



# REVEALING

CABINET REPORT 2016-2017



# DEMOCRACY



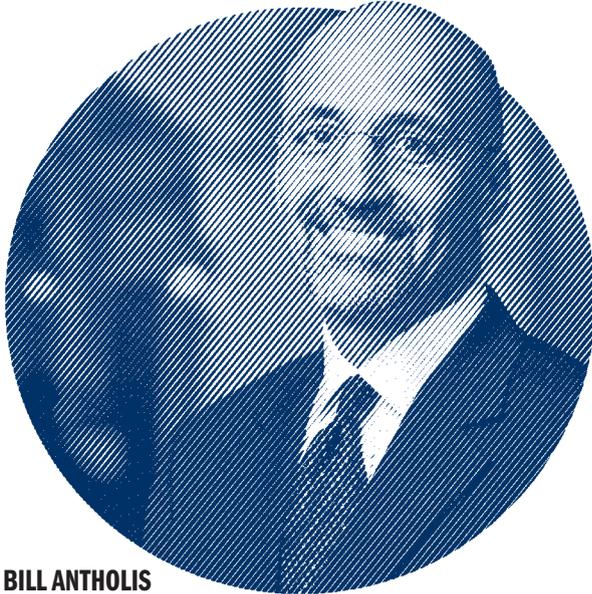
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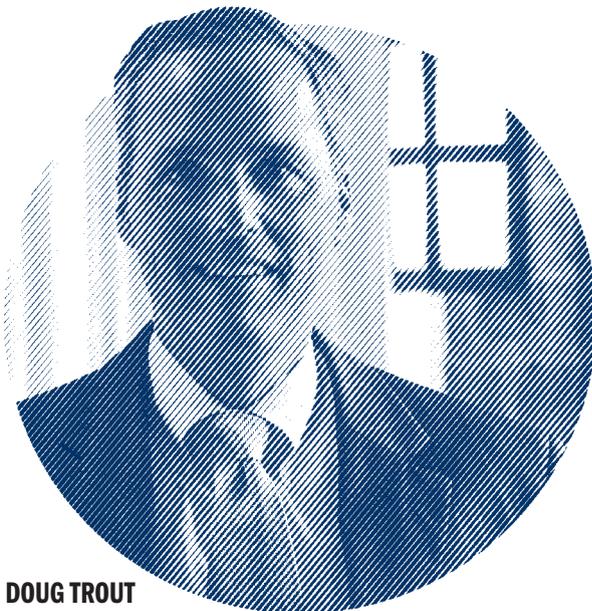


**ON THE COVER - BACKGROUND IMAGE**  
*Ramón de Elorriaga. General Washington Delivering His Inaugural Address to New York, April 30, 1789. 1899. Oil on canvas. Federal Hall National Memorial, New York City.*

# FROM THE **DIRECTORS**



**BILL ANTHOLIS**



**DOUG TROUT**

## **Dear Friend of the Miller Center:**

In this era of bitter partisanship, our work studying the American presidency has never been more important. We mine the lessons of history to provide a nonpartisan foundation on which public policy can be built—bringing our discoveries to the media, scholars, and key presidential influencers on both sides of the political aisle. And we bring our insights directly to interested citizens, through our website, electronic newsletters, public events, and social media.

Our commitment to high-quality presidential research is unsurpassed by any institution in the country. Our aim? To deliver our nation's most complete understanding of past administrations to help shape and understand those of today and tomorrow.

This is a difficult assignment, considering the degree to which Americans are divided. But contemplate the alternative: What if the Miller Center did not exist to help facilitate civil discourse? What if we weren't the trusted nonpartisan source for these key policy makers, scholars, and journalists? Could our democracy function without institutions that foster conversation and connect people from across the political spectrum? Could we really thrive if all our conversations were partisan exchanges?

Our success is thanks entirely to people like you, our most loyal and committed benefactors. We take seriously our responsibility to earn your trust and greatly appreciate your contributions. We hope you enjoyed this past year of programs, panel discussions, and other events—and look forward to seeing you again in the coming year. (Don't forget to follow us on [millercenter.org](http://millercenter.org) and via Facebook and Twitter.)

Putting together this annual report every year offers us the opportunity to reflect on all that the Miller Center has accomplished over the past 12 months. Without fail, that exercise only strengthens our commitment to the principles established with our founding more than four decades ago: that American democracy depends on honest investigation, historical understanding, and respectful dialogue. Thanks to your continued support, those values resonate here at the University of Virginia, in Charlottesville, and beyond.

With thanks,

**BILL ANTHOLIS**  
*Director and CEO*  
Miller Center

**DOUG TROUT**  
*Executive Director*  
Miller Center Foundation

# FIRST YEAR 2017



FIRST YEAR  
2017

The Miller Center's First Year Project ([firstyear2017.org](http://firstyear2017.org)) is an ambitious effort devoted to the president's make-or-break first year. The project focuses on the key issues the president must confront, viewed through the clarifying lens of history and amplified with actionable policy prescriptions from prominent scholars and experts at the Miller Center, the University of Virginia, and around the world. The premise? A new president can best look forward by first looking back at the successes and failures of his predecessors.

## AMERICAN FORUM "FIRST YEAR 2017" SERIES

January 11, 2017

### NATIONAL SECURITY IN A TRUMP PRESIDENCY

Guests: National security experts **Eliot Cohen**, counselor of the State Department from 2007 to 2009 and the author of *The Big Stick: The Limits of Soft Power and the Necessity of Military Force*; and **Jeremi Suri**, professor of global leadership, history, and public policy at the University of Texas at Austin.

January 17, 2017

### THE WORST FIRST YEAR AND WHAT IT MIGHT TEACH THE TRUMP ADMINISTRATION

Guests: **Gary Gallagher**, faculty associate at the Miller Center and a leading historian of the Civil War; and **Brian Balogh**, the Dorothy Danforth Compton Professor at the Miller Center and professor of history at the Corcoran Department of History at the University of Virginia.

January 17, 2017

### DONALD TRUMP AND THE AMERICAN DREAM

Guests: **Melody Barnes**, Miller Center senior fellow and former director of the White House Domestic Policy Council under President Barack Obama; and **Peter Wehner**, senior fellow at the Ethics and Public Policy Center who served in the Reagan and George H. W. Bush administrations.

January 31, 2017

### BUILDING A WALL, FOREIGN WORKERS, AND WHAT'S REALLY POSSIBLE

Guests: **Gary Freeman**, professor of government at the University of Texas; and **Tamar Jacoby**, president and CEO of ImmigrationWorks USA, a national federation of small business owners working to advance better immigration law.

January 31, 2017

### CAN DONALD TRUMP GET GOVERNMENT WORKING?

Guest: **E. J. Dionne**, who writes about politics in a twice-weekly column for the *Washington Post* and on the PostPartisan blog.

February 15, 2017

### NATIONAL SUMMIT ON RACE IN AMERICA

Guests: Former Attorney General **Eric Holder** was part of a panel that also included scholars, civil rights leaders, and policy practitioners at the Jimmy Carter Presidential Library & Museum in Atlanta.

February 21, 2017

### RACE, THE PRESIDENCY, AND THE LIMITS OF THE BULLY PULPIT

Guest: **Russell Riley**, cochair of the Miller Center's Presidential Oral History Program and one of the nation's foremost authorities on elite oral history interviewing.

March 15, 2017

### SEIZING THE BULLY PULPIT

Guest: **Gerald Seib**, executive Washington editor and chief commentator for the *Wall Street Journal*.

March 15, 2017

### OPPORTUNITY AND THE WHITE WORKING CLASS

Guest: The American Enterprise Institute's **Nicholas Eberstadt**, who researches and writes extensively on demographics and economic development.

## FIRST YEAR 2017

April 13, 2017

### THE FIRST 100 DAYS OF TRUMP

On Thomas Jefferson's birthday—in the Paramount Theater in his hometown of Charlottesville, Virginia—an all-star panel of experts gathered as part of the Tom Tom Founders Festival to assess the 45th president at his 100-day mark: **Senator Mark Warner**; the Miller Center's **William Antholis**, **Douglas Blackmon**, **Russell Riley**, and **Nicole Hemmer**; and *BackStory*'s **Ed Ayers** and **Brian Balogh**, along with **Christa Dierksheide**.

April 26, 2017

### TRUMP'S FIRST 100 DAYS

Cosponsored by the Heritage Foundation in Washington, DC, this panel included **Eric Edelman**, **Mike Nelson**, **Lee Edwards**, **Guian McKee**, **Barbara Perry**, and **Dan Meyer** discussing two key aspects related to President Trump's first 100 days in office: the relationship between the executive and Congress and Trump's role as chief executive. This event was part of the 2017 Mortimer Caplin Conference on the World Economy.

May 1, 2017

### TRUMP'S FIRST 100 DAYS . . . AND THE NEXT 265

At the *Advocate*'s building in New Orleans, the Miller Center's **William Antholis** argued that 100 days is a flawed measure. A new president can best be judged by his first year in office.

May 10, 2017

### 100 DOWN, 265 TO GO: TRUMP'S FIRST YEAR

In conjunction with the University of Oxford's Rothermere American Institute, this event featured discussions on the Trump administration's first 100 days with regard to the global economy, security, domestic economy, and politics. Participants included **William Antholis**, **David Leblang**, **Robert Schub**, **Sidney Milkis**, **Chris Lu**, **Frances Sellers**, and **Desmond King**. This event was part of the 2017 Mortimer Caplin Conference on the World Economy.

# GREAT ISSUES

The Miller Center's **Great Issues** program connects the public, the media, and the policy community with historical expertise on contemporary topics. Great Issues hosts a wide range of scholarly events, featuring in-depth interviews addressing national and global challenges.

In 2016 the Great Issues program also produced a new documentary on race and policing, intended to inform the public and fuel classroom discussion of a critical topic. You can watch the video at [millr.cr/race-justice](http://millr.cr/race-justice).

*September 23, 2016*

## **PRISON BREAK: WHY CONSERVATIVES TURNED AGAINST MASS INCARCERATION**

Johns Hopkins professor **Steven Teles** discussed how American conservatism historically deployed “tough on crime” rhetoric and then reversed course, now leading the charge to curb prison growth.

*October 3, 2016*

## **SCIENTIFIC CONSENSUS, POLICY STALEMATE: CLIMATE CHANGE, VALUES, AND POLITICS**

A look at why the prevailing wisdom on the issue of climate change has thus far resulted in only limited policy action in the United States—with UVA faculty members **Willis Jenkins**, an associate professor of religious studies; and **Deborah Lawrence**, professor of environmental sciences.

*October 17, 2016*

## **CLIMATE ACTION AND CONSERVATIVES: A CONVERSATION WITH CONGRESSMAN BOB INGLIS**

Former congressman **Bob Inglis**, who launched the Energy and Enterprise Initiative (now known as RepublicEN) at George Mason University to promote free-market solutions to climate change, reflected on his time in government and his efforts to raise awareness among conservatives about the challenges posed by climate change.

*December 7, 2016*

## **CLIMATE CHANGE POLICY: WHERE WE'VE BEEN AND WHERE WE'RE GOING**

**William Antholis**, director of the Miller Center, led a conversation with **Todd Stern**, the former US special envoy for climate change, on the challenges of crafting effective environmental policies.

# HISTORICAL PRESIDENCY

Featuring the most distinguished scholars in their fields, the Miller Center's Historical Presidency series of lectures reaches back into the American past to gain perspective on how presidential leadership has evolved over time—from the founding of the country to the present.

*September 30, 2016*

## **NIXON'S THE ONE: THE FATEFUL '68 ELECTION AND NIXON'S FIRST MONTHS IN POWER**

**Timothy Naftali** is a clinical associate professor of history and public service at New York University and the former director of the Richard Nixon Presidential Library and Museum.

*October 18, 2016*

## **THE 'WAR ROOM' COMES TO WASHINGTON: CLINTON'S FIRST YEAR**

**Margaret O'Mara** is an associate professor of history at the University of Washington. She specializes in political, economic, and urban history of the modern United States.

*November 14, 2016*

## **BARACK OBAMA AND THE 2008 ELECTION**

**Thomas Sugrue** is a professor of social and cultural analysis and history at New York University, specializing in 20th-century American politics, urban history, civil rights, and race.

*February 1, 2017*

## **THE EXECUTIVE POWER TO AMEND THE CONSTITUTION**

**Saikrishna Prakash** is the James Monroe Distinguished Professor of Law at the University of Virginia. His scholarship focuses on separation of powers, particularly executive powers.

*March 30, 2017*

## **'A SHILLY-SHALLY THING': THE CONSTITUTION, THE PRESIDENCY, AND ALEXANDER HAMILTON**

**Joanne Freeman**, professor of history and American studies at Yale, specializes in the politics and political culture of the revolutionary and early national periods of American history.

*April 11, 2017*

## **AMERICAN REGICIDE: POSTWAR PRESIDENTS AND THE PAINFUL POLITICS OF DEMOBILIZATION**

**Russell Riley** is professor and cochair of the Miller Center's Presidential Oral History Program.

# OTHER EVENTS

*September 14, 2016*

## **"DOUBTING DEMOCRACY?" FEATURING BACKSTORY WITH THE AMERICAN HISTORY GUYS**

**Edward Ayers, Peter Onuf, Brian**

**Balogh, and Dahlia Lithwick**

explored the history of US elections. This event was part of UVA's celebration of the 50th anniversary of the National Endowment for the Humanities.

*September 15, 2016*

## **VIEWS FROM THE WHITE HOUSE: HOW PRESIDENTS USE THE HUMANITIES TO GOVERN**

Drama, literature, history, philosophy, and the other liberal arts have long provided American presidents with inspiration, guidance, and solace. Moderated by **Brian Balogh**, other panelists were **Edward Ayers, Annette Gordon-Reed, and Sidney Milkis**. This event was part of UVA's celebration of the 50th anniversary of the National Endowment for the Humanities.

*September 16, 2016*

## **WHAT CAN THE NEXT PRESIDENT LEARN FROM HISTORY? DOMESTIC POLICY MAKING IN THE FIRST YEAR**

A panel discussion with **Melody Barnes, Ken Yale, John Bridgeland, Ed Meese, Barbara Perry, and Elaine Kamarck**. This event was part of UVA's celebration of the 50th anniversary of the National Endowment for the Humanities.

*October 10, 2016*

## **IS THERE A WAR ON COPS?**

**Heather Mac Donald**, of the Manhattan Institute, is a contributing editor of *City Journal*, where she covers higher education, immigration, criminal justice reform, and race relations.

*November 1, 2016*

## **A CONVERSATION WITH GOLD STAR FATHER OF UVA GRADUATE CAPTAIN HUMAYUN KHAN**

**Khizr Khan**, a Charlottesville resident, became famous for his remarks at the 2016 Democratic National Convention, when he stood with his wife, Ghazala, and told the story of their son **Humayun**, a UVA graduate and US Army captain, who was killed in the line of duty in Iraq in 2004.

*November 9, 2016*

## **POSTELECTION BREAKFAST**

What did the 2016 election mean for the American political landscape? A conversation moderated by **Wyatt Andrews**, a longtime CBS news correspondent, along with the Miller Center's **Sid Milkis** and **Mary Kate Cary**.

*March 17, 2017*

## **FROM UNIONS TO UBER—THE FUTURE OF WORK IN AMERICA**

A conversation about US labor with the Miller Center's **Chris Lu** and **Robert Bruner**.

*April 6, 2017*

## **1917/2017: THE LAST CLEAR CHANCE FOR AN EARLY PEACE**

The Miller Center's **William Antholis** and **Philip Zelikow** marked the centennial of the United States formally entering World War I with perspectives from both sides of the Atlantic.

*June 1, 2017*

## **JFK AT 100: THE ROAD TO CAMELOT**

A discussion about Kennedy's rise to the presidency and his continued legacy at the 100th anniversary of his birth—with the Miller Center's Kennedy expert **Barbara Perry** and former Washington correspondent for the *Boston Globe* **Thomas Oliphant**, author of *The Road to Camelot*.

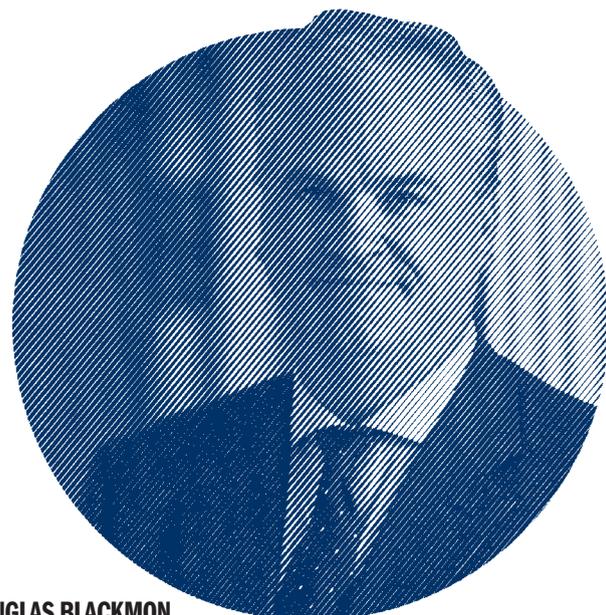
*May 11, 2017*

## **2017 SPRING FELLOWSHIP CONFERENCE: NATIONAL FELLOWSHIP PROGRAM**

Led by the Miller Center's **Brian Balogh**, fellows presented papers in the categories of History and the Environment; It's the Institutions, Stupid; Speaking for the People; Democracy and Capitalism; and Global Human Rights.

# AMERICAN FORUM

The Miller Center's weekly nationally syndicated public affairs television program, *American Forum*, is carried on PBS stations in more than 85 percent of markets nationwide. Pulitzer Prize-winning host **Douglas Blackmon** leads balanced discussions with our country's top politicians, scholars, and thinkers. This year, *American Forum* included two themed series: "The Future of American Conservatism" and "First Year 2017." Watch episodes on demand at [millr.cr/american-forum](http://millr.cr/american-forum).



DOUGLAS BLACKMON



September 14, 2016

## THOMAS JEFFERSON: MAN OF PROFOUND CONTRADICTIONS

Guests: **Annette Gordon-Reed**, author of *The Hemingses of Monticello* and professor of American legal history at Harvard Law School; and **Peter Onuf**, the Thomas Jefferson Memorial Foundation Professor Emeritus at UVA and the senior research historian at the Robert H. Smith International Center for Jefferson Studies.

September 16, 2016

## CAN THE NEXT PRESIDENT BREAK THE GRIDLOCK?

Guests: Miller Center senior fellow **Melody Barnes**, who served as assistant to President Barack Obama and director of the White House Domestic Policy Council from 2009 to January 2012; and **John Bridgeland**, who was assistant to the president under George W. Bush, director of the USA Freedom Corps, and director of the White House Domestic Policy Council.

September 21, 2016

## INSIDE THE CLINTON WHITE HOUSE

Guest: **Russell Riley**, professor and cochair of the Miller Center's Presidential Oral History Program and one of the nation's foremost authorities on elite oral history interviewing and the contemporary American presidency.

October 12, 2016

## PLAYING TO THE EDGE: AMERICAN INTELLIGENCE IN THE AGE OF TERROR

Guest: **General Michael Hayden**, a retired US Air Force four-star general, former director of the National Security Agency, former principal deputy director of the National Intelligence program, and former director of the CIA.

October 17, 2016

## IS THE LIBERTARIAN PARTY A VIABLE ALTERNATIVE?

Guest: **Gary Johnson**, an American businessman, author, politician, and the 2016 Libertarian Party nominee for president.



November 1, 2016

**TO BE MUSLIM IN AMERICA**

Guest: **Khizr Khan**, the father of US Army captain and UVA graduate Humayun Khan, who was killed in 2004 during the Iraq War.

December 8, 2016

**WHAT DID HILLARY CLINTON AND BARACK OBAMA REALLY THINK OF EACH OTHER?**

Guest: **Mark Landler**, who has covered American foreign policy for the *New York Times* since the inauguration of Barack Obama.

April 20, 2017

**WHAT IS REAL NEWS?**

Guest: **Rich Lowry**, editor of *National Review* and a syndicated columnist and commentator for Fox News Channel.

October 18, 2016

**WAS 2016 A TRULY PIVOTAL ELECTION IN AMERICAN HISTORY?**

Guest: **Margaret O'Mara**, an associate professor of history at the University of Washington, specializing in political, economic, and urban history of the modern United States.

April 10, 2017

**PRESIDENTIAL POLITICS AND HISPANICS**

Guest: **Geraldo L. Cadava**, associate professor in the department of history at Northwestern University, where he specializes in US and Latin American history, with a focus on Latinos in the United States.

April 18, 2017

**RICHARD NIXON: THE LIFE**

Guest: **John A. Farrell**, contributing editor at *Politico* and former White House correspondent for the *Denver Post* and *Boston Globe*.

April 19, 2017

**WHAT IT MEANS TO BE AN AMERICAN TODAY**

Guest: **Eric Liu**, founder and CEO of Citizen University and executive director of the Aspen Institute's Citizenship and American Identity Program.

**AMERICAN FORUM "THE FUTURE OF AMERICAN CONSERVATISM" SERIES**

August 30, 2016

**DEMOCRACY OR DISASTER? CLINTON, TRUMP, AND THE HEALTH OF AMERICAN POLITICS**

Guests: **Jonathan Rauch**, a senior fellow at the Brookings Institution and a contributing editor at the *Atlantic*; and **Ryan Lizza**, the Washington correspondent for the *New Yorker* and an on-air contributor for CNN.

September 28, 2016

**TRUMP REVEALED?**

Guests: The authors of *Trump Revealed: An American Journey of Ambition, Ego, Money, and Power*—**Michael Kranish**, an investigative political reporter for the *Washington Post*; and **Marc Fisher**, a senior editor at the *Washington Post*.

September 7, 2016

**MESSENERS OF THE RIGHT—CONSERVATIVE MEDIA AND THE TRANSFORMATION OF AMERICAN POLITICS**

Guest: **Nicole Hemmer**, assistant professor in presidential studies at the Miller Center, a contributing editor to *U.S. News & World Report*, and co-editor of the Made by History section at WashingtonPost.com.

September 30, 2016

**WAS 2016 A RERUN OF 1968?**

Guest: **Timothy Naftali**, a clinical associate professor of history and public service, codirector of New York University's Center for the United States and the Cold War, and former director of the Richard Nixon Presidential library and Museum.



October 5, 2016

### THE INTIMIDATION GAME: HOW THE LEFT IS SILENCING FREE SPEECH

Guest: **Kimberley Strassel**, author of the *Wall Street Journal's* "Potomac Watch" column and the book *The Intimidation Game*, in which she argues that the Left is leading a coordinated campaign to limit opposition in America.

November 9, 2016

### WHAT'S THE FUTURE OF THE TEA PARTY AFTER 2016?

Guest: **Matt Kibbe**, former president and CEO of FreedomWorks, one of the most influential national Tea Party organizations.

November 14, 2016

### THE FIRST DAYS OF A GREAT PRESIDENCY

Guest: **Thomas Sugrue**, a professor of social and cultural analysis and history at New York University, specializing in 20th-century American politics, urban history, civil rights, and race.

November 16, 2016

### WHERE DO "CLASSIC" CONSERVATIVES GO AFTER ELECTION 2016?

Guest: **Sam Tanenhaus**, a contributor to *Bloomberg View*, writer at large at the British monthly *Prospect*, and author of *The Death of Conservatism*.

December 8, 2016

### TRADITIONAL CONSERVATIVES, PRESIDENT-ELECT TRUMP, AND THE WORLD HE INHERITS

Guest: **Eric Edelman**, former advisor in both the Clinton and George W. Bush administrations and top aide to Vice President Dick Cheney and GOP presidential nominee Mitt Romney.

April 3, 2017

### DONALD TRUMP AND THE FUTURE OF THE GOP

Guest: **William Kristol**, editor at large of the *Weekly Standard* and a regular guest on ABC's *This Week* and on ABC's special events and election coverage.



2016 A YEAR OF 2017

# HIGH IMPACT

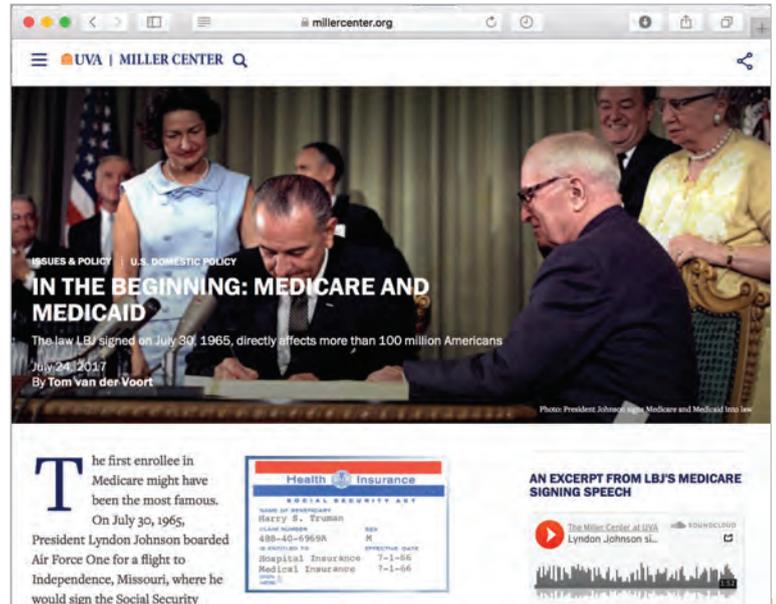


# IN THE MEDIA

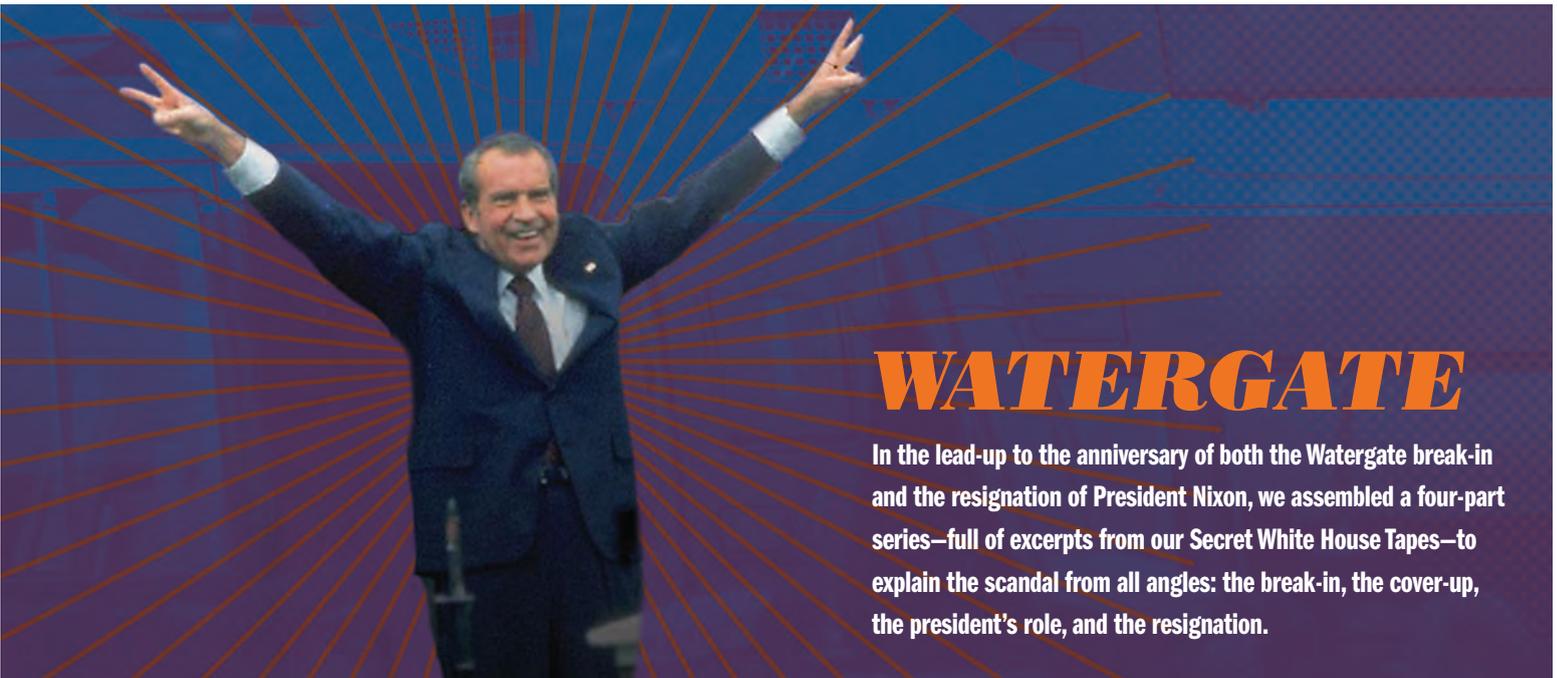
During this past year, the Miller Center reached millions of people with our analysis and scholarship, through our newly revamped website ([millercenter.org](http://millercenter.org)) and robust social media presence. Here is just a sampling of the work done to amplify our message.



In June, assistant professor **Nicole Hemmer** launched Made by History, a new section on WashingtonPost.com. “In an era seemingly defined by the word ‘unprecedented,’ it’s easy to feel like political, technological, and social revolutions have severed our link to history,” she and co-editor **Brian Rosenwald** wrote. “But revolutions are as much a product of the past as a break with it.”



To better understand the present-day health care battle, we looked back at President Johnson’s establishment of Medicaid and Medicare in 1965. Former President Truman sat at LBJ’s side as he signed the bill, and a young Ronald Reagan recorded a 10-minute spoken-word album declaring these massive social programs to be “a short step to all the rest of socialism.”



## WATERGATE

In the lead-up to the anniversary of both the Watergate break-in and the resignation of President Nixon, we assembled a four-part series—full of excerpts from our Secret White House Tapes—to explain the scandal from all angles: the break-in, the cover-up, the president’s role, and the resignation.



**GUIAN McKEE**  
Associate Professor, Public Policy  
University of Virginia, Miller Center

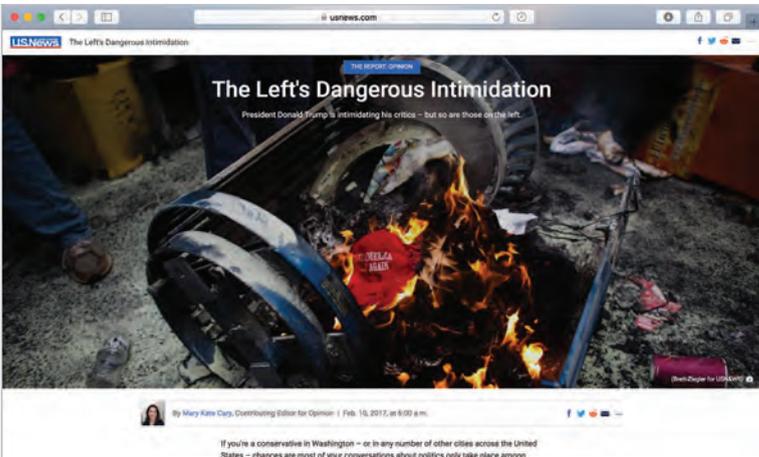
The shooting of an unarmed black teenager in 1964, as captured in a dramatic phone call with President Lyndon Johnson, begins an in-depth look at the roots of race and police violence in the Miller Center's 12-minute documentary.



**Barbara Perry**  
University of Virginia



The Miller Center's renowned Kennedy expert, **Barbara Perry**, appeared in the *First Ladies Revealed* documentary on the Smithsonian Channel. "There were problems obviously in her marriage that did not come out to the American public until after her husband's death," said Perry, "[so] you can understand why public image was especially important."



Senior fellow **Mary Kate Cary** makes the case that Democrats are guilty of intimidating their critics: "The increasingly common accusation of racism hurled at anyone who disagrees with progressives on just about any Trump policy ... [is] becoming a cliché."



Miller Center director and CEO **William Antholis** took issue with the first benchmark of a new administration: "Recent presidential history teaches us that the first 100 days of a presidency is too short a time span to measure a president's success."



**BROADCAST**



**RADIO**

The Miller Center's new two-way TV/radio studio enables us to instantly meet requests from broadcasters around the world. They can now interview Miller Center scholars day or night.



We deliver Miller Center events and interviews with our scholars right to your phone through Twitter, Facebook, and emails. We also simultaneously livestream every *American Forum* episode—as well other Miller Center events—on our website and Facebook page. All of those videos remain available on both platforms for later on-demand viewing.

# FINANCIAL ACTIVITIES AND ASSETS

## MILLER CENTER AND MILLER CENTER FOUNDATION SUMMARY OF FINANCIAL ACTIVITIES

The Miller Center, as a unit of the University of Virginia, operates on a July 1 to June 30 fiscal year. The Miller Center Foundation, a section 501(c)(3) nonprofit organization and a supporting University-related foundation, follows suit for ease of conformity. The Center has financial assets held by the University, including endowment and operating funds, and follows University policies and procedures for its fiscal operations. The Foundation raises funds on behalf of the Miller Center, holds endowment and custodial funds in support of the Center, and follows standard policies and procedures for nonprofit organizations.

Endowments form the largest financial asset for both the Miller Center and the Miller Center Foundation. Distributions from these endowments provide significant support for Center programs and activities; for fiscal year 2017, those distributions constituted more than 40 percent of total income. All endowments are managed by the University of Virginia Investment Management Company (UVMCO) in its long-term pool, which had a 12.4 percent rate of return for the fiscal year ending June 30, 2017, a three-year annualized rate of return of 6 percent, and a five-year annualized rate of return of 10 percent. Endowment distribution rates follow those set by the University's Board of Visitors; the rate for fiscal year 2017 was 4.6 percent. Total endowment holdings for the Center and Foundation increased from \$70.5 million on June 30, 2016, to \$74.9 million on June 30, 2017, including new contributions of \$475,000.

In recent years, the Center and Foundation have drawn funds from quasi-endowment reserve funds to cover operating expenses. The Center's Governing Council and Foundation's Board of Directors established these funds to help smooth annual cash-flow fluctuations. In fiscal year 2015, the Council and Board authorized a multiyear draw up to a total of \$5 million for programmatic transition funding and support for the First Year Project. The amount of that draw was \$750,000 in fiscal year 2017. The total amount drawn to date is \$2.75 million.

In fiscal year 2017, the University of Virginia began allocating direct services costs to its individual units. Charges for the Miller Center totaled \$1.04 million and account for the bulk of the increase in "Administration & Operations" expense from fiscal year 2016. The University offset these charges by a subvention of \$871,000, which accounts for a significant part of the increase in income from the University in fiscal year 2016.

Also in fiscal year 2017, the Center's marketing and communications expenses nearly doubled from the prior year, due to significant investments in the Center's new website and to promotional activities for the First Year Project.

A significant portion of the Center's support comes from funds raised by the Miller Center Foundation, with gifts and gift commitments from numerous generous individuals and organizations listed on the following pages.

The Miller Center Foundation holds a long-term commercial lease in Washington, DC, for an office formerly used by the Miller Center. This space is now subleased.

Beginning and ending cash balances include funds that are restricted by program or time and are not necessarily available for use in a given fiscal year.

The reporting of financial activities here is cash based and comes from preaudit statements and internal working papers.

	FY 2017	FY 2016
<b>INCOME</b>		
Distributions from Endowment	\$ 3,293,950	\$ 3,128,087
Gifts & Grants	2,674,395	3,361,867
University of Virginia	1,706,899	500,148
Sublease & Other	229,740	229,445
<b>TOTAL INCOME</b>	<b>\$ 7,904,984</b>	<b>\$ 7,219,546</b>
<b>EXPENSE</b>		
Presidential Studies	\$ 1,856,949	\$ 1,387,607
Other Faculty, Chairs & Fellows	815,341	972,382
<i>American Forum</i>	713,164	620,229
Policy Conferences & Programs	233,945	588,407
Executive Office & Governing Council	679,126	645,402
Administration & Operations	1,672,118	658,974
Library & Information Services	703,633	701,820
Marketing & Communications	1,021,443	532,664
Miller Center Foundation	1,034,757	890,225
Lease Obligation	337,857	335,316
<b>TOTAL EXPENSE</b>	<b>\$ 9,068,334</b>	<b>\$ 7,333,027</b>
<b>NET INCOME</b>		
	<b>\$ (1,163,350)</b>	<b>\$ (113,480)</b>
Cash Balance, Beginning	\$ 2,987,830	\$ 2,450,197
[Less] Transfers to Endowment	475,164	1,348,887
[Plus] Draw on Quasi-Endowment Reserve Funds	750,000	2,000,000
<b>CASH BALANCE, ENDING</b>	<b>\$ 2,099,316</b>	<b>\$ 2,987,830</b>

## SOURCES



- CASH BALANCE, BEGINNING**  
\$2,987,830 - 25.7%
- DRAW ON QUASI-ENDOWMENT RESERVE FUNDS**  
\$750,000 - 6.4%
- DISTRIBUTIONS FROM ENDOWMENT**  
\$3,293,950 - 28.3%
- GIFTS & GRANTS**  
\$2,674,395 - 23.0%
- UNIVERSITY OF VIRGINIA**  
\$1,706,899 - 14.7%
- SUBLEASE & OTHER**  
\$229,740 - 2.0%

## USES



- PRESIDENTIAL STUDIES**  
\$1,856,949 - 19.5%
- OTHER FACULTY, CHAIRS & FELLOWS**  
\$815,341 - 8.5%
- AMERICAN FORUM**  
\$713,164 - 7.5%
- POLICY CONFERENCES & PROGRAMS**  
\$233,945 - 2.5%
- EXECUTIVE OFFICE & GOVERNING COUNCIL**  
\$679,126 - 7.1%
- ADMINISTRATION & OPERATIONS**  
\$1,672,118 - 17.5%
- LIBRARY & INFORMATION SERVICES**  
\$703,633 - 7.4%
- MARKETING & COMMUNICATIONS**  
\$1,021,443 - 10.1%
- MILLER CENTER FOUNDATION**  
\$1,034,757 - 10.8%
- LEASE OBLIGATION**  
\$337,857 - 3.5%
- TRANSFERS TO ENDOWMENT**  
\$475,164 - 5.0%

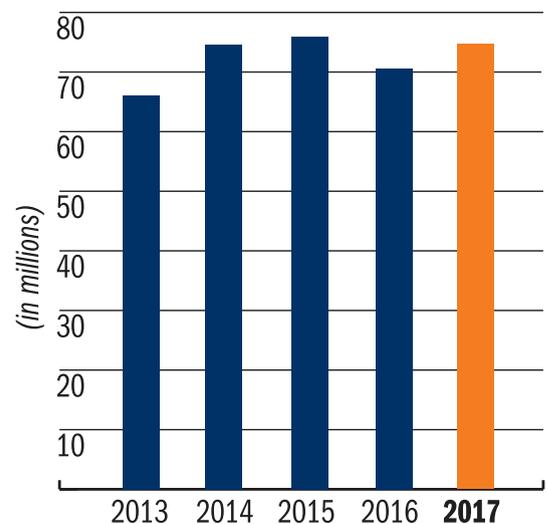
## MILLER CENTER AND MILLER CENTER FOUNDATION ENDOWMENT AND QUASI-ENDOWMENT RESERVE FUNDS

As of June 30 each year

FISCAL YEAR	MARKET VALUE END OF YEAR	EARNINGS DISTRIBUTED
2013	\$ 66,030,175	\$ 2,828,627
2014	74,631,801	2,825,948
2015	75,978,609	2,928,849
2016	70,543,045	3,128,087
2017	74,920,581	3,293,950

## MARKET VALUE

As of June 30 each year



# PHILANTHROPIC SUPPORT

As the financial and philanthropic supporting arm of the Miller Center, the Miller Center Foundation is pleased to report commitments totaling \$3,530,290.08 for the fiscal year ending June 30, 2017.

We are particularly grateful for the outstanding support of members of our Governing Council, Miller Center Foundation Board, and First Year Advisory Council. We also recognize both local and national donors whose longtime annual commitments significantly affect our programmatic scope. We continue to welcome new donors and work to use their gifts to further our important mission.

## 2016–2017 YEAR IN REVIEW

The Center's Governing Council and Foundation's Board of Directors established these funds to help smooth annual cash-flow fluctuations. Two other major gifts were made to the First Year Project, and an additional two commitments were made without restriction.

Because of the judicious financial management of the Miller Center and Miller Center Foundation endowments, both organizations were able to meet operating expenses, thanks to a 4.62 percent draw. As of June 30, 2017, combined Miller Center and Miller Center endowment assets totaled \$74,920,581.

The Miller Center looks to build on the success of our First Year Project with a robust Presidential Studies Research Agenda, aimed at focusing the Center's programmatic and scholarly attention. The Foundation will seek to attract donors to new opportunities that remain central to the organization's mission, particularly those related to the United States presidency. The Foundation remains profoundly grateful to all benefactors for their ongoing curiosity, introspection, and financial support. As the slightest gesture of our appreciation, we acknowledge your commitments on the following pages.

## THE MILLER CENTER FUND

The Miller Center Foundation is grateful to its generous donors for having made contributions to benefit the Miller Center during fiscal year 2017 (July 1, 2016–June 30, 2017).

### FIRST YEAR

*The Miller Center thanks the following benefactors for their support of our ongoing initiative, the First Year Project.*

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*The Miller Center appreciates the restricted or unrestricted leadership gifts from the following benefactors. Significant investments such as these allow Miller Center programs to have a lasting impact.*

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