



William J. Clinton Presidential History Project

Briefing Materials

Henry Cisneros

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Prepared by Jill Abraham, Research Assistant
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HENRY G. CISNEROS TIMELINE

Prepared by Jill Abraham

Miller Center, University of Virginia, 05/05/2005

- 1968** Cisneros receives his B.A. and M.A. in Urban and Regional Planning from Texas A&M University. (Jeffrey B. Trammell and Gary P. Osifchin, *The Clinton 500: The New Team Running America 1994*, Washington, D.C.: Almanac Publishing, 1994, p. 259)
- 1971** Cisneros is a White House Fellow. He works under Secretary of Health, Education, and Welfare Elliot Richardson. (Trammell and Osifchin, p. 259)
- 1973** Cisneros receives his M.P.A. from the John F. Kennedy School of Government, Harvard University. (Trammell and Osifchin, p. 259)
- 1975** Cisneros receives his Ph.D. in Public Administration from George Washington University. (Trammell and Osifchin, p. 259)
- 1975-1981** Cisneros is a member of the San Antonio, Texas City Council. (Trammell and Osifchin, p. 259)
- 1981-1989** Cisneros is Mayor of San Antonio, Texas. (Trammell and Osifchin, p. 259)
- 1986** Cisneros is President of the National League of Cities. (Trammell and Osifchin, p. 259)
- 1989-1992** Cisneros is Chairman of Cisneros Asset Management Company. (Trammell and Osifchin, p. 259)
- 1992** Cisneros is Deputy Chairman of the Federal Reserve Bank of Dallas. (Trammell and Osifchin, p. 259)
- August* Cisneros resigns from his position at the Federal Reserve Bank of Dallas to join Governor Bill Clinton's (D-AR) presidential campaign. His main role is to reach out to Hispanic voters. During the campaign, Cisneros remarks that he is not seeking a Cabinet position, stating, "I'm inclined to say I couldn't envision a scenario where I'd be willing to accept anything." (*USA Today*, 08/14/1992)
- October* Several weeks before the election, Governor Clinton forms a transition-planning board in Little Rock, which the campaign tries to keep a secret. Cisneros is a member of the board. (Bill Clinton, *My Life*, New York: Alfred A. Knopf, 2004, p. 447)

Cisneros: 1992-1993

November Governor Clinton defeats President George H.W. Bush in the presidential election. Cisneros serves as a member of the transition team. (*St. Louis Post-Dispatch*, 11/05/1992)

December *The Washington Post* reports that Cisneros is among the top candidates to be named Secretary of Transportation. (*The Washington Post*, 12/02/1992)

The Houston Chronicle reports that Cisneros recently asked Texas Governor Ann Richards to appoint him to the U.S. Senate if Lloyd Bentsen resigns. *The Houston Chronicle* also reports that Cisneros is talking with President-elect Clinton about several possible Cabinet posts as well as the United Nations ambassadorship. (*The Houston Chronicle*, 12/04/1992)

President-elect Clinton nominates Cisneros to be Secretary of Housing and Urban Development (HUD). (*The Washington Post*, 12/18/1992)

1993

January On the 21st, the Senate confirms Cisneros as Secretary of HUD by a voice vote. (*1993 Congressional Quarterly Almanac*, Washington, D.C.: Congressional Quarterly Inc., 1994, p. 427)

During his first week as Secretary of HUD, Cisneros declares that reducing homelessness is “a highest priority,” begins drafting a policy plan, and tours numerous homeless shelters. (*The New York Times*, 01/30/1993)

February Cisneros announces that \$11.1 billion in funding that had been appropriated for HUD was never spent. Half of the unused money had been earmarked for updating dilapidated public housing. (*The Washington Post*, 02/06/1993)

President Clinton issues an order to all departments and agencies to cut a combined 100,000 federal jobs and reduce government expenditures over the next four years. In response, Cisneros announces that he has frozen promotions and hiring, canceled the Department’s newspaper and magazine subscriptions, and cut back on cellular phones and pagers. He also announces that he will initiate a “reinventing HUD” project, which would help streamline departmental operations. (*The Washington Post*, 02/11/1993)

Cisneros coordinates the Hurricane Andrew recovery effort in South Florida. (*Miami Herald*, 02/17/1993, 03/04/1993)

Cisneros: 1993

March

The Washington Post reports that a confidential report prepared by the Clinton transition team found that HUD remains plagued by critical management failures, including inadequate record-keeping, poor financial management, and staff shortages. The report also accuses the Department of being open to waste, fraud, and abuse. (*The Washington Post*, 03/10/1993)

Vice President Al Gore and Cisneros announce the Administration's National Performance Review initiative. This initiative will evaluate the efficiency of every federal program, identifying ways in which agencies can cut spending and streamline operations. (*The Washington Post*, 03/27/1993)

June

Cisneros and Washington, D.C. Mayor Sharon Pratt Kelly announce a proposal to create a comprehensive program to address homelessness in the District. The plan is to create a system of services designed to move the homeless into transitional and then permanent housing. It is also to help the homeless with mental health issues, substance abuse, and job training. The program is to be used as a model for similar programs in other cities. (*The Washington Post*, 06/11/1993)

The New York Times reports that HUD expects to lose about \$11.9 billion after hundreds of apartment building owners defaulted on their government-insured mortgages. (*The New York Times*, 06/20/1993)

Cisneros address the annual meeting of the U.S. Conference of Mayors. He reassures the attendees of the Administration's commitment to an urban agenda, despite President Clinton's efforts to cut federal aid through his deficit reduction plan. He states, "I'm sorry I have to come before you and say I can't promise massive new programs....The bottom line is, we are all in this together. We want to work with you. But wanting to work with you does not mean coming to you with massive checks." (*The Washington Post*, 06/22/1993)

In testimony before the Senate Banking, Housing, and Urban Affairs Committee, Cisneros acknowledges that HUD's poor management has contributed to the hundreds of defaults on government-insured mortgages. (*The New York Times*, 06/23/1993)

July

Cisneros spends the night at a homeless shelter in Queens, New York, in order to educate himself about the shelter's conditions and to talk with its residents. He remarks, "It's hard to make policies without understanding the complicated twists and turns of peoples' lives." (*The New York Times*, 07/10/1993)

Cisneros: 1993

Cisneros unveils legislation called the Housing and Community Development Act of 1993. The legislation proposes to help HUD recover some of the billions lost in mortgage loan defaults by selling off hundreds of foreclosed apartment buildings. (*The Washington Post*, 07/28/1993)

August President Clinton signs the omnibus budget-reconciliation bill, a portion of which provides federal assistance to selected areas in poor communities. The bill creates nine empowerment zones, which will receive most of the federal funding and tax incentives, as well as 95 enterprise communities. (*1993 Congressional Quarterly Almanac*, p. 422)

September Cisneros travels with President Clinton and Vice President Gore to a community development project in Cleveland, Ohio. The visit was spurred by the release of the National Performance Review task force report, which recommended that communities be allowed to design their own solutions to community problems through federal grants of less than \$10 million. Cisneros announces that he will implement the report's recommendation, thereby eliminating HUD's regional oversight of the programs. (*The Washington Post*, 09/10/1993)

President Clinton signs an executive order establishing the Community Enterprise Board, which will be headed by Vice President Gore. Cisneros, who helped create the Board, described it as a gathering of Cabinet Secretaries and economic advisors who would meet regularly to coordinate inter-agency solutions for community development problems. (*The New York Times*, 09/10/1993)

Cisneros travels to the East Texas town of Vidor, which has been accused of denying permanent residence to African Americans. Cisneros announces that the federal government has seized control of the town's public housing project and fired the leaders of the local housing authority. (*The Washington Post*, 09/15/1993)

October Cisneros unveils HUD's "Program and Management Plan." This 103-page document describes the issues that HUD will most immediately address. These issues include homelessness, public housing, community development, Federal Housing Administration (FHA) reform, and HUD reorganization. (*The Washington Post*, 10/14/1993)

November Cisneros and Assistant to the President for Domestic Policy Carol Rasco announce that the former Interagency Council on the Homeless, which dissolved after Congress cut off its funding in October, will become a working group within the White House's Domestic Policy Council. (*The Washington Post*, 11/20/1993)

Cisneros: 1993-1994

Yetta Adams, a homeless woman, dies at a bus stop across the street from the Department of Housing and Urban Development. This incident receives a large amount of public attention. (*The New York Times*, 11/30/1993)

December Cisneros unveils a plan to reorganize HUD. The plan eliminates HUD's ten regional offices and transfers their responsibilities to the Department's remaining field offices. (*The Washington Post*, 12/02/1993)

Cisneros announces that HUD will advance several hundred thousand dollars to the District of Columbia in order to help prevent the homeless from suffering during the winter. (*The Washington Post*, 12/03/1993)

Cisneros delivers a eulogy at Yetta Adams' funeral. (*The Washington Post*, 12/10/1993)

HUD Inspector General Susan Gaffney issues a report that criticizes the Department for failing to remedy the problems of inadequate public housing conditions, staffing shortages, poor record keeping, and ineffective administration of rent subsidy, housing insurance, and community grant programs. Cisneros responds to the report by stating, "We have a lot of work to do....My reading of the report is that we've made some important first steps, but you can't see the results from the structural changes—yet. By next year we should see some substantive improvements." (*The Washington Post*, 12/10/1993)

Cisneros announces that he will not enter the race for the U.S. Senate seat from Texas. (*The Washington Post*, 12/15/1993)

1994

January At a news conference, Cisneros announces that four black families have moved into the Vidor Village housing project in Vidor, Texas. He states that HUD will be continuously working to build a "critical mass" of black tenants in order to guard against racial harassment. (*The Washington Post*, 01/14/1994)

After an earthquake hits California, Cisneros travels to Los Angeles to help coordinate relief efforts. (*The Washington Post*, 01/20/1994)

February Vice President Gore, Cisneros, and other Cabinet members announce "Operation Safe Home," a federal initiative to curb violent crime in public housing and reduce corruption in the administration of federal housing projects. Cisneros says that HUD will work to eliminate guns in projects and to place tenants who testify at trial in the Witness Protection Program. (*The Washington Post*, 02/05/1994)

Cisneros: 1994

March

Cisneros and Attorney General Janet Reno announce an inter-agency effort to combat lending discrimination. They introduce the “Policy Statement on Discrimination in Lending,” which provides guidance on what constitutes discrimination under the Equal Credit Opportunity Act and the Fair Housing Act. (*The Washington Post*, 03/09/1994)

Cisneros announces that HUD is partnering with private companies and foundations in the National Community Development Initiative. The group will give loans and grants to non-profit community development corporations, in order to help them revitalize housing, improve social services, and start businesses. (*The New York Times*, 03/22/1994)

April

President Clinton signs a bill into law that gives HUD greater flexibility in disposing of housing units that are in the government’s possession as a result of private developers defaulting on mortgages insured by the FHA. (*1994 Congressional Quarterly Almanac*, Washington, D.C.: Congressional Quarterly Inc., 1995, p. 411)

Cisneros convenes a conference on fighting poverty, attended by 2,000 people and seven other Cabinet members. (*The New York Times*, 04/17/1994)

In his weekly radio address, President Clinton outlines a new policy proposal that would allow police to conduct warrantless searches of apartments in dangerous public housing complexes. Cisneros states that the policy will not violate tenants’ constitutional rights. (*The Washington Post*, 04/17/1994)

Cisneros spends the night in a public housing development in Chicago in order to draw attention to the need for warrantless searches in such developments. During the night, an individual living in the complex is shot. (*The Washington Post*, 04/23/1994)

May

As part of HUD’s administrative reform, Cisneros announces that 59 programs will be eliminated or consolidated. These changes are detailed in a report sent to the Senate Appropriations Committee, entitled “The Transformation of HUD.” (*The Washington Post*, 05/03/1994)

The Interagency Council on the Homeless releases its report entitled “Priority: Home!” The report suggests that local governments, shelters, and non-profit organizations work together to move homeless people through a “continuum of care” until they reach the point of self-reliance. (*The Washington Post*, 05/18/1994)

August

An independent report prepared for Congress recommends a total restructuring of HUD. It also states that the federal government should

Cisneros: 1994

“seriously consider” disassembling the agency and moving its core programs to other departments. (*The Washington Post*, 08/05/1994)

September A joint House and Senate conference committee kills legislation providing funding for the Administration’s “Moving to Opportunity” program proposal. The program would have provided subsidies to poor families to move into suburban neighborhoods, in order to provide them with better schools, opportunities, and services. (*The Washington Post*, 09/03/1994)

Cisneros enters into an agreement with the Mortgage Bankers Association of America, whereby the trade group pledges to establish targets for increasing lending to minorities. (*The Washington Post*, 09/13/1994)

Cisneros announces that the Clinton Administration will begin enforcing a law that denies illegal immigrants access to housing subsidies. The law was passed fourteen years ago, but had not been enforced. (*The Washington Post*, 09/17/1994)

The Justice Department begins a 30-day preliminary review of allegations that Cisneros misled federal agents during background interviews prior to his appointment. The allegations involve a Texas woman named Linda Medlar, with whom Cisneros admitted to having an affair while Mayor of San Antonio. Medler alleges that Cisneros told the Federal Bureau of Investigation (FBI) that he had paid her \$60,000 in assistance between 1990 and 1992, when he had actually given her \$150,000. (*The Washington Post*, 09/23/1994)

October The Justice Department decides to investigate whether Cisneros lied to federal agents in his background interviews. The investigation is to last three to five months and will determine whether an independent counsel will be appointed to further investigate the matter. In a statement, Cisneros says, “I have made mistakes in my personal life, but I have always adhered to the law.” (*The Washington Post*, 10/15/1994)

November In the midterm congressional elections, Republicans win control of the House and the Senate.

Cisneros announces that the federal government will provide vouchers to the homeless people living in the subways of New York City. (*The New York Times*, 11/18/1994)

December President Clinton announces major changes in HUD’s operations. He states that 60 programs would be combined into four larger programs. Three of the programs would provide for “mega-block” assistance grants

Cisneros: 1994-1995

to local communities. The restructuring would also change the Federal Housing Administration into a government-owned company. (*The Washington Post*, 12/16/1994)

Cisneros announces a proposed change in the federal housing program, whereby the government would give renters subsidies or vouchers that they would be able to use in the private housing market. (*The Washington Post*, 12/20/1994)

1995

January Cisneros announces that HUD will cut more than 4,400 jobs over the next five years. This will eliminate about one-third of the Department's employees. These cuts, which are part of HUD's major reorganization efforts, are estimated to save \$800 million. (*The Washington Post*, 01/07/1995)

Cisneros, along with other Administration officials, attends a dinner at Camp David. President Clinton convened the dinner to discuss ideas in preparation for the upcoming State of the Union address. (*The Washington Post*, 01/20/1995)

February The Senate VA-HUD Appropriations Subcommittee votes to cut \$7.2 billion, or 26 percent, of HUD's budget. In response, Cisneros states, "I can't imagine leaders of this country so callous, so short-sighted." (*The Washington Post*, 02/25/1995)

March Cisneros, after witnessing a robbery in Northwest Washington D.C., decides to pursue the suspects who fled the scene. Police officers soon join in the chase and eventually arrest the suspects. (*The Washington Post*, 03/05/1995)

Attorney General Janet Reno asks a three-judge panel to appoint an independent counsel to determine whether Cisneros committed a crime by giving federal agents misinformation about payments to his former mistress. (*The Washington Post*, 03/15/1995)

In response to Reno's recommendation that an independent counsel should be appointed in Cisneros' case, President Clinton issues a statement saying, "Secretary Cisneros is a good man and an effective public servant....He says he regrets any mistakes he has made. So do I." (*The Washington Post*, 03/16/1995)

Cisneros sends Congress an 80-page booklet that outlines his plans to restructure HUD. It contains proposals to consolidate social service

Cisneros: 1995

programs, close numerous dilapidated housing units, and institute a voucher system for rent subsidies. (*The New York Times*, 03/21/1995)

April The Alfred P. Murrah federal building in Oklahoma City is bombed. The building housed over 100 HUD employees. Cisneros travels to Oklahoma City to meet with survivors. At the time of his visit, 35 HUD employees were missing or confirmed dead. (*The Washington Post*, 04/27/1995)

May Cisneros announces that a court-appointed receiver will take over Washington, D.C.'s public housing agency for at least three years. The agency has suffered from housing units with high vacancy rates and substandard conditions. (*The Washington Post*, 05/05/1995)

A three-judge panel appoints Washington lawyer David M. Barrett as the Independent Counsel in the Cisneros case. (*The Washington Post*, 05/25/1995)

Cisneros meets with Chicago Mayor Richard M. Daley. Daley agrees to a HUD takeover of the Chicago Housing Authority, which, according to Cisneros, is one of the country's most troubled housing authorities. (*The Washington Post*, 05/28/1995)

June President Clinton and Cisneros unveil the National Homeownership Strategy, which lists one hundred things the Administration plans to do to increase homeownership to two-thirds of the American population. (Bill Clinton, *My Life*, p. 658)

August HUD releases a statement regarding Cisneros' possible plans to resign as Secretary. It says that Cisneros "set out to serve as HUD Secretary for the entire first term of the Clinton administration and...hoped to return to San Antonio after that....However, he has no specific plans following the end of this term." (*The Washington Post*, 08/16/1995)

September Cisneros announces plans for what he calls the "communities of learners" program. Under the program, public housing developments would be equipped with classrooms and technology, and residents would be required to attend classes each day. "Communities of learners" would be operated under HOPE VI, a program under which local housing authorities get federal funds to raze dilapidated public housing complexes and replace them with new ones that are equipped with social service resources. (*The Washington Post*, 09/02/1995)

November On the fourth day of the government shutdown, Cisneros expresses concern that rental subsidies for the poor, homeless services, and millions of dollars in home loans and mortgages may be put at risk. He says that he

Cisneros: 1995-1996

is asking the White House permission for about 1,000 HUD employees to return to work. (*The Washington Post*, 11/18/1995)

1996

January Following President Clinton's State of the Union address, Cisneros travels to Toledo, Chicago, Philadelphia, New York City, Buffalo, and Boston in order to promote the President's message. (*The New York Times*, 01/30/1996)

February Cisneros holds a news briefing to outline HUD's legislative agenda for 1996. He renews his commitment to cutting the Department's staff, revamping public housing programs, and increasing home ownership among low and middle income families. (*The Washington Post*, 02/01/1996)

April The Administration outlines a new plan for improving the safety of public housing projects. Under the proposal, more stringent initial screening procedures would be implemented to keep criminals from moving in, and a mandatory eviction policy would be enforced if a tenant engages in drug-related criminal activity. (*The New York Times*, 04/02/1996)

May At the Public Housing Summit sponsored by HUD, Vice President Gore announces that the Administration will raze 100,000 substandard public housing units by the year 2000. (*The Washington Post*, 05/31/1996)

June As part of the Administration's efforts to increase the national homeownership rate, President Clinton directs the Federal Housing Administration to reduce its mortgage insurance premiums by eleven percent for first-time homebuyers. (*The Washington Post*, 06/07/1996)

Cisneros heads the U.S. delegation to the United Nations conference on cities held in Istanbul, Turkey. (*The Washington Post*, 06/15/1996)

Cisneros attends the U.S. Conference of Mayors meeting, held in Cleveland, Ohio. (*The Washington Post*, 06/26/1996)

September HUD awards grants to several cities for the purpose of instituting Bridges to Work programs, which provide former welfare recipients with transportation to entry-level jobs in suburban areas. (*The Washington Post*, 09/27/1996)

The House and Senate fail to reach a compromise measure for overhauling the nation's public housing system. Cisneros states, "The failure to pass a permanent housing authorizing bill will not slow or impede the substantial

Cisneros: 1995-1996

public housing transformation efforts that are now underway in communities across the nation.” (*The Washington Post*, 09/28/1996)

November President Clinton defeats Senator Robert Dole (R-KS) in the race for the presidency.

Cisneros announces that he will resign after the Inauguration. He says, “I had planned financially to stay the four years, and that string is stretched very tautly....I have to pay the bills.” Regarding Cisneros’ resignation, President Clinton would later write, “I was heartsick about losing Henry Cisneros. We had been friends since before I ran for President, and he had done a brilliant job at HUD. For more than a year, Henry had been subject to an investigation by an independent counsel....Prosecutors from the Justice Department’s public integrity office argued against a special prosecutor. Unfortunately, Janet Reno referred the Cisneros case to Judge Sentelle’s panel anyway. True to form, they saddled him with a Republican special prosecutor: David Barrett, an active partisan....No one had accused Henry of any impropriety in his job, but he had been plunged into Whitewater World anyway. Henry’s legal bills had left him deeply in debt and he had two kids in college. He had to earn more money to support his family and pay his lawyers. I was just thankful he had stayed for the full four years.” (*The Washington Post*, 11/22/1996; Bill Clinton, *My Life*, pp. 738-739)

December A memo from Cisneros to Office of Management and Budget (OMB) Director Franklin Raines is leaked to the press. In the memo, Cisneros says that OMB’s proposal to cut \$1 billion from HUD’s fiscal 1998 budget would “effectively destroy” some of the agency’s most successful housing reforms. In response, White House Press Secretary Michael McCurry says that Cisneros’ complaint “would have been much more influential if [he] made it directly to the OMB first.” (*The Washington Post*, 12/12/1996)

1997

January Cisneros is appointed President and CEO of Univision Communications Inc., a Spanish-language television network. (*The Washington Post*, 01/24/1997)

December A federal grand jury indicts Cisneros on eighteen felony counts, including conspiracy and obstruction of justice. (*The Washington Post*, 12/12/1997)

1998

January Cisneros pleads not guilty to felony charges. (*The Washington Post*, 01/09/1998)

1999

September Cisneros reaches a plea agreement with Independent Counsel David Barrett. Regarding the agreement, Bill Clinton would later write, "On the day before his trial began, Barrett, who knew he had an unwinnable case, offered Cisneros a deal: a guilty plea to one misdemeanor, a \$10,000 fine, and no jail time. Henry took it to avoid the crushing legal expense of a long trial. Barrett had spent more than \$9 million of the taxpayers' money to torment a good man for four years." (*The New York Times*, 09/08/1999; Bill Clinton, *My Life*, p. 869)

2000

August Cisneros steps down from his position as President and CEO of Univision Communications Inc. He starts a new company called American CityVista and serves as its Chairman. The company's mission is to identify urban sites to plan neighborhoods, develop land, and build affordable homes. (*The New York Times*, 08/08/2000)

2001

January Just before leaving office, President Clinton grants Cisneros a pardon. (*The Washington Post*, 01/21/2001)

HENRY G. CISNEROS SUGGESTED TOPICS

Prepared by Jill Abraham

Miller Center, University of Virginia, 05/05/2005

Joining the Clinton Administration

- When did you first meet Bill Clinton? Describe your initial impressions of him.
- How did you become involved in the 1992 campaign? What were your main areas of responsibility?
- Describe your responsibilities planning for the transition and during the transition. Discuss the role of the transition planning board in Little Rock. With whom did you work most closely? What were the main issues that you and the transition team confronted? Were there any major disagreements among the transition staff regarding important courses of action?
- How did you come to be appointed Secretary of Housing and Urban Development (HUD)? Were you offered any other positions? How did you balance your duties in the transition with your role as a Cabinet nominee? Did you have any prospective discussions with the President about what he wanted from his Secretary of HUD?

Secretary of HUD

- Describe your responsibilities as Secretary of HUD. What aspects of your job as Secretary occupied most of your time? What were the primary challenges facing HUD upon your arrival? With whom in your Department did you work most closely?
- Discuss your working relationship with the White House staff. With whom in the West Wing did you work most closely and on what issues? Describe any particular challenges you experienced in working with the White House staff.
- Did you meet with the President on a regular basis? How involved was the President in formulating HUD policy? In which issues was President Clinton most interested? How frequently did you propose policy ideas to the President?
- Characterize your working relationships with other members of the Cabinet. Describe Cabinet meetings during the Clinton Administration. How effective was the Cabinet as a policy-making institution? How important was the Cabinet in helping the President achieve his policy goals?
- With whom in the Congress did you work most closely? In particular, describe your working relationships with the Chairs of the House and Senate committees that dealt with HUD issues. Describe any challenges you experienced in promoting HUD legislation on Capitol Hill.
- Describe your working relationships with organized interest groups. Which interest groups were your main allies and adversaries?
- Discuss your press relations as Secretary of HUD. Were there any special challenges in dealing with the press on matters of HUD policy?
- What, if any, impact did the independent investigation have on your ability to serve as HUD Secretary? Did the investigation change in any way how you conducted business at HUD?

Major HUD Policies and Issues

- Discuss the process through which major HUD policies were formulated, proposed, and implemented in the Clinton Administration.
- Discuss your role in formulating, promoting, and implementing HUD programs relating to homelessness, enterprise zones, public housing, homeownership, and combating discrimination in housing.
- Characterize the debate over eliminating the Department of HUD. Who were the main proponents of eliminating the Department? Can you recall any discussions that you had with President Clinton about the future of HUD?
- Discuss your efforts to reinvent HUD. Describe your major proposals. In what political arenas were your reform proposals debated and decided on? What were the main challenges in enacting reforms? How closely did you work with President Clinton and Vice President Al Gore on this initiative? Evaluate the overall effectiveness of your efforts to reinvent HUD.

The Clinton Presidency in Retrospect

- What do you consider your greatest accomplishments as Secretary of HUD? What were the most challenging aspects of your job?
- What were Clinton's greatest assets as President? Assess his strengths and weaknesses as a domestic policymaker, a legislative leader, and a leader of public opinion. Which of his attributes served him best in the presidency?
- What features of the Clinton presidency, and your roles in it, were overlooked or misunderstood by the press?
- What will be the Clinton Administration's lasting legacy on housing and urban development policy?
- What will be the Clinton Administration's lasting impact on the Democratic Party?
- How should the Clinton presidency be viewed in history? What episodes or events are especially instructive or revealing for the historian trying to assess this presidency?

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