William J. Clinton
Presidential History Project

Briefing Materials

Marcia Hale

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Prepared by Jessica Steiner, Research Assistant
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Marcia Hale News Timeline
Prepared by Jessica M. Steiner
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1988
Marcia Hale is a campaign aide for Governor Michael S. Dukakis’ (D-MA) presidential campaign. (The Washington Post, 01/07/1993)

1992
April
Mickey Kantor, Chairman of Governor Bill Clinton’s (D-AR) presidential campaign, invites Hale, political strategist Paul Tully, and Washington attorney Thomas Donilon to strategy sessions that aim to lock in Clinton’s nomination as the Democratic Party’s presidential candidate. (The Wall Street Journal, 04/13/1992)

October
Hale serves as Political Director for the Democratic Congressional Campaign Committee. Hale estimates the Democrats may lose 20 to 25 congressional seats in the upcoming November elections. (The Christian Science Monitor, 10/30/1992)

November
On the 2nd, Clinton is elected President of the United States. The Democratic Party also maintains majority control of Congress. (The Washington Post, 11/04/1992)

1993
January
Sources within the Clinton transition team report that Hale will be made Assistant to the President for Scheduling and Advance. Clinton indicates his intention to insure that the makeup of his Administration will “look like America.” To this end, Hale, along with Dee Dee Myers and Carol Rasco, are three women likely to receive staff appointments. (The Washington Post, 01/07/1993; USA Today, 01/11/1993)

A week before Inauguration Day, Clinton announces a number of his White House staff appointments. Hale is named Assistant to the President and Director of Scheduling and Advance. (The Wall Street Journal Europe, 01/14/1993; The Washington Post, 01/15/1993)

February
The New York Times reports that Hale, Director of Communications George Stephanopoulos, Director of Presidential Personnel Bruce Lindsey, and Chief of Staff Thomas F. “Mack” McLarty meet with the President daily to review the day’s schedule. (The New York Times, 02/14/1993)

March
Following his State of the Union address on the 17th, Clinton embarks on a two-day tour of small American communities. Hale recommends a stop in New York
at the home of Senate Finance Committee Chairman Daniel Patrick Moynihan (D-NY). Moynihan is a vocal critic of the Administration’s health care plan. *(The Washington Post, 03/07/1993)*

Clinton accepts Hale’s suggestion to invite supporters of the President’s economic plan to the White House the day after winning a critical House vote on the Administration’s $16 billion stimulus plan. *(The Wall Street Journal Europe, 03/29/1993)*

**May**

The Office of Scheduling and Advance administers a time-management study of Clinton’s first 100 days in office. The study indicates he spent 25 percent of his time on foreign policy, particularly Russia and Bosnia, and 40 percent of his time on health care and economic issues. The analysis includes only scheduled business-hour time. *(The Washington Post, 05/14/1993; Reuters, 05/14/1993)*

**July**

Clinton attends the Group of Seven (G-7) economic meeting in Tokyo, Japan. The White House staff attempts to use the summit as an opportunity to show Americans that the President has the stature to serve as a world leader. Hale, Stephanopoulos, Deputy Chief of Staff Mark Gearan, Deputy Director for Planning David Dreyer, and Assistant Secretary of State for Public Affairs Thomas Donilon gather daily in Gearan’s office to run through “what-if” scenarios and sketch out a strategy for selling the summit as a success. *(The Washington Post, 07/10/1993)*

The media reports that among Hale’s many duties in the Administration, she is responsible for keeping a list of the politicians who ask to jog with the President or those he wants to join him. Also, the Office of Legislative Affairs often suggests names of lawmakers who might like to be asked to jog with the President. Hale states that after a jog, the President “usually brings them back for a tour of the Oval Office before they leave.” *(The New York Times, 07/23/1993)*

**August**

On the 7th, Clinton announces that Hale will succeed Regina Montoya as Assistant to the President for Intergovernmental Affairs. Clinton says, “I look forward to Marcia’s trusted counsel, analysis and judgment in this new and exciting endeavor.” He praises Hale for “her background in state government and experience in consensus building,” and recognizes she will be “a forceful advocate for local and state interests.” *(The Atlanta Journal-Constitution, 08/10/1993; The Washington Post, 09/03/1993)*

Clinton and Vice President Al Gore attend the National Governors Association (NGA) summer meeting in Tulsa, Oklahoma. Gore asks the group to help the Administration “change the way government works.” The Administration seeks to give the governors more input in developing the way the federal government affects the states. Harold Ickes, New York labor lawyer and an active advocate for Puerto Rican interests, meets with Hale and the Governor of Puerto Rico,
Pedro Rosello, at the Tulsa meeting. They discuss a variety of governmental issues affecting Puerto Rico. (The Washington Post, 08/15/1993; The Asian Wall Street Journal, 09/22/1993)

October

On the 18th, the White House announces appointments for the Advisory Commission on Intergovernmental Relations (ACIR). The Commissioners are Hale; former Governor William F. Winter (D-MS); EPA Administrator Carol Browner; Governor Howard Dean (D-VT); Arthur Hamilton, Democratic Minority Leader of the Arizona House of Representatives; Governor Michael Leavitt (R-UT); Governor Bob Miller (R-NV); Gloria Molina, Democratic member of the Los Angeles County Board of Supervisors; Secretary of Education Richard Riley; and John Stroger, Democratic Commissioner of Cook County, IL and former President of the National Association of Counties. (“Appointment for the Advisory Commission on Intergovernmental Relations,” Public Papers of the President: William J. Clinton, 1993, 10/18/1993)

The White House releases Executive Order 12875, “Enhancing the Intergovernmental Partnership,” on the 26th. With this order, the President seeks to reduce federal unfunded mandates and to give state and local governments greater flexibility. (“Executive Order 12875: Enhancing the Intergovernmental Partnership,” Federal Register, 10/28/1993)

Local governments around the nation hold National Unfunded Mandates Day (NUM) on the 27th. A coalition of state and local officials, led by the United States Conference of Mayors, calls upon President Clinton and Congress to reduce the burden of unfunded mandates. In an apparent attempt to preempt the campaign against federally mandated programs, the President meets with a group of mayors to sign a new executive order directing federal officials to consult with local officials before issuing unfunded mandates. (The Atlanta Journal-Constitution, 10/21/1993; The Washington Post, 10/24/1993, 10/27/1993)

December

In a statement to the ACIR, Clinton argues that the productivity of federal, state and local governments will increase by employing greater “discipline” and by “shift[ing] federal spending to more investment and relatively less consumption, making it more forward-thinking.” To achieve this end, the President states that it is necessary to issue block grants to state and local governments so they may “fashion” the use of federal money in the manner best suited to benefit the people at these levels. (“Remarks to the Advisory Commission on Intergovernmental Relations,” Public Papers of the President: William J. Clinton, 1993, 12/01/1993)

1994

January

Federal officials gather for a one-day conference to discuss the state of intergovernmental relations and ways to improve the relationship between the
federal government and state and local governments. The primary policy focus of this meeting is environmental mandates and welfare reform. (Governing Magazine, 01/1994; The Christian Science Monitor, 01/18/1994)

On the 28th, Clinton attends the National Conference of Mayors, where he reaffirms the Administration’s commitment to being tough on crime. (“Remarks to a National Conference of Mayors,” Public Papers of the President: William J. Clinton, 1994, 01/28/1994)

At the winter conference of the National Governors Association (NGA), the Chairman, Governor Carroll A. Campbell Jr. (R-SC), argues that the Administration’s health care plan is too ambitious and bureaucratic. He acknowledges that there may be a crisis for those who are without insurance, but does “not agree that there is a crisis in the entire system.” Governor John R. McKernan Jr. (R-ME), Chairman of the Republican Governors Association, offers the position of the Republican governors. He states, “We are not for big government; we are not for price controls; we are not for mandates. The President is.” Nevertheless, the President and the governors find some common ground on the issue of crime. The President supports a federal “three strikes and you’re out” law, a policy initiative also backed by Governor Pete Wilson (R-CA), Governor Jim Edgar (R-IL) and others. (The Washington Post, 01/30/1994)

February

On the 1st, Clinton addresses the nation’s governors at the close of the NGA winter meeting. He repeats his State of the Union pledge to move forward on health care and welfare reform. (“Remarks to the National Governors Association,” Public Papers of the President: William J. Clinton, 1994, 02/01/1994)

May

The Administration considers a gambling tax to fund parts of Clinton’s welfare plan. Governor Bob Mill (D-NV) meets with the Nevada congressional delegation and casino-hired lobbyists to formulate a strategy that will head-off the idea of a gambling tax. In response, Clinton places a call to Governor Mill to assure him the Administration will abandon the tax. Without this revenue, Clinton scales back the size of his welfare program. According to Hale, Clinton “ultimately made the decision because he did not want a tax proposal of any kind.” (The New York Times, 05/08/1994)

On the 10th, Washington, D.C. Mayor Sharon Pratt Kelly and a group of local business leaders meet with Administration officials to discuss the city’s uncertain fiscal state. The meeting precedes Congress’ annual hearing on the District’s $3.4 billion budget and helps to bring the District’s fiscal conditions to the attention of the President and his senior economic advisers. Hale, Office of Management and Budget (OMB) Deputy Director Alice M. Rivlin, National Economic Council Director Robert E. Rubin, and Director of Political Affairs Joan Baggett are present at the meeting. (The Washington Post, 05/11/1994)
June

The U.S. Conference of Mayors (USCM) names Victor Ashe, Mayor of Knoxville, Tennessee, as its next President. In the past, Hale worked with Ashe on the issue of unfunded federal mandates. She states, “[Victor] is always one of the first mayors I call for advice or to get a temperature reading on a particular issue. . . . Unfortunately, this is a time when there is very little federal money to help cities.” She continues, “There needs to be some creative ideas put forth.” (American City & County, 06/01/1994)

Hale and other Administration officials meet with Mayor Anthony M. Masiello of Buffalo, New York and local congressional members. In the meeting, Masiello states his support for the President’s crime bill, but argues Congress should stop the Administration’s attempt to cut home energy assistance and aid for public housing. Instead, Mariello tells Administration officials the federal government should supply Buffalo with $138 million in aid to improve housing and quality of life along with funds to fight crime. Hale states that the Buffalo contingent “made a very good impression,” but that funding decisions will be made by individual federal departments. (Buffalo News, 06/25/1994)

July

At NGA’s summer meeting on the 19th, Clinton tells the nation’s governors that he is willing to drop the requirement that employers buy health insurance for their workers if the final form of a health care bill leads to universal coverage for all Americans. Also on the President’s agenda is crime control. He criticizes the Republican leadership for opposing high spending for prevention. He states, “[The crime bill] provides more money for prisons, but it also provides billions for prevention.” (“Remarks and Question and Answer at the National Governors Association in Boston, Massachusetts,” Public Papers of the President: William J. Clinton, 1994, 07/19/1994; The Washington Post, 07/20/1994)

September

Chief of Staff Leon Panetta attempts to streamline the White House staff, an effort that began following his appointment in June. It is reported that Hale’s position as Assistant to the President and Director of Intergovernmental Affairs will change to Deputy Assistant to the President and Director of Intergovernmental Affairs. (The New York Times, 09/22/1994)

November

Reports circulate that the U.S. Conference of Mayors believes that the new Republican Congress will make state and local governments their top priority and supply immediate relief from unfunded mandates. One part of the Republicans’ “Contract with America” is unfunded mandate reform. (The Washington Post, 11/16/1994)

1995

January

The Clinton Administration establishes the new Inter-Agency Working Group on Puerto Rico based in Washington, D.C. Hale is Co-Chair of the group. The President hopes the group will put together a plan to improve Puerto Rico’s economy and create more jobs. (Caribbean Update, 01/01/1995)
The President, members of Congress and state governors meet in Washington, D.C. to discuss the direction of welfare reform. At the conclusion of the meeting they agree on the common goals of welfare reform, but disagree on the degree of freedom states should have to design their own welfare programs. The major source of controversy centers on the future of Aid to Families with Dependent Children (AFDC) and whether it should remain an entitlement program. (The New York Times, 01/28/1995)

On the 6th, the NGA releases a draft proposal to Congress entitled “A Plan to Consolidate Federal Categorical Grants to States.” In this plan, the NGA proposes consolidating almost 400 programs totaling $96 billion into eight block grant programs. (Timothy Conlan, From New Federalism to Devolution: Twenty-Five Years of Intergovernmental Reform, Washington, D.C.: Brookings Institution Press, 1998, p. 281)

In his State of the Union address, Clinton says, “We need to get government closer to the people it’s meant to serve. We need to help move programs down to the point where states and communities and private citizens in the private sector can do a better job; if they can do it, we ought to let them do it.” (“Address Before a Joint Session of the Congress on the State of the Union,” Public Papers of the President: William J. Clinton, 1995, 01/24/1995)

At the NGA meeting on the 30th, Clinton repeats the promise he made to the governors two years earlier “to have a better, stronger partnership with the states, to regulate less, to empower more, to try to push more responsibility down to the state and local level.” The President also reaffirms his commitment to supporting unfunded mandate reform legislation and welfare reform. (“Remarks to the National Governors Association,” Public Papers of the President: William J. Clinton, 1995, 01/30/1995)

March


June

In a teleconference with the U.S. Conference of Mayors, Clinton says, “We need a government for the 21st century that is less bureaucratic and more entrepreneurial and more oriented toward partnerships where more is done at the grassroots level.” To tackle major issues from welfare reform to crime prevention the President says it is necessary to “empower” the American people by supplying the tools and resources necessary to improve their lives and not merely shift responsibility from the federal bureaucracy to local governments. (“Teleconference Remarks with the U.S. Conference of Mayors,” Public Papers of the President: William J. Clinton, 1995, 03/20/1995)
July

Clinton addresses the NGA meeting in Burlington, Vermont on the 31st and tells the governors that “common ground” exists on the most divisive political issues in America. He argues that a national conversation must take place on controversial issues such as welfare reform, affirmative action, the relationship of religion and prayer in school, and the family and media. (“Remarks to the National Governors Association in Burlington, Vermont,” Public Papers of the President: William J. Clinton, 1995, 07/03/1995)

September

It is reported that Clinton’s re-election campaign and the Democratic Party identify Florida as essential to winning the Presidency in November 1996. Hale states, “It is very important to the President personally that we do everything we can in Florida to carry it in ‘96.” (The New York Times, 09/19/1995)

1996

January

On the 23rd, Clinton proclaims in his State of the Union address that “the era of big Government is over.” He asserts that “our new, smaller government must work in an old-fashioned American way, together with all of our citizens, through state and local government, in the workplace, in religious charitable and civic associations.” Clinton also thanks Gore for his efforts to “eliminate 16,000 pages of unnecessary rules and regulations, shifting more decision making out of Washington, back to states and local communities.” (“Address Before a Joint Session of the Congress on the State of the Union,” Public Papers of the President: William J. Clinton, 1996, 01/23/1996)

February

On the 6th, the President addresses the NGA. He tells the governors that it is the Administration’s goal “to give the American people a government that is smaller, that costs less, that works better, and that works with you.” Medicaid, health care and welfare reform are the primary focal points in the President’s policy agenda. (“Remarks to the National Governors Association Conference,” Public Papers of the President: William J. Clinton, 1996, 02/06/1996)

March


The White House and the Justice Department criticize a recent report by the ACIR that recommends sweeping changes to the Americans with Disabilities Act. Hale states, “Since the Unfunded Mandates Reform Act does not apply to civil rights statutes, it is inappropriate for the Advisory Commission on Intergovernmental Relations to recommend changes to these laws. The draft report’s recommendations to eliminate a private right of action and to reduce state
and local governments’ compliance obligations under these statutes would set back our efforts to guarantee equal rights for citizens with disabilities.”

*(Disability Compliance Bulletin, 03/28/1996)*

**July**

On the 16th, Clinton addresses the summer NGA meeting. He thanks the governors for their bipartisan work to improve state economies, to improve the education of their citizens, to reform welfare, fight crime, preserve the environment, and to “move people forward.” (Remarks to the National Governors Association Conference,” *Public Papers of the President: William J. Clinton, 1996*, 07/16/1996)

**September**

On the 30th, the ACIR ceases operation after 37 years. A majority in Congress agrees the Commission does not play a crucial role in its current agenda. The Administration does not take a strong position against Congress’ action. (*The Washington Post*, 03/08/1996)

**1997**

**January**

Reports circulate in the media that Hale may leave the White House staff to take a senior job at the Federal Communications Commission. (*The Washington Post*, 01/29/1997; *The Associated Press*, 02/07/1997)

**February**

At the NGA’s meeting on the 3rd, Clinton highlights the major intergovernmental issues that face the nation and addresses concerns about welfare reform, Medicaid spending, education, the environment, and transportation. (“Remarks to the National Governors Association Meeting,” *Public Papers of the President: William J. Clinton, 1997*, 02/03/1997)

**March**

William Pound, Executive Director of the National Conference of State Legislatures, says his group, along with other state and local organizations, has asked Hale to have the President’s Working Group on Financial Markets oversee the federal government’s response to “yield burning.” Yield burning refers to allegations that bond underwriters overcharge states and localities for U.S. Treasury securities bought to help state and local governments refinance their outstanding bonds. (*Reuters News*, 03/25/1997; *The Bond Buyer*, 04/04/1997)

**April**

It is reported that Hale will leave the Administration to take a senior position with Monsanto Co. She will coordinate Monsanto’s public affairs and corporate strategy in the United Kingdom and Ireland for a six month period and then return permanently to Washington, D.C. (*The Washington Post*, 04/21/1997; *The Guardian-London*, 12/16/1997)

**May**

On the 21st, Clinton thanks Hale for her service to the Administration in his remarks to the U.S. Conference of Mayors. (“Remarks to the United States
Conference of Mayors,” Public Papers of the President: William J. Clinton, 1997, 05/21/1997)
TIMELINES

• Marcia Hale News Timeline, prepared by Jessica M. Steiner, Miller Center, University of Virginia, 06/20/2004.

• Timeline of the Clinton Presidency, prepared by Robbie Robinson, Miller Center, University of Virginia, 05/30/2002.

Office of Scheduling and Advance


Assistant to the President for Scheduling and Advance


• Sarah Pekkanen, “Aiken Native Spends Days Planning Clinton’s Schedule,” *States News Service* (South Carolina), 05/21/1993.
Office of Intergovernmental Affairs


- “The Big Seven: The Major National Organizations Representing State and Local Governmental Interests,” prepared by Jessica M. Steiner, Miller Center of Public Affairs, University of Virginia, 07/20/2004.

Assistant to the President for Intergovernmental Affairs


POLITICS AND POLICYMAKING IN THE OFFICE OF INTERGOVERNMENTAL AFFAIRS


Joining the Administration

• When did you first meet Bill Clinton? What were your first impressions of him?
• What was your role during the 1992 campaign? How did Clinton’s campaign compare to the other presidential campaigns on which you’ve worked?
• What role, if any, did you play in the transition?
• How did you come to be selected as Director of Scheduling and Advance? Did you have any discussions with Clinton or other staff about your responsibilities before accepting the position?

Director of Scheduling and Advance

• What were your primary responsibilities as Director of Scheduling and Advance? What issues and activities occupied most of your time?
• Describe the process of forming the President’s daily schedule. What factors did you consider? Who had the most input?
• How often did you meet with Clinton? What role did he play in setting his schedule?
• With whom on the White House staff did you work most closely? Characterize your working relationships with George Stephanopoulos, Thomas F. “Mack” McLarty, Hillary Clinton, and other key officials.
• How closely did the President stick to his daily schedule? How flexible was the schedule?
• Discuss the decision to evaluate formally how the President was spending his time. What results did the study yield?

Director of Intergovernmental Affairs

• Discuss your move from Director of Scheduling and Advance to Director of Intergovernmental Affairs. What were the President’s priorities for his intergovernmental affairs operation?
• What were your principal responsibilities as Director of Intergovernmental Affairs? What were the most pressing issues upon your arrival?
• How often did you meet with Clinton? Characterize Clinton’s philosophy on federalism. Did this change over time? How did Clinton’s service as a governor influence his approach to intergovernmental relations? Did you find it difficult to insert yourself into an area where Clinton’s relationships were so firmly established?
• With whom in the Administration did you work most closely? Describe your working relationships with members of the Domestic Policy Office, the Office of Public Liaison, the Office of Management and Budget, and other key executive branch offices.
• What role did the Advisory Commission on Intergovernmental Relations (ACIR) have in policymaking? Discuss Congress’s decision to terminate the Commission and the Administration’s response.
• Discuss your relationship with state and local groups, in particular the Big Seven (National Governors Association, National League of Cities, National Association of Counties, U.S. Conference of Mayors, Council of State Governments, International City/County...
Management Association, and National Conference of State Legislatures). Did Clinton have any special relations with particular mayors or governors worth noting?

- To what extent did state and local government officials influence federal policy? What difficulties did the Administration face in coordinating its policy agenda with the interests of the state and local governments? Discuss how important the President’s relationships with the nation’s governors were during his time in the White House.

- What impact did the Republican takeover of Congress in 1994 have on intergovernmental relations? How did it change your handling of domestic policy issues, particularly unfunded mandates and welfare legislation?

- Comment on your role in formulating and coordinating policies with implications for intergovernmental affairs (health care, welfare, unfunded mandates, grant reform, crime control, etc.).

- Assess the influence of the National Performance Review on intergovernmental relations.

- Evaluate the role of women on the Cabinet and the White House staff. Did your status as a woman affect your service? Was your counsel sought by the President, or the White House staff, on any policy or political matters outside your intergovernmental affairs portfolio?

**The Clinton Presidency in Retrospect**

- What is the Clinton Administration’s legacy on the issue of federalism?

- What were Clinton’s greatest assets as President? Assess his strengths and weaknesses as a domestic policymaker, a legislative leader, and leader of public opinion.

- What features of the Clinton presidency were overlooked or misunderstood by the press? Did Clinton’s second-term build favorably on his first-term record?

- How should the Clinton presidency be viewed in history?