

PRESIDENTIALLY APPOINTED POSITIONS DATASET—2000

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This dataset includes all presidential appointments requiring Senate confirmation as of January 20, 2001. This includes positions in the Executive, Legislative, and Judicial branches and positions outside the U.S. government in Washington, DC government and international organizations.

CONSTRUCTION OF THE DATASET

The basic data for the dataset come from the 2000 U.S. Government publication *Policy and Supporting Positions* (i.e., the Plum Book). The U.S. Congress produces this publication every 4 years to coincide with presidential elections. The House of Representatives and the Senate take turns publishing the document. I extracted data on all appointments requiring presidential nomination and Senate confirmation (PAS) from this document.

I supplemented the data from the Plum Book with information from Hogue 2003, a Congressional Research Service publication that lists all Senate-confirmed positions by committee. Specifically, I went through each position in Hogue 2003 to make sure each position was included in the Plum Book. I added all positions included in Hogue 2003 that were not included in the 2000 Plum Book (provided the position was created prior to January 20, 2001). There were 216 positions included in Hogue 2003 not included in the 2000 Plum Book.

I also added 15 (out of 30) additional positions included in official Senate nominations data (https://www.senate.gov/legislative/nominations_new.htm) but listed in neither the 2000 Plum Book nor Hogue 2003 (see below for details).

Removing Positions

Since the focus of the dataset is executive positions, I removed several classes of positions from the positions in the 2000 Plum Book and Hogue 2003.

District of Columbia Judicial Positions (Superior Court, Court of Appeals):	66
Judicial Positions in Article I courts:	27
1. U.S. Court of Appeals for the Armed Forces:	5
2. U.S. Court of Appeals for Veterans Claims:	3
3. U.S. Tax Court:	19
Duplicates:	1
1. Assistant Director of Central Intelligence for Administration	1
Positions Filled by Other PAS personnel ¹	28

¹ The Assistant Secretary for Health (HHS) is sometimes filled concurrently by the Surgeon General but not always. They are listed separately in this dataset.

1. Library of Congress Trust Fund Board	2	
2. Oliver Wendell Holmes Devise (Library of Congress)	1	
3. Federal Housing Finance Board (HUD Secretary)	1	
4. Federal Old-Age & Survivors Trust Fund & Disability Insurance Trust Fund ²	2	
5. Federal Supplementary Medical Insurance Trust Fund	2	
6. Asian Development Bank	3	
7. African Development Bank	3	
8. African Development Fund	2	
9. International Bank for Reconstruction & Development	1	
10. Commodity Credit Corporation ³	7	
11. Director, Office of Foreign Missions ⁴	1	
12. National Commission On Libraries And Information Science ⁵	2	
Agencies eliminated after the publication of the sources ⁶		5
1. Federal Housing Finance Board	5	
Positions listed as requiring Senate confirmation that do not		52
1. U.S. Holocaust Memorial Council	52	
Positions included in Hogue 2003 created after January 20, 2001 ⁷		6
1. Assistant Secretary for Civil Rights (USDA)	1	
2. Deputy Under Secretary for Personnel and Readiness (DOD)	1	
3. Assistant Secretary for Homeland Defense (DOD)	1	
4. Assistant Secretary for International Security Policy (DOD)	1	

² There are three trust funds that all appear to be run by the same appointees even though the positions are listed separately. I include only 2 positions out of the 6 since two people fill all six roles.

³ The Commodity Credit Corporation was not listed in the 2000 or 2008 Plum Book but was listed in Hogue 2003. The CCC Board is currently completely comprised of USDA officials (<https://www.usda.gov/ccc>, accessed January 26, 2020).

⁴ PL 98-164 creates a Director, Office of Foreign Missions as a PAS appointee. Traditionally, the Assistant Secretary -- Diplomatic Security serves concurrently as director of this office.

⁵ I removed Librarian of Congress and Director of Institute of Museum and Library Sciences from the National Commission on Library and Information Science (NCLIS) because each had another job.

⁶ There were a few cases where there was a listing that could not be verified: 1) The 2000 Plum Book lists an Assistant Secretary of the Air Force for Space but I could find no record of such a position in Hogue 2003; 2) Hogue 2003 lists an Assistant Secretary of the Air Force for Installations, Environment, and Logistics and there was no such position listed in the 2000 Plum Book; 3) Hogue 2003 lists a Governor and Alternate Governor of the Middle East Development Bank. I could find no such institution requiring Senate confirmed positions (Hogue 2000, 28); 4) There is a position of Administrator of the Community Development Financial Institution Fund but limitation riders preventing the payment of a salary for such a position means that it has never been filled. It is included this dataset (Hogue 2003, 10); 5) According to Hogue 2003, 11: "Chapter 49 of Title 42 of the United States Code provides for the creation of certain private corporations related to low and moderate income housing, and 42 U.S.C. 3934 stipulates that three of 15 members of the board of directors of such a corporation would be appointed by the President with the advice and consent of the President. The last nomination to the National Corporation for Housing Partnerships was submitted by the President and confirmed by the Senate in 1997. Information on the current status of this corporation was unavailable." No such positions are included in this dataset.

⁷ This excludes the positions in the Department of Homeland Security. These positions were never added as supplements to the 2000 Plum Book.

- | | |
|--|---|
| 5. Under Secretary for Policy (DOT) | 1 |
| 6. Asst Administrator for Economic Growth, Agriculture, & Trade ⁸ | 1 |

TOTAL

185

The Special Case of Ambassadors

There are a number of ambassadorial positions where an ambassador confirmed to one position generally becomes ambassador to another country at the same time. For example, a recent nomination for Ambassador to Barbados reads:

Leandro Rizzuto, of New Jersey, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to Barbados, and to serve concurrently and without additional compensation as Ambassador Extraordinary and Plenipotentiary of the United States of America to the Federation of Saint Kitts and Nevis, Saint Lucia, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, and Saint Vincent and the Grenadines.

Among the ambassadorships that fall in this category are the following:

1. AMB to Barbados (concurrently accredited to Dominica, Grenada, Antigua, St Kitts, St Nevis)
2. AMB for Senegal (Guinea-Bissau after 1998)
3. AMB for Sri Lanka (Maldives)
4. AMB for Mauritius (Seychelles after 1996)
5. AMB for Italy (San Marino)
6. AMB for Spain (Andorra)
7. AMB for Fiji (Tuvalu, Tonga, Kiribati)
8. AMB for Madagascar (Comoros)
9. AMB for Switzerland (Liechtenstein)
10. AMB for Gabon (Sao Tome and Principe)
11. AMB for Papua New Guinea (Solomon Islands and Vanuatu)
12. AMB for New Zealand (Samoa)
13. AMB for France (Monaco)

I did not remove the ambassadorial positions above from the dataset since, in principle, the president could nominate persons for these other positions (e.g., Ambassador to Monaco). Some Plum Books include these positions and others do not. The 2000 Plum Book does not include the concurrent ambassadorships independently.⁹ *Users of the data may want to include or exclude these cases for their own purposes but care should be taken when comparing appointments across presidencies.*

Under existing statutes, the number of PAS positions may vary. Notably, 22 U.S.C. SEC. 3942 reads:

APPOINTMENTS BY THE PRESIDENT.—(a)(1) The President may, by and with the advice and consent of the Senate, appoint an individual as a chief of mission, as an ambassador at large, as an ambassador, as a minister, as a career member of the Senior Foreign Service, or as a Foreign Service officer. (2)(A) The President may, by and with the advice and consent of the Senate, confer the personal rank of career ambassador

⁸ In 2001 a new position received a nominee USAID assistant administrator for economic growth, agriculture, and trade. I could not find an exact date for the creation of this position.

⁹ The 2008 and 2016 datasets include these concurrent positions as distinct ambassadorial positions. This 2000 dataset does not.

upon a career member of the Senior Foreign Service in recognition of especially distinguished service over a sustained period. (B)(i) Subject to the requirement of clause (ii), the President may confer the personal rank of ambassador or minister on an individual in connection with a special mission for the President of a temporary nature not exceeding six months in duration. (ii) The President may confer such personal rank only if, prior to such conferral, he transmits to the Committee on Foreign Relations of the Senate a written report setting forth— (I) the necessity for conferring such rank, (II) the dates during which such rank will be held, (III) the justification for not submitting the proposed conferral of personal rank to the Senate as a nomination for advice and consent to appointment, and (IV) all relevant information concerning any potential conflict of interest which the proposed recipient of such personal rank may have with regard to the special mission. Such report shall be transmitted not less than 30 days prior to conferral of the personal rank of ambassador or minister except in cases where the President certifies in his report that urgent circumstances require the immediate conferral of such rank. (C) An individual upon whom a personal rank is conferred under subparagraph (A) or (B) shall not receive any additional compensation solely by virtue of such personal rank. (3) Except as provided in paragraph (2)(B) of this subsection or in clause 3, section 2, article II of the Constitution (relating to recess appointments), an individual may not be designated as ambassador or minister, or be designated to serve in any position with the title of ambassador or minister, without the advice and consent of the Senate.

This implies that through their unilateral choices presidents may alter the number of PAS positions. I will list the cases of persons nominated to positions that were not in existence on January 20, 2001 below.

Special Case of Chief Financial Officers

The Chief Financial Officers Act of 1990 details CFOs in 25 different departments or agencies. Of these 25 positions, 17 may be filled through presidential nomination and Senate confirmation. The law allows, however, that the president may designate other Senate-confirmed appointees to fill this role -- in addition to the position to which they were already confirmed. For example, an Assistant Secretary for Management might also serve as CFO.

In this data, I do not include all 17 possible Senate-confirmed CFO positions as distinct positions since this makes determining their vacancy status and the date of nomination difficult. Rather, I use the Plum Book as the guide. If the CFO job is listed separately as a PAS position within the agency, I treat it as such in this data.

Nominations Data

To connect nominations data to positions, I used data from congress.gov. I downloaded all formal nominations to civilian positions from January 20, 2001 to January 20, 2003¹⁰, excluding judgeships, and matched nominations to vacant positions. Specifically, I selected all civilian nominations in the 107th Congress (2001-2002) and a subset of nominations in the 108th Congress (through January 20). The page looked like the following:

¹⁰ The key date for determining inclusion in the first year of nominations is the date the Senate received the formal nomination from the president.

The screenshot shows the CONGRESS.GOV website with a search for "Example: hrt, credit, 'health care'". The results are filtered to show 111 (2009-2010) Civilian nominations. The page displays a list of nomination entries with details such as nomination number, Congress, nominee name, organization, and latest action date.

Nomination Number	Congress	Nominee Name	Organization	Latest Action
1. EN56	111th Congress (2009-2010)	Stuart Gordon Nash	The Judiciary	Received message of withdrawal of nomination from the President. (All Actions)
2. EN61-1B	111th Congress (2009-2010)	Hilda L. Solis	Department of Labor	Confirmed by the Senate by Yea-Nay Vote: 80 - 17. Record Vote Number: 66. (All Actions)
3. EN61-1	111th Congress (2009-2010)	Hillary Rodham Clinton	Department of State	Confirmed by the Senate by Yea-Nay Vote: 94 - 2. Record Vote Number: 6. (All Actions)
4. EN61-2	111th Congress (2009-2010)	Steven Chu	Department of Energy	Confirmed by the Senate by Voice Vote. (All Actions)
5. EN61-3	111th Congress (2009-2010)	Thomas Andrew Daschle	Department of Health and Human Services	

From this page I extracted information on nomination number, unique web page url for each nomination, Congress, name of nominee, organization, description of nomination (e.g., “Jane Smith to be Assistant Secretary of Defense, vice Joe Smith, resigned”), date received from President, committee, latest action date, latest action (e.g., confirmed by the Senate by voice vote, Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate).

New Positions

There were 7 nominations to positions not included in the positions data. Each was created *after* January 20, 2001 and was excluded:

1. Assistant Secretary for Civil Rights (USDA)
2. Deputy Under Secretary for Personnel and Readiness (DOD)
3. Assistant Secretary for Homeland Defense (DOD)
4. Assistant Secretary for International Security Policy (DOD)
5. Under Secretary for Policy (DOT)
6. Assistant Administrator for Economic Growth, Agriculture, & Trade¹¹
7. Assistant Secretary of Veterans Affairs (Information and Technology)

Nominations but no Positions

There were 30 nominations to positions that were included neither in the 2000 Plum Book nor the Hogue 2003 Congressional Research Service report. Some of these positions were State Department positions where the president has discretion over the number of ambassadorial positions (see below). In a few cases nominations appeared to be to positions that did not exist because the president or

¹¹ In 2001 a new position received a nominee USAID assistant administrator for economic growth, agriculture, and trade. I could not find an exact date for the creation of this position.

Congress had created positions prior to the Bush Administration but these positions had not yet been filled.

State Department Positions: Likely Temporary

There were 21 State Department nominations to positions listed neither in the 2000 Plum Book nor the Hogue 2003 Congressional Research Service report. These include 15 cases where presidents nominated someone for a temporary position or elevated to the rank of ambassador for tenure in another job:

1. Bill Frist, of Tennessee, to be a Representative of the United States of America to the Fifty-fifth Session of the General Assembly of the United Nations.
2. Eric M. Javits, of New York, for the rank of Ambassador during his tenure of service as U.S. Representative to the Conference on Disarmament.
3. Ernest L. Johnson, of Louisiana, to be an Alternate Representative of the United States of America to the Fifty-sixth Session of the General Assembly of the United Nations.
4. William J. Hybl, of Colorado, to be Representative of the United States of America to the Fifty-sixth Session of the General Assembly of the United Nations.
5. Nancy Cain Marcus, of Texas, to be an Alternate Representative of the United States of America to the Fifty-sixth Session of the General Assembly of the United Nations.
6. Charles Lester Pritchard, of Virginia, for the rank of Ambassador during his tenure of service as Special Envoy for Negotiations with the Democratic People's Republic of Korea (DPRK) and United States Representative to the Korean Peninsula Energy Development Organization (KEDO).
7. Eni F.H. Faleomavaega, of American Samoa, to be a Representative of the United States of America to the Fifty-sixth Session of the General Assembly of the United Nations.
8. Steven Joseph Chabot, of Ohio, to be a Representative of the United States of America to the Fifty-sixth Session of the General Assembly of the United Nations.
9. Michael Alan Guhin, of Maryland, a Career Member of the Senior Executive Service, for the rank of Ambassador during tenure of service as U.S. Fissile Material Negotiator.
10. David A. Gross, of Maryland, for the rank of Ambassador during his tenure of service as Deputy Assistant Secretary of State for International Communications and Information Policy in the Bureau of Economic and Business Affairs and U.S. Coordinator for International Communications and Information Policy.
11. Jack C. Chow, of Pennsylvania, for the rank of Ambassador during his tenure of service as Special Representative of the Secretary of State for HIV/AIDS.
12. Tony P. Hall, of Ohio, for the rank of Ambassador during his tenure of service as United States Representative to the United Nations Agencies for Food and Agriculture.
13. Randolph Bell, of Virginia, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, for the rank of Ambassador during his tenure of service as Special Envoy for Holocaust Issues.
14. Ellen R. Sauerbrey, of Maryland, for the rank of Ambassador during her tenure of service as the Representative of the United States of America on the Commission on the Status of Women of the Economic and Social Council of the United Nations.
15. Robert M. Beecroft, of Maryland, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, for the rank of Ambassador during his tenure of service as Head of Mission, Organization for Security and Cooperation in Europe (OSCE), Bosnia and Herzegovina.

As Davis and Greene 2017 note: “U.S. Representative and Alternate Representative to sessions of the General Assembly and other United Nations bodies—numerous positions (terms of office depends on length of session).” As suggested above, under existing statutes, the number of PAS positions may vary. (22 U.S.C. SEC. 3942). These positions are not included in the dataset.

State Department Positions: More Permanent

There were 6 permanent positions that were inexplicably excluded from the 2000 Plum Book. These include:

1. Richard Nathan Haass, of Maryland, for the rank of Ambassador during his tenure of Service as Director, Policy Planning Staff, Department of State.
2. Larry Miles Dinger, of Iowa, a Career Member of the Foreign Service, to be Ambassador to the Federated States of Micronesia.
3. Robert Patrick John Finn, of New York, a Career Member of the Senior Foreign Service, Class of Counselor, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to Afghanistan.
4. John Randle Hamilton, of North Carolina, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to the Republic of Guatemala.
5. Charles S. Shapiro, of Georgia, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to the Bolivarian Republic of Venezuela.
6. Robert M. Beecroft, of Maryland, a Career Member of the Senior Foreign Service, Class of Minister-Counselor, for the rank of Ambassador during his tenure of service as Head of Mission, Organization for Security and Cooperation in Europe (OSCE), Bosnia and Herzegovina.

These positions are included in the dataset.

Other Positions

There were 9 other positions which received nominations in the 107th Congress, had received nominations previously, and were omitted from the 2000 Plum Book and Hogue 2003. These positions were added to the dataset and include the following positions:

1. Charles S. Abell, of Virginia, to be an Assistant Secretary of Defense (Force Management), vice Alphonso Maldon, Jr.
2. Diane Leneghan Tomb, of Virginia, to be an Assistant Secretary of Housing and Urban Development for Public Affairs, vice Jean Nolan, resigned.
3. Cynthia Shepard Perry, of Texas, to be United States Director of the African Development Bank for a term of five years, vice Willene A. Johnson, resigned.
4. Katharine DeWitt, of Ohio, to be a Member of the National Council on the Arts for a term expiring September 3, 2006, vice William P. Foster, resigned.
5. Maria Mercedes Guillemard, of Puerto Rico, to be a Member of the National Museum Services Board for a term expiring December 6, 2005, vice Lisa A. Hembry, term expired.
6. Philip N. Hogen, of South Dakota, to be Chairman of the National Indian Gaming Commission for the term of three years, vice Montie R. Deer, term expired.
7. Commissioner, Marine Mammal Commission.
8. Commissioner, Marine Mammal Commission
9. Commissioner, Marine Mammal Commission

Multiple Nominations to the Same Position

For each position I include only the first nomination to a position. So, for example, if a nominee was withdrawn or rejected and another nomination occurred within the first year, I only include the first nomination. Similarly, if a person left their position during the first year and another person was nominated for the position, the dataset includes the first nominee.

Dealing with Nominations to be Chair on a Board or Commission

For some commissions, presidents must nominate and the Senate must confirm a chair from among the members of the commission. Other commissions select their chairs in different ways.¹² This can create difficulty in connecting nominees to positions. The president may nominate a sitting member of commission to be chair in place of a chair whose term has expired. The nomination can be to 1) raise a sitting commissioner to the position as chair, 2) name the person to the slot on the commission held by the chair (i.e., their fixed term appointment as a commissioner but not chair), or 3) both with a nomination. For example, in 2017 the president nominated James C. Giancarlo to be the Chairman of the Commodity Futures Trading Commission (CFTC) in place of Timothy G. Massad, who resigned. Giancarlo was already a member of the CFTC and his term on the CFTC expires on April 13, 2019. The president also nominated Dawn DeBerry Stump to fill the position on the CFTC vacated by Massad.

This makes assessing the filling of vacancies difficult. If a sitting member is nominated to fill a position held by the chair, it is difficult to determine whether a nomination has been made to fill a vacancy on the commission since the number of vacant commission slots has not changed. This dataset focuses on vacancies in board or commission *positions*, not chairs (unless a nominee to fill a chair role also fills the vacant board or commission role). So, in this example above, Stump's nomination to replace Massad is listed rather than Giancarlo's nomination to replace Massad as chair. This dataset excludes nominees for chair positions unless the nominee is taking the commission slot held by the former chair.

VARIABLES

IDPos: This includes unique position identifiers.

Dep: This is a short acronym indicating the agency name at the highest level of aggregation. So, for sub-components of larger departments, this includes the department identifier (e.g., DOJ is entered for the Federal Bureau of Investigation).

NotinPlum (0,1): This variable is coded with a 1 if the position was not included in the 2000 Plum Book and added based upon information in Hogue 2003. This variable is also coded with a 1 if the position was included but it was not labeled as requiring Senate confirmation. For example, the following positions had the wrong designation:

1. Deputy Secretary of Education which is incorrectly listed in Plum Book as PA when it is PAS (checked in Senate nominations data)
2. Deputy Secretary of Labor which is incorrectly listed in Plum Book as PA when it is PAS (checked in Senate nominations data)

¹² For details see Selin and Lewis 2018.

3. The Assistant Secretary of Transportation - Research and Special Programs Administration is incorrectly listed in Plum Book as PA when it is PAS (checked in Senate nominations data)
4. The Inspector General in CNCS is listed as PA but is PAS according to Senate nominations data and Hogue 2003
5. The Marine Mammal Commission members are listed as PA in Plum Book but as PAS according to Senate nominations data and Sourcebook of United States Executive Agencies.
6. One member of the National Labor Relations Board (Sarah Fox) is listed as PA even though her position is PAS.
7. The General Counsel of the National Labor Relations Board (Leonard Page) is listed as PA even though her position is PAS.

Hogue 2003 does not include individual listings for ambassadors or U.S. attorneys and marshals. So, this variable is always coded with a 0 for these cases.

Agcyname: This is the name for the agency name at the highest level of aggregation. So, for sub-components of larger departments, this includes the name of the department (e.g., DOJ is entered for the Federal Bureau of Investigation).

Orgname: This is the name of the sub-component of an agency if there is one. Within DOJ, for example, this would be Federal Bureau of Investigation for the Director the Federal Bureau of Investigation. For an agency without any sub-components, this is just the agency name (e.g., Administrative Conference of the United States is listed under both agcyname and orgname).

Office: This is the name of the third sub-level of an agency if there is one.

Title: Title of the Senate confirmed position.

Nameofincumbent: The name of the person filling the job at the time the Plum Book was put together in the fall of 2000. If a position was vacant, this cell includes the word vacant. For positions added from Hogue 2003, this cell is often empty unless it became clear in the process of searching for nominees on the Senate nominations website (congress.gov). The nominations website includes all previous nominations sent to the Senate for all positions and the terms for which they were appointed.

It should be noted that the presence of an incumbent does not imply that the position is not vacant. Most executive appointees will leave prior to Inauguration Day on January 20, 2001.¹³ Others, particularly board or commission members, will stay until a replacement is confirmed. The statutes regarding whether/how long board members can stay in their positions after their terms have expired varies by agency (Selin and Lewis 2018).

PartTime (0,1): This variable is coded with a 1 if the positions is a part time position and 0 otherwise. The source for this data was Hogue 2003 and pay plans indicating that a person was paid per diem (PD) or served without compensation (WC). Hogue 2003 includes a section for each committee that lists all part-time positions.

¹³ There will be a limited number of cases where someone in a fixed term position is listed as serving in term that extends into the new administration but they left between the publication of the Plum Book and the Inauguration. For example, Janice Lachance's term as Director of the Office of Personnel Management extended in to 2001 but she left on January 20, 2001.

Payplan: This variable includes letter codes that denote the pay system for the position listed. These include:

AD = Administratively Determined Rates
EX = Executive Schedule
FA = Foreign Service Chiefs of Mission
GS = General Schedule
OT = Other Pay Plan* (all those not listed separately)
PD = Daily Pay Rate* (per diem)
SL = Senior Level
WC = Without Compensation*

There are a number of agencies for which no pay plan is listed. Some are difficult to classify. For example, they might pay some nominal amount that is neither a real salary nor a per diem. Others are compensated according to the scheme of the larger organization if it is an organization that is a government corporation (e.g., Federal Agricultural Mortgage Corporation) or multilateral organization (e.g., European Bank for Reconstruction and Development).

Pay: This column includes a specified level or pay under each pay plan if one exists. If this cell is blank, the position does not have an established or fixed pay rate, rather it varies even for persons holding the same position.

Tenure: This is the terms or durations of positions in years. If there are no values in this column, there are no fixed terms. Values that occur in the data (with number of cases in parentheses) include:

2 Years (4)
3 Years (106)
4 Years (42)
5 Years (93)
6 Years (185)
7 Years (18)
8 Years (3)
9 Years (8)
10 Years (1)
14 Years (7)
15 Years (1)

United States Attorneys and United States Marshals are considered removable even though they are considered having 4-year terms. Similarly, the FBI director is appointed for a 10 year term but he is listed as removable in the dataset.

Expires: This is the expiration date for time-limited appointments. If this cell is blank, either there is no fixed term or the person serves in a position under an expired term.

Committee1: The name of the Senate Committee that considers nominations for this position. Some positions are referred to more than one committee. The details of such positions are included in Hogue 2003.

Committee2: The name of a second Senate Committee that considers nominations for this position. Some positions are referred to more than one committee. The details of such positions are included in Hogue 2003.

AGENCY STRUCTURAL CHARACTERISTICS

Eop (0,1): This variable is coded with a 1 if the agency is a component of the Executive Office of the President and 0 otherwise.

Cabinet (0,1): This variable is coded with a 1 if the position is part of an executive department 0 otherwise. This assumes 14 executive departments in the year 2000 – State, Treasury, Defense, Justice, Interior, Agriculture, Commerce, Labor, Health and Human Services, Housing and Urban Development, Transportation, Energy, Education, Veterans’ Affairs.

Indadmin (0,1): This variable is coded with a 1 if the position is a component of an independent administration and 0 otherwise. An independent administration is a federal agency that is part of the executive establishment but neither part of the EOP/Cabinet nor a commission. Some examples include the Environmental Protection Agency and the National Aeronautics and Space Administration. The source for this coding is Selin and Lewis 2018, Table 3 (p. 42).

One difficulty with coding these agencies is that some are run by one person but have a board also. It can be difficult to determine what is a board and what is an administration. Notably, the Broadcasting Board of Governors and the component parts of the National Foundation on the Arts and Humanities are coded as independent administrations, directed by single individuals but with boards attached. So, these agencies are coded as independent administrations but many of the Senate confirmed positions are to commissions that are part of these agencies.

Another difficulty is that some agencies treated as independent administrations such as the U.S. Agency for International Development are situated by law within executive departments (e.g., State Department). In this dataset USAID is coded as part of the cabinet.

Indcom (0,1): This variable is coded with a 1 if the position is part of an independent commission and 0 otherwise. Commissions that are not part of an executive department include agencies such as:

- Consumer Product Safety Commission
- Federal Reserve
- Federal Trade Commission
- National Labor Relations Board

Some agencies regularly treated as independent are situated by law within executive departments. Some examples include:

- Federal Energy Regulatory Commission (Energy)
- National Indian Gaming Commission (Interior)
- Pension Benefit Guaranty Corporation (Labor)
- Surface Transportation Board (Transportation)

These are coded as part of executive departments but they operate as independent of the executive departments.

Other (0,1): This variable is coded with a 1 if the position is a component of an entity that is not wholly part of the executive establishment and 0 if it is. This variable is coded with a 1 if the nominee is appointed to part of the District of Columbia government, Judicial Branch, Legislative Branch, a regional or international organization with shared governance, a non-profit, or an *independent* entity whose board is selected by other persons other than the president and 0 otherwise.¹⁴ Some agencies coded with a 1 include:

- Appalachian Regional Commission (others appoint leadership)
- Architect of the Capitol (Legislative)
- Asian Development Bank (others appoint leadership)
- African Development Bank (others appoint leadership)
- Court Services and Offender Supervision Agency for the District of Columbia (DC government)
- General Accounting Office (Legislative)
- Government Printing Office (Legislative)
- International Monetary Fund (others appoint leadership)
- Library of Congress (Legislative)
- United States Sentencing Commission (Judicial)

Legbranch (0,1): This variable is coded with a 1 if the position is a component of an entity in the legislative branch and 0 otherwise. Some examples include the Architect of the Capitol and the Librarian of Congress.

Judbranch (0,1): This variable is coded with a 1 if the position is a component of an entity in the judicial branch and 0 otherwise. The U.S. Sentencing Commission is a good example.

Sharedgov (0,1) This variable is coded with a 1 if the position is a component of an entity whose leadership is selected partly by the president and partly by another entity and 0 otherwise. For example, the President nominates Trustees for the Harry S Truman Scholarship Foundation but not all of them. Other trustees are selected by the President of the Senate and the Speaker of the House. Similarly, a board governs the Metropolitan Washington Airport Authority and the President nominates 3 out of 17 members.

If a board includes members designated by other presidentially appointed or executive branch officials and the president, this is still coded with a 0. This is only coded 1 if board members are selected by other governments, shareholders, or persons on the judicial or legislative branches.

Commission (0,1): This variable is coded with a 1 if the agency is a multi-member body and 0 otherwise.

POSITION CHARACTERISTICS

¹⁴ For example, if nominees to these positions are employees of the Department of State (e.g., special representatives to international organizations or ambassadors) they are coded with a 0. Persons named directly from the United States to an institution with shared governance (i.e., other entities also select organization leadership) they are coded with a 1.

This coding is based upon the title of *positions* rather than the agency or responsibilities of positions not reflected in titles. For example, some agencies deal specifically with management (e.g., Office of Personnel Management). This coding is specific to *positions* within agencies rather than across agencies. So, for example, while the Office of Management and Budget deals with various aspects of agency management, only positions specifically related to management inside the agency are coded with a 1 (e.g., the Deputy Director for Management). Other positions within the agency are not.

Chair (0,1): This variable is coded with a 1 if the position is the chair of a board or commission and 0 otherwise.

Notably, there are some persons called chairs but their roles extend beyond being the head of a board or commission. Some chairs are also CEOs. These include such positions in the National Endowment for the Arts and Humanities and Millennium Challenge Corporation.

IG (0,1): This variable is coded with a 1 if the position is an inspector general position and 0 otherwise.

Ambassador (0,1): This variable is coded with a 1 if the position is an ambassadorial position and 0 otherwise.

Concurrent (0,1): This variable is coded with a 1 if the position is an ambassadorial position but filled in a concurrent capacity and 0 otherwise. There are a number of ambassadorial positions where an ambassador confirmed to one position generally becomes ambassador to another country at the same time. For example, a recent nomination for Ambassador to Barbados reads:

Leandro Rizzuto, of New Jersey, to be Ambassador Extraordinary and Plenipotentiary of the United States of America to Barbados, and to serve concurrently and without additional compensation as Ambassador Extraordinary and Plenipotentiary of the United States of America to the Federation of Saint Kitts and Nevis, Saint Lucia, Antigua and Barbuda, the Commonwealth of Dominica, Grenada, and Saint Vincent and the Grenadines.

Among the ambassadorships that fall in this category are the following:

1. AMB to Barbados (concurrently accredited to Dominica, Grenada, Antigua, St Kitts, St Nevis)
2. AMB for Senegal (Guinea-Bissau after 1998)
3. AMB for Sri Lanka (Maldives)
4. AMB for Mauritius (Seychelles after 1996)
5. AMB for Italy (San Marino)
6. AMB for Spain (Andorra)
7. AMB for Fiji (Tuvalu, Tonga, Kiribati)
8. AMB for Madagascar (Comoros)
9. AMB for Switzerland (Liechtenstein)
10. AMB for Gabon (Sao Tome)
11. AMB for Papua New Guinea (Solomon Islands and Vanuatu)
12. AMB for New Zealand (Samoa)
13. AMB for France (Monaco)

All the positions listed in parentheses are coded with a 1 and 0 otherwise.

USMarshal (0,1): This variable is coded with a 1 if the position is United States Marshal position and 0 otherwise.

USAttorney (0,1): This variable is coded with a 1 if the position is a United States Attorney position and 0 otherwise.

Gcounsel (0,1): This variable is coded with a 1 if the position is a general counsel position and 0 otherwise. Positions with titles such as the following are coded with a 1:

- Chief Counsel
- General Counsel
- Legal Adviser to the Department of State
- Solicitor of Labor
- Solicitor

Management (0,1): This variable is coded with a 1 for positions specifically designated for management in their title and 0 otherwise. Positions with titles such as Assistant/Under Secretary for Management, Chief Executive Officer, and Chief Management Officer.

This variable does not include deputy positions (e.g., deputy secretary) or positions specifically related to personnel, finances or acquisition (e.g. Chief Financial Officer, Assistant Secretary for Acquisition). These latter positions are coded separately and can be combined to create a larger variable for positions specifically related to management. Some positions can be coded 1 for both management and another category (e.g., finance, human capital) such as Chief Financial Officer and Assistant Secretary for Administration.

This coding is based upon the title of *positions* rather than the agency or responsibilities of positions not reflected in titles. Some agencies deal specifically with management (e.g., Office of Personnel Management). This coding is specific to positions within agencies rather than across agencies. So, for example, while the Office of Management and Budget deals with various aspects of agency management, only positions specifically related to management inside the agency are coded with a 1 (e.g., the Deputy Director for Management). Other positions within the agency are not.

Finance (0,1): This variable is coded with a 1 if the position deals with agency finances, budgets, or spending and 0 otherwise. Positions with titles such as the following are coded with a 1:

- Assistant Secretary—Policy Management and Budget
- Chief Financial Officer
- Comptroller
- Controller
- Deputy Secretary of State for Management and Resources

The Chief Financial Officers Act of 1990 details CFOs in 25 different departments or agencies. Of these 25 positions, 17 may be filled through presidential nomination and Senate confirmation. The law allows, however, that the president may designate other Senate-confirmed appointees to fill this role -- in addition to the position to which they were already confirmed. For example, an Assistant Secretary for Management might also serve as CFO.

These data do not include all 17 possible Senate-confirmed CFO positions as distinct positions since this make determining their vacancy status and the date of nomination difficult. Rather, using the Plum Book as the guide, if the CFO job is listed separately as a PAS position within the agency, it is

treated it as such in this data. This implies that the data may not properly identify all CFO positions in government.

This coding is based upon the title of *positions* rather than the agency or responsibilities of positions not reflected in titles. Some agencies deal specifically with budgets (e.g., Office of Management and Budget). The coding of this variable is specific to positions within agencies rather than across agencies. So, for example, while the Office of Management and Budget deals with various aspects of agency budgets and finances, only positions specifically related to management inside the agency are coded with a 1 (e.g., the Controller). Other positions within the agency are not.

HumanCapital (0,1): This variable is coded with a 1 if the position deals with personnel or human capital and 0 otherwise. Positions with titles such as the following are coded with a 1:

Office Of The Under Secretary Of Defense (Personnel & Readiness)
Assistant Secretary For Human Resources And Administration
Office Assistant Secretary Of The Army (Manpower & Reserve Affairs)

This coding is based upon the title of *positions* rather than the agency or responsibilities of positions not reflected in titles. Some agencies deal specifically with personnel (e.g., Office of Personnel Management). This coding is specific to positions within agencies rather than across agencies. Only positions specifically related to management *inside* an agency are coded with a 1. Other positions within the agency are not.

Acquisition (0,1): This variable is coded with a 1 if the position – not agency -- deals with agency procurement and 0 otherwise. Positions with titles such as the following are coded with a 1:

Administrator Office of Federal Procurement Policy
Assistant Secretary of the Air Force (Acquisition, Technology, Logistics)
Assistant Secretary of the Army (Acquisition, Logistics and Technology)
Assistant Secretary of the Navy (Research Development and Acquisition)
Assistant Secretary of Defense (Acquisition)
Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics)
Under Secretary of Defense (Acquisition, Technology, and Logistics)

This coding is based upon the title of *positions* rather than the agency or responsibilities of positions not reflected in titles. Some agencies deal specifically with procurement (e.g., General Services Administration). This coding is specific to positions within agencies rather than across agencies. So, for example, while the Office of Management and Budget deals with various aspects of agency management, only positions specifically related to procurement inside the agency are coded with a 1 (e.g., the Office of Federal Procurement Policy). Other positions within the agency are not.

Congress (0,1): This variable is coded with a 1 if the position deals with legislative affairs and 0 otherwise. Positions with titles such as the following are coded with a 1:

Assistant Administrator for Legislative and Public Affairs
Assistant Secretary for Congressional Relations
Assistant Secretary for Legislative and Intergovernmental Affairs

PublicAffairs (0,1): This variable is coded with a 1 if the position deals with public affairs or communications and 0 otherwise. Positions with titles such as the following are coded with a 1:

Assistant Secretary for Communications and Information
Assistant Secretary, Office of Communications and Outreach
Assistant Administrator for Legislative and Public Affairs

Policy (0,1): This variable is coded with a 1 if the position deals with policy and 0 otherwise. Positions with titles such as the following are coded with a 1:

Assistant Secretary for Planning, Evaluation, and Policy Development
Assistant Secretary for Policy Development and Research
Assistant Secretary - Policy Management and Budget
Principal Deputy Under Secretary of Defense for Policy

This variable only codes with a 1 positions that cover department-wide policy. So, it includes and Assistant Secretary for Transportation Policy but not an Assistant Secretary for Tax Policy or Disability Employment Policy. This is obviously relative to the unit of analysis but few sub-components have specific appointed positions for policy.

CEO (0,1): This variable is coded with a 1 if the position title includes a CEO title and 0 otherwise. Some examples include Chief Executive Officer of the Corporation for National and Community Service and the Chairman and CEO of the Chemical Safety and Hazard Investigation Board.

Programeval (0,1): This variable is coded with a 1 if the position title includes the word evaluation related to programs and 0 otherwise. Some examples include the Assistant Secretary of Health and Human Services for Planning and Evaluation.

Planning (0,1): This variable is coded with a 1 if the position title includes the word planning and 0 otherwise. Some examples include the Assistant Secretary of Health and Human Services for Planning and Evaluation, the Director of the Policy Planning Staff in the State Department, and the Assistant Secretary for Policy and Planning in the Department of Veterans Affairs.

Information (0,1): This variable is coded with a 1 if the position title indicates that the position involves information technology and 0 otherwise. Some examples include the Assistant Secretary for Information and Technology in the Department of Veterans Affairs.

POLITICAL CHARACTERISTICS

Deppriority (0,1): This variable is coded with a 1 if the department-level agency unit is responsible for carrying out a policy mentioned in President Bush's first televised speech to Congress.¹⁵ I coded all agencies that are responsible for a policy or issue raised in the speech with a 1 and all other agencies with a 0. For instance, President Bush states that "I've asked federal agencies to work with California officials to help speed construction of new energy sources, and I have direct Vice President Cheney, Commerce Secretary Evans, Energy Secretary Abraham and other senior members in my

¹⁵ Source: Bush, George. 2001. "Address of the President to the Joint Session of Congress," February 27, 2001 (<https://georgewbush-whitehouse.archives.gov/news/releases/2001/02/text/20010228.html>, accessed June 17, 2020).

administration to develop a national energy policy.” This means that the Department of Energy, the Department of Commerce and the Department of the Interior are coded with a 1. More refined coding is included in **Bpriority** below. A comprehensive list of issues and their related agencies is included in Appendix A.

Bpriority (0,1): This variable is coded with a 1 if this subcomponent of a larger agency is specifically responsible for carrying out an item President Bush’s first televised speech to Congress. For example, President Bush references the need for new sources of energy in his speech. Energy Efficiency and Renewable Energy is coded with a 1 for this policy area and other subcomponents of Energy are coded with a 0. A list of issues and their related agencies is included in Appendix A. Positions in agencies with no subcomponents are coded with a 0.

This variable can be useful in specifications with department-level fixed effects to see if priority areas get filled first.

Year: The year of the Plum Book.

Location: Location of the position.

NOMINATIONS DATA

Vacant (0,1): This variable is coded with a 1 if the position is available for presidential appointment and 0 otherwise. Either the position is listed as vacant in the Plum Book or an incumbent is listed but they can be replaced after a successful nomination and confirmation. Of the 1,332 positions, 1,146 were available for presidential appointment.

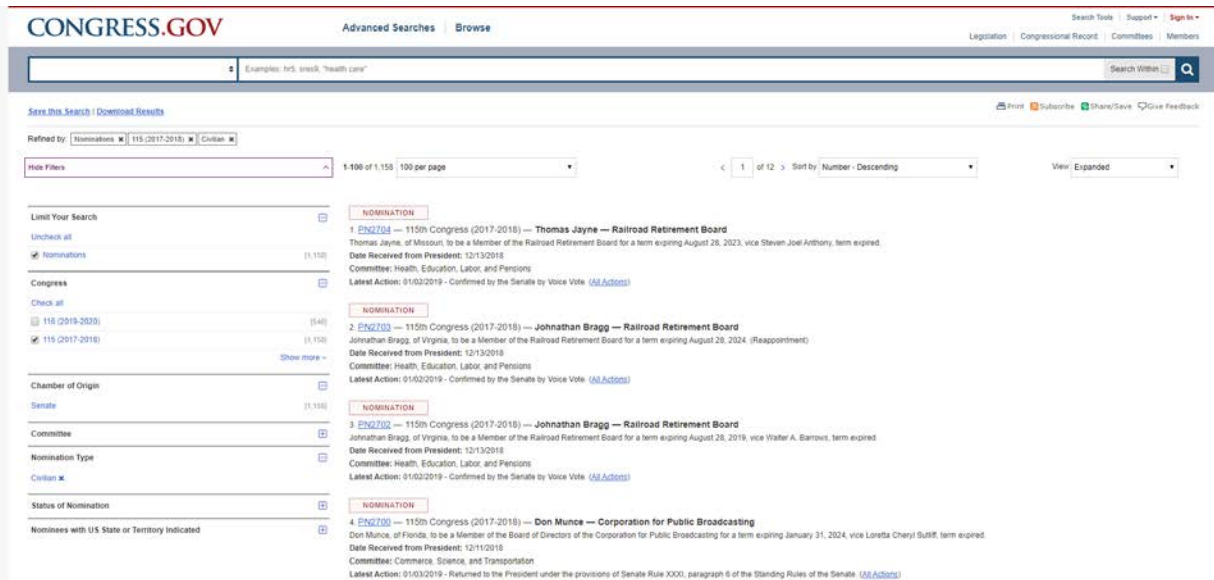
For commissions, the statutes governing many of these agencies allow members to continue serving even after their terms have expired, often until a replacement has been confirmed. Persons serving after expired terms are coded with a 1 since these positions are available for appointment. In the dataset, the variable **Nameofincumbent** includes the word “vacant” in cases where a position has no Senate confirmed person serving in that role. In cases where a Senate confirmed appointee serves after their term has expired, their name is listed. In these cases, where the position has a fixed term, the variable **Expires** is often blank where it includes a value for other commission members.

A significant number of positions have terms that expire shortly after inauguration. This positions are coded as not vacant.

U.S. attorneys and U.S. marshals are appointed for 4-year terms but the law provides that they “are subject to the removal by the President.” (28 U.S. Code sec. 541; 28 U.S. Code sec. 561) They are not considered to have fixed terms in this data since they serve at the pleasure of the president. Similarly, ambassadors serve at the pleasure of the president even though terms are often informally 3 years.

Senate Nomination Data

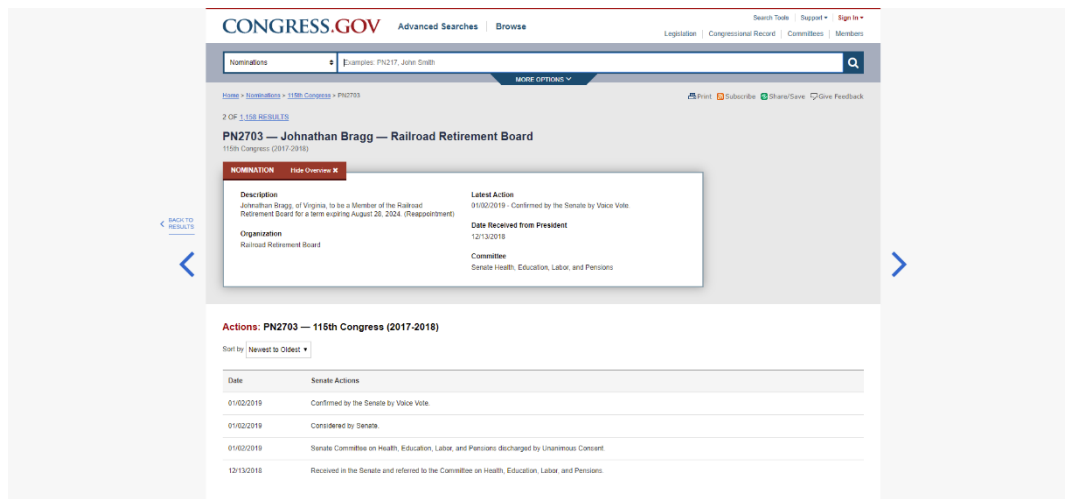
The nominations page from Congress.gov looked like the following and is the source of all variables related to nominations.



From this page a person can download information on nomination number, unique web page url for each nomination, Congress, name of nominee, organization, description of nomination (e.g., Jane Smith to be Assistant Secretary of Defense, vice Joe Smith, resigned), date received from President, committee, latest action date, latest action (e.g., confirmed by the Senate by voice vote, Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate).

Nomination: This is a unique nomination identifier on congress.gov.

URL: This is the web address that details the history of this specific nomination. An example of such a page is:



Congress2: This the number of the Congress that considered this nomination. In this dataset this column includes only two values, 107th Congress (2001-2003) and the 108th Congress (2003-2005).

Name: This is the name of the person nominated by the president for the vacant position.

Organization: This is the name of the organization to which the person has been nominated. These include positions in the legislative (e.g., Government Accountability Office), executive (e.g., Department of Agriculture), and judicial branches (e.g., U.S. Sentencing Commission) as well as positions in DC Government (e.g., Court Services and Offender Supervision Agency for the District of Columbia), regional (e.g., Appalachian Regional Commission), multilateral (e.g., Northern Border Regional Commission), and international organizations (e.g., Asian Development Bank).

Description: This is the information about the person, the position to which they have been nominated, whether they are replacing someone, and whether position holds a fixed term and when it expires.

Date Received: This is the date the Senate received the formal nomination from the President.

Committee: This is the Senate committee to which the nomination was referred. For a comprehensive listing of positions by committee see Davis and Greene 2017.

Latest Action Date: The most recent date on which an action on this nomination was taken.

Latest Action: The most recent action taken by the Senate on this nomination. The primary categories include:

1. Confirmed by the Senate by Yea-Nay Vote [tally of vote]. Record Vote Number: [number of vote].
2. Confirmed by the Senate by Yea-Nay Vote [tally of the vote]
3. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

Nomination (0,1): This variable is coded with a 1 if the President nominated a person to fill this position between January 20, 2001 and January 20, 2003 and 0 otherwise.

Days: This is a count of the number of days between inauguration and the day the Senate received the nomination. Positions receiving no nomination prior to January 20, 2003 are coded with 730.

Inauguration: The date the President assumed office. In the 2000 dataset this value does not change: January 20, 2001.

NOTES ON USE

When combining the 2000, 2008 and 2016 data scholars must fully understand the data and must determine what to do with a few classes of appointments:

Nominations: This dataset is comprised of a list of all permanent positions requiring presidential nomination and Senate confirmation as of January 20th of a new president's term. It then matches positions with the *first* nomination to those positions. It does not track whether the nomination was successful or any subsequent nominations. It does not track nominations to positions that became vacant during this period.

Concurrent appointments: In some cases persons fill more than one role by virtue of their confirmation to another role. The Secretary of the Treasury is customarily a member of several boards. Ambassadors to some countries, assume the role of ambassador in other small and close countries (e.g., the Ambassador to France is customarily Ambassador to Monaco at the same time). In some cases, the president could name a different individual to a position traditionally held by another appointee. For example, the president could nominate an ambassador to Monaco separate from their nomination to France. In other cases, the additional responsibility is part of the job (e.g., the Secretary of the Treasury's role in different multilateral banks). In this dataset and related datasets concurrent positions have been excluded with one exception. In the 2016 and 2008 datasets, concurrent ambassadorial appointments have been included while excluded in 2000. In 2000, the Plum Book does not list the concurrent ambassadorships while in 2008 and 2016 it does. Scholars wishing to count appointed positions or compare across time must make a decision about how to treat these concurrent positions.

Temporary Positions: The president has authority to create and name ambassadors with significant discretion. Each president names a number of temporary appointees to do different tasks such as negotiate a treaty on fissile material or attend the U.N. General Assembly. Scholars wishing to count appointed positions or compare across time must make a decision about how to treat these temporary appointments. They are excluded in the 2000, 2008, and 2016 datasets but the codebooks for each include details of those appointments.

Structure: There are some agencies that are hard to classify in terms of independence. Agencies treated as independent such as USAID or FERC are technically part of large executive departments even though the law calls them independent (see Selin and Lewis 2018). Scholars need to determine how they want to code “independent agencies” for the purposes of their analysis.

References

Davis, Christopher M., and Michael Greene. 2017. *Presidential Appointee Positions Requiring Senate Confirmation and Committees Handling Nominations*. CRS Report RL30959, May 3, 2017 (<https://fas.org/sgp/crs/misc/RL30959.pdf>, accessed December 16, 2019).

Hogue, Henry B. 2003. *Presidential Appointee Positions Requiring Senate Confirmation and Committees Handling Nominations*. CRS Report RL30959, October 27, 2003 (https://www.everycrsreport.com/files/20031027_RL30959_dfd4157bf54c3547fc8a715c2b4854e44f75bf4f.pdf, accessed May 23, 2020).

Selin, Jennifer L., and David E. Lewis. 2018. *Sourcebook of United States Executive Agencies*, rev. ed. Report for the Administrative Conference of the United States (<https://www.acus.gov/publication/sourcebook-united-states-executive-agencies-second-edition>, accessed December 16, 2019).

Versions

On June 15, 2020 I made a series of changes related to coding of management positions. These emerged from trying to reconcile the three versions of the dataset (2000, 2008, 2016) and code appropriately for relevant management positions. Here are the changes made on this date from the May 27, 2020 version:

1. I created four new variables, those for Chief Executive Officer (CEO), program evaluation, planning, and information (IT).
2. I changed all CEO coding so that it was now 0 for management and 1 for the new CEO variable. This applied to positions in the Chemical Safety and Hazard Inspection Board, the Corporation for National and Community Service, and the Overseas Private Investment Corporation.
3. In the earlier version the Chief Financial Officer and Assistant Secretary of Management in the Department of Commerce was coded with a 0 for management. This was changed.
4. In the earlier version the Assistant Secretary (Financial Management and Comptroller)—Air Force was not coded 1 for financial management. This was changed.
5. In the earlier version the Assistant Secretary for Transportation Policy was not coded 1 for policy. This was changed.
6. In the earlier version the HHS Assistant Secretary for Planning & Evaluation was coded 1 for management. This was changed.

On June 17, 2020 I changed the last day a nomination could be made to January 7, 2020, the start of the next congress. The maximum number of days is 717 instead of 713 or 730. I also changed the coding of the National Security Education Board (NSEB) to be part of DOD since it is created by the Secretary of Defense. I changed the coding for dep, for cabinet, and for indcom.

I made two other changes:

1. In the earlier version I had coded positions in commissions with other offices in them, like the Office of General Counsel in the NLRB as not commissions. I changed this. Now the consistent rule is that all positions in commissions outside the executive departments are coded with a 1 for commission. All positions inside executive departments that are commissions are also coded with a 1.
2. I also cleaned up some coding related to what was an independent commission and what was an independent administration. For guidance I relied on Selin and Lewis 2018 and who is listed as agency head. I made consistent that the coding of all shared governance agencies outside an executive department are coded as “Other” rather than an independent commission.

On July 7, 2020 I added all nominations between the end of the 107th Congress and January 20th of 2003. I also changed the maximum number of days to be 730 days, or two full calendar years.

Appendix A. Coding of Agency Priority, Bush Administration, 2001

Policy Issue	Agency--Department Level	Agency--Bureau Level
Increased spending Social Security	Social Security Administration; Social Security Advisory Board	
Increased spending on Medicare	Department of Health and Human Services	Health Care Financing Administration (HHS)
Fiscal responsibility and debt	Office of Management and Budget	Office of Management and Budget
Education for K-12; No Child Left Behind; Vouchers and charter schools	Department of Education	Elementary and Secondary Education (DOED)
Medicare prescription drug benefit	Department of Health and Human Services	Health Care Financing Administration (HHS)
Health insurance tax credits	Department of the Treasury	Internal Revenue Service (TREAS); Assistant Secretary for Tax Policy (TREAS)
Community health care for low income communities	Department of Health and Human Services	Health Care Financing Administration (HHS); Administration for Children and Families (HHS); Health Resources and Services Administration (HHS); Substance Abuse and Mental Health Services Administration (HHS)
Patient's bill of rights	Department of Health and Human Services	Health Care Financing Administration (HHS)
Tort reform—medical malpractice	Department of Health and Human Services	Health Resources and Services Administration (HHS)
NIH funding	Department of Health and Human Services	National Institutes of Health (HHS)
New Freedom Initiative (Americans with disabilities) ¹⁶	Corporation for National and Community Service; Federal Communications Commission; General Services Administration; National Council on Disability; National Endowment for the Arts; Office of Personnel Management;	Federal Transit Administration (DOT); Office of Disability Employment Policy (DOL); Administration for Community Living (HHS; predecessor); Civil Rights Division; Elementary and Secondary Education (DOED); Office of Civil Rights

¹⁶ Based upon information from 2007 highlights and report of program (<https://georgewbush-whitehouse.archives.gov/infocus/newfreedom/newfreedom-report-2007-Acronyms.html>, accessed May 26, 2020).

	Small Business Administration; Social Security Administration; Departments of Agriculture, Commerce, Defense, Education, Health and Human Services, Housing and Urban Development, Interior, Justice, Labor, Transportation, Treasury, Veterans Affairs; Equal Employment Opportunity Commission; Federal Emergency Management Agency	(DOED); Fair Housing (HUD); Health Care Financing Administration (HHS)
Military pay and benefits	Department of Defense	Personnel and Readiness (DOD); Health (DOD)
Veterans health care	Department of Veterans Affairs	Veterans Health Administration (VHA)
Veterans benefits	Department of Veterans Affairs	Veterans Benefits Administration (VBA)
Land and Water Conservation Fund	Department of Interior; Department of Agriculture	National Park Service (DOI); Bureau of Land Management (DOI); U.S. Fish and Wildlife Service (DOI); Under Secretary for Natural Resources & Environment, U.S. Forest Service (USDA)
National Park Service funding	Department of Interior	National Park Service (DOI)
Tax cuts for charitable deductions	Department of the Treasury; Council of Economic Advisers	Internal Revenue Service (TREAS); Assistant Secretary for Tax Policy (TREAS)
Federal compassion capital fund	Department of Health and Human Services	Administration for Children and Families (HHS)
Racial profiling	Department of Justice	Civil Rights Division (DOJ)
Tax cuts/reform	Department of the Treasury, Council of Economic Advisers	Internal Revenue Service (TREAS); Assistant Secretary for Tax Policy (TREAS)
Military review and reform	Department of Defense	Under Secretary of Defense (Policy)
Trade promotion authority	Office of the United States Trade Representative; Department of Commerce	
Energy independence; New energy sources	Department of Energy; Department of Interior; Department of Commerce	Energy Efficiency and Renewable Energy (DOE); Office of Fossil Energy (DOE); Office of Surface Mining and Enforcement

		(INT); Bureau of Land Management (INT); Land and Minerals Management (INT)
Reform Medicare	Department of Health and Human Services; Department of the Treasury; Office of Management and Budget	Health Care Financing Administration (HHS)
Effective Missile Defense	Department of Defense	Missile Defense Agency (DOD)
Protect Against Threats of 21 st Century	Central Intelligence Agency; Department of Defense; Department of Energy; State Department	Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs (DOD); National Security Agency (DOD); National Nuclear Security Administration (DOE); Bureau of Intelligence (STAT); Bureau of Nonproliferation (STAT); Bureau of Verification and Compliance (STAT); Under Secretary For Arms Control And International Security Affairs (STAT); Office of the Ambassador-at-Large for Counter Terrorism (STAT);
Reform Social Security	Social Security Administration; Department of the Treasury; Office of Management and Budget	