

Contents

	<i>Foreword</i>	vii
	THE HONORABLE JACOB J. LEW	
	<i>Acknowledgments</i>	ix
	<i>Introduction</i>	xiii
	<i>Challenges and Opportunities for OMB Leadership in U.S. Policymaking Today</i>	
	THE HONORABLE JACOB J. LEW	
ONE	Understanding OMB’s Role in Presidential Policymaking	1
	MEENA BOSE	
	PART I	
	OMB AND THE BUDGET PROCESS	
TWO	OMB, the Presidency, and the Federal Budget	11
	JAMES P. PFIFFNER	
THREE	The Office of Management and Budget and the Congressional Budget Process	41
	<i>The View from Capitol Hill</i>	
	MOLLY E. REYNOLDS	
FOUR	The President’s Budget Powers in the Trump Era	69
	ELOISE PASACHOFF	
	PART II	
	CENTRAL CLEARANCE	
FIVE	OMB’s Role Inside the White House	101
	MARTHA B. COVEN	

SIX	Projects Worth the Price	117
	<i>OMB and the Central Clearance of Legislation and Executive Orders</i>	
	ANDREW RUDALEVIGE	
SEVEN	Learning from Failure	145
	<i>A “Failure CV” for the Office of Information and Regulatory Affairs</i>	
	RACHEL AUGUSTINE POTTER	
PART III		
OMB—MANAGING THE BUREAUCRACY (AND ITSELF)		
EIGHT	OMB in Its Management Role	175
	<i>Evidence from Surveys of Federal Executives</i>	
	DAVID E. LEWIS MARK D. RICHARDSON ERIC ROSENTHAL	
NINE	State of the Agency	207
	<i>Internal Developments at OMB</i>	
	GEOVETTE E. WASHINGTON THOMAS E. HITTER	
TEN	Guarding the Emperor’s New Clothes	233
	<i>OMB, the Presidency, and the “Problem” of Neutral Competence in the Era of Trump</i>	
	MATTHEW J. DICKINSON	
ELEVEN	Conclusion	265
	<i>OMB and Presidential Transitions: Building a More Effective Government through a Transformed Office of Management and Budget</i>	
	KRISTINE SIMMONS PETER KAMOCSAI	
	<i>Appendix</i>	279
	<i>BOB/OMB Directors 1921–2020</i>	
	<i>Contributors</i>	281
	<i>Index</i>	289