their respective viewpoints, Clay Johnson and presidency scholar G. Calvin Mackenzie explain the presidential appointments process in the Bush Administration. Terry Sullivan relays the difficulties presidential appointees face as they fill out the myriad forms associated with the appointment and confirmation process.

Establishing a White House organizational structure and appointing people to fill its top spots in the first month following the election generally provides a president with a strong start. I discuss the types of knowledge represented in the Bush White House and why the combination of senior officials' experiences has filled important gaps for the new president. By having a team in place with a policy plan in their hands, the new administration was able to get a quick start on its agenda. George Edwards explains the advantages such a start gave them in handling their policy agenda and then discusses the challenges they face with domestic initiatives more conservative than those supported by the voting population. Norman Ornstein reviews the relationship with the Congress, where the new president soon faced a Senate with an altered political balance.

The professionals participating in this symposium were involved in the 2000 transition and applied their knowledge and skills to help the new administration to a good start. Together our work made a difference to the smooth flow of the transition, to the appointment process, and to the future of both. The projects represent an important instance when the world of scholarship and the arena of presidential politics came together to make a difference in the quality of the start of the administration.

The order of our discussion of the presidential transition is: first, descriptions of the three Pew Charitable Trusts-sponsored projects that political scientists took part in; second, analysis and assessments of the effectiveness of the Bush transition in the areas discussed above; and, finally, the observations of a senior White House official who organized the early transition effort for President Bush, and who is currently responsible for recruiting men and women for positions in the administration.

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Notes

1. David Gergen, interview by Martha Joynt Kumar, White House Interview Program, 24 June 1997.

The White House 2001 Project

Martha Joynt Kumar and Terry Sullivan

The White House 2001 Project includes two programs designed to ease the entry into office of new administration members. The two are the White House Interview Program (WHIP) and *Nomination Forms Online* (*NFO*). WHIP provided information to transition staff and incoming White House personnel describing presidential transitions; the political environment of the White House, its organization, and the pressures associated with work life there; and the function of seven offices associated with a successful start for an administration. *NFO* is a software program and a series of project essays illuminating the inquiry process associated with appointment to executive branch positions. The software is designed to bring together in one place all of the questions appointees must fill out in order to be considered for their posts. With all the questions in one software program, nominees for office can work simultaneously on the four executive branch forms and supplements, as well as the relevant Senate committee questionnaire a nominee would need to complete if the post requires Senate confirmation. In addition to the software, Terry Sullivan, the associate director of the White House 2001 Project who developed and managed *NFO*, wrote four essays on the nature of the inquiry process.

The three-year program was funded by The Pew Charitable Trusts with additional support provided by a variety of institutions contributing to one or more aspects of the two programs. A board of presidential scholars guided the project.

The supporting institutions include the James A. Baker III Institute for Public Policy at Rice University, the James MacGregor Burns Academy of Leadership at the University of Maryland, the University of North Carolina at Chapel Hill, Towson University, and the Joan Shorenstein Center on the Press, Politics and Public Policy at the Kennedy School of Government, Harvard University. In addition to the support received from multiple institutions, the project worked on program development in collaboration with the American Enterprise Institute, the Brookings Institution, the James A. Baker III Institute, the Presidency Research Group of the American Political Science Association, the Office of Government Ethics, the National Archives, and the Office of Presidential Libraries.

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