

# Title Page & Abstract

An Interview with Gary MacDougal

Part of the Abraham Lincoln Presidential Library  
*Illinois Statecraft – Gov. Edgar* Oral History project

Interview # ISG-A-L-2013-059

Gary MacDougal, who headed up welfare reform efforts during the Gov. Edgar administration, was interviewed on the dates listed below as part of the Abraham Lincoln Presidential Library's *Illinois Statecraft – Gov. Edgar* Oral History project.

Interview dates & location:

Date: Jul 25, 2013      Location: MacDougal residence in Chicago, Illinois

Date: Jul 26, 2013      Location: MacDougal residence in Chicago, Illinois

Date: Sep 5, 2013      Location: MacDougal residence in Chicago, Illinois

Interview Format: Digital audio

Interviewer: Mark R. DePue, Director of Oral History, ALPL

Transcription by: Audio Transcription Center

Edited by: Cheryl Wycoff

Total Pages: 137 pgs.      Total Time: 2:42 + 1:55 + 2:40 / 2.7 + 1.92 + 2.67 = 7.29 hrs.

Session 1: Early life, business career, and commitment to understanding poverty

Session 2: Gov. Edgar's Task Force and MacDougal's analysis of poverty

Session 3: Reforming Illinois's welfare system in the mid-1990s

Accessioned into the Abraham Lincoln Presidential Library Archives on October 22, 2013.

The interviews are archived at the Abraham Lincoln Presidential Library in Springfield, Illinois.

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# Abstract

Gary MacDougal, *Illinois Statecraft*, ISG-A-L-2013-059

**Biographical Information Overview of Interview:** Gary MacDougal was born in July, 1936 in Chicago, Illinois, and grew up in New Jersey and California. He graduated from UCLA in 1958, spent three years in the U.S. Navy, and then attended Harvard School of Business, before going into business with the McKinsey Group until 1963. After a very successful business career, including establishing his own business [Mark Controls Corporation] in 1969, MacDougal decided to take his life in a different direction in 1987. He was an assistant campaign manager for George H.W. Bush's successful presidential campaign, served as a public delegate to the United Nations, and considered a run for the U.S. Senate in 1990 on the Republican ticket. After bowing out of that race to allow Lynn Martin to run in the primary unopposed, MacDougal turned his attention to his real passion, finding a way to reform America's welfare system.

Following the election of Governor Jim Edgar in 1990, MacDougal was selected to head the Governor's Task Force on Human Services Reform. He applied the skills he learned as a businessman and entrepreneur to thoroughly examine the problems of chronic poverty and unemployment. He then proposed a dramatic reorganization of Illinois government to better address the core problems of poverty. His approach stressed one-stop-shopping for the essential services the poor needed to access, as well as tailoring the state's approach to the communities it served. He assisted the Edgar administration as it worked with the legislature in 1995-96 to consolidate all or part of six state agencies into the new Department of Human Services in 1996. Once the reforms were adopted, the state saw a dramatic 87 percent drop in the number of TANF (Temporary Assistance for Needy Families) recipients in Illinois, from 1996 through 2006. Northwestern leaver studies showed that most left the TANF rolls for work. MacDougal tells the story of these accomplishments in his 2000 book, *Make a Difference*.

**Subject Headings/Key Words:** Welfare reform in 1990s; George H.W. Bush; Governor Jim Edgar; Governor's Task Force on Human Services Reform; Department of Human Services; Mark Controls Corporation; McKinsey and Company; Harvey Braniger; Lynn Martin; Howard Peters; Joan Walters; *Make a Difference* by Gary MacDougal

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