeland attends a meeting hosted by philanthropist Ray Chambers in his New York office to help identify institutional changes that could be made to allow people to volunteer in places where they are already spending much of their time, like schools, churches, and the workplace. Bridgeland builds on that meeting by arranging for the president to meet with business leaders to further discuss what kinds of institutional changes could be made in America’s corporations to encourage greater volunteerism, such as giving employees paid leave to volunteer in their communities. Bush subsequently launches the “Business Strengthening America” program to encourage corporations to follow through on making institutional changes. (Bridgeland, pp. 126-131)

**2003**

Bush announces that USA Freedom Corps will spend \$450 million over three years on a mentoring disadvantaged youth initiative. “Inspired by the vision of John DiIulio,” Bridgeland later explains, the initiative aimed to provide funding for faith-based programs, such as Amachi, as well as secular groups, such as Big Brothers Big Sisters. Roughly \$250 million in funding is ultimately provided to mentoring programs, such as the children of prisoners mentoring initiatives, over the next three years. (Bridgeland, pp. 138-139)

Bridgeland spends considerable time in 2003 on crisis management after he learns that AmeriCorps has overenrolled by 20,000 participants and does not have the funds to cover its commitments. After alerting the president, Bridgeland works closely with allies inside and outside of government to solve the problem, getting key support from non-profits who help organize the “Save AmeriCorps” coalition. Bridgeland also works to keep the problem on the radar of his White House colleagues. Bridgeland later writes, “I probably spent upwards of 70 percent of some days working on the AmeriCorps problem.” (Bridgeland, p. 149)

- January* Bush signs an executive order creating the President's Council on Service and Civic Participation to help encourage volunteerism in America. The council is chaired by former Senators John Glenn (D-OH) and Bob Dole (R-KS) and former All-Pro NFL player Darrell Green. The President's Volunteer Service Award is given to participating schools who reach their targeted volunteer levels, earning a certificate from the council and a letter from the president. Volunteer time is recorded through the Freedom Corps' "Record of Service," which Bridgeland hopes will help Americans to take greater pride in volunteering. The Administration is able to enlist a wide range of celebrities to join the council, including Cal Ripken, Steve Young, and Cokie Roberts. (Bridgeland, pp. 127-137, 140; <http://georgewbush-whitehouse.archives.gov>; <http://www.presidentialserviceawards.gov>)
- March* U.S. forces invade Iraq. USA Freedom Corps subsequently partners with the Department of Defense to create, "On the Homefront," a program in which millions of Americans volunteer in various ways to support the troops overseas and to provide assistance to their families back home. (<http://georgewbush-whitehouse.archives.gov>)
- April* On the 9<sup>th</sup>, the Senate passes Santorum's and Lieberman's revised CARE legislation offering tax incentives to encourage greater charitable donations to faith-based organizations. It also includes block grant funding for technical assistance for religious groups seeking federal social services funding, but drops the controversial provision allowing religious groups to discriminate on the basis of religion in hiring. However, the legislation later dies in negotiations among the House, Senate, and White House. (*CQ Weekly*, 12/13/2003)
- May* Bridgeland attends Lynne Cheney's speech at a White House Forum on American History, Civics and Service on the 5<sup>th</sup>. (<http://georgewbush-whitehouse.archives.gov>)
- Bridgeland discusses the president's new Volunteers for Prosperity program at a press gaggle on the 21<sup>st</sup>. The new USA Freedom Corps international service initiative encourages highly skilled American professionals, such as doctors, nurses, engineers, etc., to volunteer for flexible periods of time overseas in developing countries. (<http://georgewbush-whitehouse.archives.gov>)
- Bush signs the \$15 billion U.S. Leadership against HIV/AIDS, Tuberculosis and Malaria Act on the 27<sup>th</sup>.
- September* Bridgeland attends a meeting in the Oval Office to discuss faith-based administrative reforms with Bush, Towey, and several Cabinet members on the 22<sup>nd</sup>. During the meeting, federal regulations designed to level the playing field for faith-based organizations providing services to the poor are discussed. (<http://georgewbush-whitehouse.archives.gov>)

Bridgeland attends the signing of Bush's executive order implementing the USA Freedom Corps' initiative, Volunteers for Prosperity, in the Oval Office on the 25<sup>th</sup>. The initiative is designed to supplement and complement the Peace Corps. (<http://georgewbush-whitehouse.archives.gov>)

The September 2003 census numbers reveal an increase in volunteering in the U.S. of 4 million from the previous September, moving from 59.8 to 63.7 million volunteers. Bridgeland later writes in his book that he had been concerned the numbers would drop in the second year following 9/11, fearing volunteerism numbers would peak in the months following the terrorist attacks. (Bridgeland, p. 145)

*December* Bridgeland tells Card that he will be leaving the Bush Administration in early 2004. Bridgeland cites "family reasons" and later notes in his book, "I also realized that the creative expanding stage of Freedom Corps had run its course and that with the emergence of the war, domestic priorities would take a back seat." (Bridgeland, pp. 152-155)

Bush issues a statement on the 9<sup>th</sup> thanking Bridgeland for "his friendship and wise counsel" through four years of service to the Bush campaign and Administration. (<http://georgewbush-whitehouse.archives.gov>)

*Late 2003* Congress passes legislation saving AmeriCorps from significant funding cuts. Bridgeland had met with key congressmen on numerous occasions after it had been discovered that AmeriCorps had overcommitted to 20,000 participants without having adequate funds to cover the promised benefits. Bush and the first lady also personally intervened by phone to ask congressmen to pass the legislation. (Bridgeland, pp. 147-151)

## **2004**

*Early 2004* Bridgeland steps down as executive director of USA Freedom Corps. He is succeeded by Desiree Sayle, former director of presidential correspondence and director of first lady's correspondence. The executive director title is downgraded to the deputy assistant level. After leaving the White House, Bridgeland founds Civic Enterprises, a public policy development firm in Washington, D.C., to serve as a domestic policy council for the private sector. (Bridgeland, pp. 178-181; *The Washington Post*, 5/10/2004; <http://www.civicerprises.net>)

## **2006**

*December* Malaria No More, a non-profit founded by Ray Chambers to end malaria deaths in Africa by 2015, is launched at the White House Summit on Malaria on the 12<sup>th</sup>. Bridgeland serves as vice chairman of Malaria No More. The summit, hosted by the president and first lady, brings together international experts, businesses, private foundations, and faith-based and community organizations to help

“galvanize and organize the private sector” in the fight against malaria. For his work to fight malaria, Bridgeland is subsequently named senior advisor to the United Nations Special Envoy for Malaria. (<http://georgewbush-whitehouse.archives.gov>; <http://www.malarianomore.org>)

## **2007**

*February* Bridgeland attends the OFBCI’s second Compassion in Action Roundtable, “Controlling Malaria in Africa – the Unique Role of Faith-Based and Community NGOs,” on the 15<sup>th</sup>. Bridgeland moderates the second panel focusing on innovative partnerships with grassroots NGOs, faith-based and community organizations, businesses, and local groups to fight malaria in Africa. (<http://georgewbush-whitehouse.archives.gov>)

**2008** Bridgeland works with Alan Khazei, co-founder of CityYear, to create Service Nation, a grassroots coalition to call on Congress to pass national service legislation. Bridgeland and his Service Nation colleagues create a 12-point plan to increase service opportunities, which is introduced by Senators Edward M. Kennedy (D-MA) and Orin Hatch (R-UT) in Congress and later signed into law as the Edward M. Kennedy Serve America Act of 2009. The bill had also been supported by a Service Nation presidential forum featuring Senators and presidential candidates Barack Obama (D-IL) and John McCain (R-AZ), which Bridgeland had co-led. (Bridgeland, pp. 214-216; <http://www.civicenterprises.net>)

Bridgeland is named Non-Profit Times Executive of the Year.

**2010** Bridgeland co-authors the report, “Building a Grad Nation,” and works with Colin and Alma Powell, Marguerite Kondracke, Robert Balfanz and Bob Wise to launch a “Civic Marshall Plan” to meet the national goal of 90 percent high school graduation rate by 2020. Bridgeland’s work is subsequently featured by President Obama in a broadcast from the Oval Office. (<http://www.civicenterprises.net>)

*December* On the 14<sup>th</sup>, Obama signs an executive order creating the White House Council for Community Solutions. He appoints Bridgeland to serve on the council. (<http://www.whitehouse.gov>)

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- Timeline of the Bush Presidency, prepared by Justin Peck and Bryan Craig, Miller Center, University of Virginia, 04/30/2010.

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- John P. Burke, *Becoming President: The Bush Transition, 2000-2003* (Boulder: Lynne Rienner Publishers, 2004) pp. 23-35.
- Bradley H. Patterson, *To Serve the President* (Washington, D.C.: Brookings Institution Press, 2008) pp. 109-119.
- Shirley Anne Warshaw, *The Co-Presidency of Bush and Cheney* (Stanford: Stanford University Press, 2009) pp. 133-141, 148-150.
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## **JOHN DI IULIO, JR. SUGGESTED TOPICS**

*Prepared by Bryan Craig*

*Miller Center, University of Virginia, 03/21/2012*

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### ***Joining the Administration***

- When did you first meet George W. Bush? Describe your initial impressions of him.
- Tell us about your early discussions with Bush on faith-based initiatives and how well his views connected to your experience and philosophy.
- How involved were you in establishing faith-based initiatives as a signature issue for Bush as a presidential candidate in the 2000 election?

### ***Domestic Policy & Office of Faith-Based and Community Initiatives***

- Discuss your appointment as President Bush's director of the White House Office of Faith-Based and Community Initiatives (WHOFBCI) and assistant to the president. Did you have any discussions with President Bush about what he expected from you in these positions? Did you have any special agreements with President Bush in advance about the parameters of these jobs (access, agendas, duration, etc)?
- How often and where did you meet with the president?
- How did your role fit in the overall structure of the White House? Discuss your working relationships with John Bridgeland, Margaret Spellings, Stephen Goldsmith, Andy Card, Karl Rove, the public liaison office, speechwriting, the Domestic Policy Council, OMB, congressional liaison, etc.
- Discuss your working relationship with members of the cabinet. Were there any major areas of disagreement about administration priorities?
- Evaluate your working relationships with organized interest groups and nonprofits. Which of them were your main allies and adversaries?
- Discuss the interaction between policy and political considerations in shaping the work of the faith-based initiatives.
- Tell us about your role in developing the faith-based legislation. Who else in the Administration was involved in crafting the bill and guiding it through Congress? Describe your work in passing it through Congress. What was your role in working with Senators Santorum and Lieberman to get a Senate bill introduced after you left office? Why do you think it failed to pass?
- What other major issues did you work on during your tenure? Are there other initiatives within the domestic policy arena from your time in the White House that ought to receive more attention?
- Tell us about your experiences on 9/11. How did 9/11 influence the course of the president's domestic policy agenda?

### ***The Bush Presidency in Retrospect***

- What do you consider your greatest accomplishments in working with President Bush?
- What were the strengths and weaknesses of the Bush presidency? What features of the Bush presidency were overlooked or misunderstood by the press?
- How effective was President Bush as a domestic policy leader, public leader, and a legislative leader?

- How should the Bush presidency be viewed in history?