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## Leadership Academy Trip

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## Leadership Academy Trip

### In Texas, Researching the Presidents

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During Grand Valley's 2005 spring break, Hauenstein leadership fellows Brian Flanagan and Melissa Ware went to Texas to research the presidents from the Lone Star State. They spoke with President George H. W. Bush as well as presidential scholars H. W. Brands and Robert Caro, among others, and visited a Federal Reserve Bank and several presidential libraries and museums. Scroll down for more details.

**MARCH 10.** The leadership fellows started their research trip at the Houston branch of the Federal Reserve Bank, to learn about the relationship between the presidency, fiscal policy, and monetary policy.

Hauenstein Center director Gleaves Whitney, flanked by Brian Flanagan and Melissa Ware, at the Fed. Behind them is a painting of President Woodrow Wilson signing the Federal Reserve Act into law in 1913, creating a "decentralized centralized" banking system for the United States.



James Colunga (left) talks to the leadership fellows about the Federal Reserve system, with its 12 regional banks and 25 branch banks.



The Federal Reserve's responsibilities fall into four general areas: (1) conducting the nation's monetary policy by influencing money and credit conditions that encourage full employment and stable prices; (2) overseeing banking institutions to ensure the soundness of the nation's banking system; (3) maintaining the stability of the financial system by containing systemic risks that may arise in financial markets; and (4) providing information and other financial services to the U.S. government, the public, financial institutions, and foreign official institutions.

With 43 years of experience at the Federal Reserve, Fed Vice President Luke Richards (center) shared a wealth of information at the lunch he hosted for the Hauenstein group. From the left are Julia Crain, director of education at the Fed; Gleaves Whitney; Luke Richards; Brian Flanagan; and Melissa Ware.



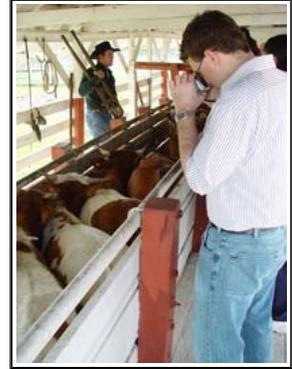


The Hauenstein fellows got a sneak preview of the new Jefferson/buffalo nickel. It was not yet in general circulation but was being shipped to banks.

Note which way Jefferson is looking, to the right. This is a departure from the previous nickel, which shows Jefferson looking left. There is only one other coin that has the president looking right. Do you know which one it is?

After their tour of the Federal Reserve Bank, the Hauenstein group went to a working ranch to learn more about how ranching hones executive skills and strengthens character. Five American presidents tended or bred animals or worked on a ranch: George Washington, Theodore Roosevelt, Lyndon Johnson, Ronald Reagan, and George W. Bush.

A cowboy at the George Ranch demonstrates the hard work that goes into raising cattle. Brian Flanagan snaps a photo.



At the George Ranch Historical Park, visitors can tour the Jones "dog-trot" log cabin and gain an appreciation of the hardscrabble existence of the pioneers who settled the West in the 19th century.

Melissa Ware looks out of an upstairs window of the dog-trot cabin.



The director of the George Ranch, Orin Covell (second from left), met with the Hauenstein group and discussed ranch operations.

**MARCH 11.** The leadership fellows went to the George H. W. Bush Library and Museum in College Station to learn more about the 41st president.



With President Bush are leadership fellows Brian Flanagan and Melissa Ware.

This Studebaker is what young George and Barbara Bush drove from Connecticut to the Permian Basin in West Texas after World War II.



Brian and Melissa read up on Bush's successful Congressional race in 1966. In Washington, DC, he represented his adopted hometown of Houston.

Although a New Englander by birth, George H. W. Bush adopted Texas early in his adult life and has called it home ever since. "I am a Texan and an American," he said. "What else could a man want?"





This sculpture outside the Bush Library, of horses jumping over a crumbling Berlin Wall, evokes the epochal change that took place in November 1989 early in Bush's presidency.



This painting off the Rotunda of the Bush Library shows the president's closest advisors assembled in the Oval Office: Dick Cheney (left), Jim Baker, Brent Scowcroft, and Colin Powell.



The 41st and 43rd presidents of the United States. Only one other father-son presidential duo exists in American history: John Adams (our 2nd president) and his son John Quincy Adams (our 6th). All four were born in New England.



Warren Finch, director of the George Bush Library and Museum, took the Hauenstein group on a tour through the stacks on the second floor. Because of a congressional act, the Bush Library is the first truly *public* presidential library.



**March 12.** The Hauenstein group drove up into the Texas Hill Country to spend the day touring Lyndon Johnson's boyhood home (left) and ranch. The boyhood home is in Johnson City, and the ranch is near Stonewall. Both sites are administered by the National Park Service.

The boyhood home was built in 1901 by W. C. Russell, sheriff of Blanco County. The style is Folk Victorian. The president's father, Samuel Ealy Johnson Jr, paid \$2,925 for the house and surrounding 1-3/4 acres.

By the way, the "Johnson" in Johnson City refers not to the 36th president but to another family member, James Polk Johnson, who was related to LBJ's grandfather.

Brian and Melissa toured the home Lyndon Johnson's family moved into when LBJ was five years old. He lived mostly in this house until he married Lady Bird at age 26.

LBJ returned to this porch during the first week of March 1937 to announce his candidacy for the U.S. House of Representatives for the Tenth District of the State of Texas. He was 28 years old.

So began a career in public service that spanned more than three decades and culminated in the presidency of the United States.



At the front of the house, opposite the porch, Brian and Melissa sit where the five Johnson children (and sometimes neighborhood kids) used to learn about oratory, debate, and civic participation from their schoolteacher mother, Rebekah Baines Johnson. Education was her passion -- she was one of the few college educated women in the area. All five of her children would go to college.

Young Lyndon learned about politics mostly from his father, Samuel Ealy Johnson Jr. This room, the parents' bedroom, doubled as the place where men would come and meet with Sam, who was a state representative for 12 years. Lyndon learned early about the rough and tumble of representative government by listening surreptitiously to conversations, either through the door or -- legend has it -- under the floor.



This bookcase preserves the books Lyndon was exposed to as a child. Among other works, it contains the plays of Shakespeare and a multi-volume set about Jefferson. It also has Benjamin Franklin's *Autobiography*.

This gate along the Pedernales River marks the old entrance to the LBJ Ranch. Across the river is the ranch house that served as the Western White House during the Johnson administration.

In the Texas Hill County, "Pedernales" is pronounced "perd-n-alice." It is Spanish for hard or flinty rocks.





This one-room schoolhouse near Stonewall is where four-year-old Lyndon learned to read. As president 53 years later, LBJ came back to the schoolhouse to sign the Elementary and Secondary Education Act that he had lobbied for. His teacher was at the signing ceremony.

In all, President Johnson signed more than 60 federal education bills.

In this house near Stonewall, on August 27, 1908, the first child was born to Sam and Rebekah Johnson. For several weeks the parents couldn't decide what to name the boy -- they called him "Baby." Eventually they named him Lyndon Baines.



The Johnson family cemetery on the ranch near Stonewall. The Pedernales River flows gently in the background.

Lyndon Baines Johnson died on January 23, 1973, and his body was laid to rest on January 25.

A black antelope on the north bank of the Pedernales River.



The Western White House is where LBJ could relax and get his mind off the pressing issues the nation faced during his presidency (1963-69). But it was also the place where he invited many of his advisors and conducted much business.

Lady Bird Johnson divides her time between Austin and this house.

Lyndon Johnson loved to drive around the ranch in his white Lincoln Continental.



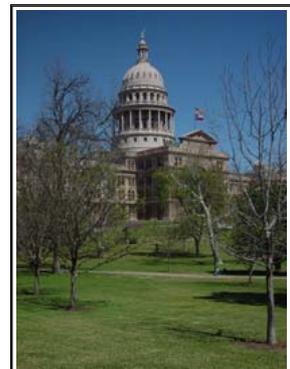
LBJ liked to take guests around the ranch in this special vehicle, which is amphibious -- but they didn't know that. A practical jokester, he would speed up as he approached water, yelling, "My breaks are out! My breaks are out!" He watched a good number of people panic.

Home on the range. The Hereford cattle on the ranch today are all descended from the cattle LBJ owned when alive.



**March 13.** In Austin, the Hauenstein leadership fellows went to the Texas Governor's Mansion, where George W. Bush resided from 1995-2001.

The Texas State Capitol, designed by Elijah Myers, who also designed the Michigan State Capitol.





Inside the Rotunda of the Texas State Capitol.

This portrait of Governor George W. Bush hangs on the ground floor of the Rotunda.



In an acrimonious gubernatorial race in 1994, Governor Ann Richards was defeated by George W. Bush, giving him the political platform to run for president six years later.

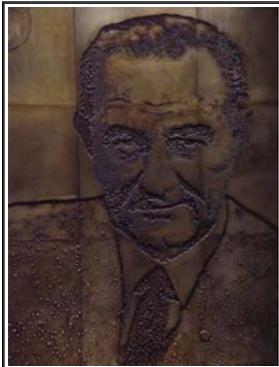
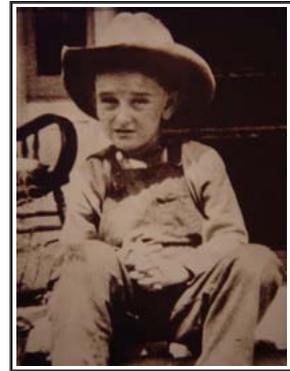
The Lyndon Baines Johnson Library and Museum is located on the campus of the University of Texas, Austin. On March 13, the Hauenstein leadership fellows toured the museum devoted to LBJ's life.



The Hauenstein leadership fellows checked out the LBJ Library. This is an interior cross-section of the multi-story archives, seen from the Great Hall of the LBJ Library. The library houses 45 million pages of historical documents, 650,000 photos, one million feet of motion picture film, and 5,000 hours of recordings from the public career of LBJ and those of his close associates.

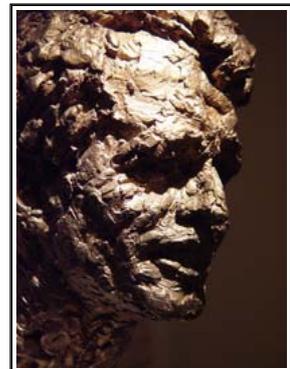
Since 1971 research at the LBJ has resulted in or contributed to 80 books, 72 articles, 67 doctoral dissertations, 34 master's theses, and 36 term papers.

Lyndon in 1913, at the age of five.



This photo-engraved magnesium mural of Lyndon Baines Johnson, by Naomi Savage, is located on the second floor, near the archives.

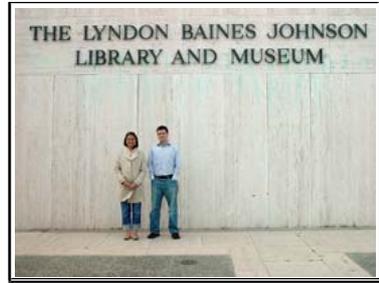
Robert F. Kennedy bust in the LBJ.



On the evening of March 13, the Hauenstein group got together with presidential historian H. W. Brands (second from right) to talk about their research projects. Brands has been a mainstay of the Hauenstein Center. He teaches at the University of Texas and is one of the most prolific presidential biographers/historians of our day. The Pulitzer Prize nominated finalist has written about Andrew Jackson, Theodore Roosevelt, Woodrow Wilson, Dwight Eisenhower, and a number of other presidents.

One professional tip that he passed along: when reconstructing dialogue, historians should use quotation marks only if they can verify the dialogue (1) in a sound recording they have heard with their own ears, (2) in a reliable printed source, and (3) in an oral interview they conduct with a reliable witness who can vouch that the president said thus and such.

**March 14.** Melissa and Brian arrived early at the LBJ to spend the day researching in the archives.



The LBJ Reading Room limits access to serious researchers. While there, the leadership fellows got to meet best-selling author Robert Caro, who has produced three masterful books about LBJ and is researching and writing a fourth.

Archivist Allen Fisher briefs Melissa and Brian on the procedures and finding aids in the LBJ Library.



**March 15.** The director of the LBJ Library and Museum, Betty Sue Flowers, met with Hauenstein Center director Gleaves Whitney.

A reconstruction of the Oval Office as it appeared during LBJ's presidency is on the 8th floor of the Library, around the corner from the Reading Room. Note the portrait of George Washington.





At the other end of the Oval Office is a portrait of Franklin D. Roosevelt, who helped Lyndon Johnson become an effective Congressman in the U.S. House of Representatives.



Bust of LBJ on the 8th floor of the Library, outside the Reading Room.



Hauenstein fellows Brian Flanagan (right) and Melissa Ware mining boxes and files for good material in the LBJ Reading Room. Robert Caro (in the dark shirt, seated) can be seen working on his book.