

1. Why do you want to be President?

I am running because I want future generations to live in an America that is safe, prosperous and free. Ten years ago, there wasn't much question about that: we had won the Cold War and our economy was surging. A lot has changed since then. The problem is that Washington has not. Washington has proven itself incapable of solving the challenges of a changing world: the specter of terrorism and Jihadism growing, oil prices are soaring, our schools falling behind, health insurance eludes too many, illegal immigration continues to rise, and our basic freedoms guaranteed by the Bill of Rights are under assault. The challenges seem daunting, but Americans always rise to the occasion. But for our children to inherit the great and hopeful America that was bequeathed to us, we must change Washington. That is why I am running for President.

The source of America's strength is the American people. Hard working, opportunity-seeking, risk-taking, family-oriented, God-fearing, education-minded, freedom-loving American people have always been the source of our strength and always will be. The right way to overcome our challenges is to strengthen the American people.

I am running for President because I am optimistic about America's future. I have seen the goodness and resolve of the American people. Challenges make us strong. This next election will be one of the most important in our lifetime. The choices are stark; the issues are real. The person we choose to lead our party and our nation will need more than "electability" as a qualification. They need to believe in the core values of conservatism and of America. If I am elected our President, I will draw on my experience, my values, and this vision of American strength to keep America the hope of the world, and the promise of a bright future for our children.

2. What is your mission statement for America and the three most important goals you intend to achieve as President?

The best ally peace has ever known is a strong America. The aim of our foreign and domestic policies must be to keep America strong, to remain the world's economic and military leader. For our children to live safe and abundant lives, we must strengthen the family, the economy, and the military.

First, we must strengthen the American family. I want our children to learn that before they have babies, they should get married because every child deserves a mother and a father. I want to protect marriage as the union of a man and a woman. I will work to improve our schools. I will help every American obtain health insurance, not through the government, but free-market insurance that is affordable and portable.

Second, I will work to strengthen our economy to provide good jobs. I will keep taxes down by, in part, letting middle income families save tax free. We must finally end our dependence on foreign oil by investing in new energy sources and new levels of energy efficiency. We must



open foreign markets to American goods. We must stop illegal immigration – the sanctuary state of mind must be replaced by the rule of law.

Third, we must also strengthen our national security. I will add more troops to our military, with better equipment, armament and care for our veterans. I will invest in intelligence capabilities, which is the most effective way to prevent terror in the homeland. And we must win the war in Iraq and Afghanistan to make sure that neither becomes a safe haven for Al Qaeda or other terror groups.

Our country faces great challenges, but the people of this nation have such heart and passion, love of liberty, education, and willingness to risk all for their family, for their freedom, and for their future, that I am confident that our future will be even brighter than our past.

3. Describe your education and preparation to serve as President

A) Who and what have informed your intellectual preparation to be President?

B) What has practically prepared and informed you to be President?

My father's experiences in business and government yielded what is easily the most important piece of career advice I have ever received. He said to make a career in the private sector and achieve success there before getting into public service. My dad felt it was important to not have to depend on a government salary or pension because it would free you to make the best decisions without worrying about the next election.

After graduating from college, my heart was set on attending business school, but my father objected and said I should attend law school. In the end, we compromised and I ended up earning both my J.D. and M.B.A. from Harvard University. The distinct academic approaches I encountered in law and business school helped shape the decision-making process that has enabled me to lead in the business world, at the Winter Olympics and as Governor of Massachusetts. I believe it is an approach that would serve the nation well if I am given the chance to lead it.

My background has also shaped my belief that the best results are achieved when leaders bring together parties with differing perspectives to vigorously debate the issue at hand. I believe in examining data and immersing myself in the merits of each argument before reaching a decision and carrying it out. Time and time again, I did that in the business world and helped turn around companies.

After spending two decades in the business world, I went on to lead the 2002 Salt Lake Olympics. While it was a different kind of experience from what I was accustomed to in the private sector, I also encountered many common elements that leaders inherently deal with in any organization – managing a budget, galvanizing support from stakeholders, and selecting and leading people. When I accepted the job, the Games were in the red and roiled by allegations of bribery. By the time the Olympic flame was extinguished at the closing ceremonies, America had succeeded in hosting a Games that made us all proud and showed the world America's resiliency just five months after the 9/11 attacks.

After the Olympics, I returned to Massachusetts where I ran for the governorship and won. With over two decades of executive experience under my belt, I had faced all kinds of challenges and overcome many unique obstacles. This time, however, I was a Republican governor in the most liberal state in the Union with a heavily Democrat Legislature. The state was in desperate need of reform, and yet the odds and political inertia were stacked against that ever happening. But rather than bow down to the political forces, I got to work and relished the chance to take the skills and experiences I had acquired over the years and put them to use in the public sphere. Time and time again, we worked together to enact conservative policies that benefited the state.

As President, I would bring a wealth of experiences leading and achieving results. Washington is full of talk with very little action. I come from a background where if you can't get results, you won't have a job for very long. The free enterprise system has produced extraordinary innovation and prosperity for America. The competitive spirit we see in business has made America's economy the envy of the world. It's time to bring that same type of competition to government. After decades of competing in the business world, I am ready to compete with the politicians that have brought us the political inertia and paralysis that plagues Washington today.

4. Please describe your philosophy of what it means to be a conservative President: What is conservative governance in your view and how would your philosophy manifest itself in your principles, policies, plans, and priorities as President?

Conservatism in America is alive and well. And it is needed more than ever. America faces a new generation of critical challenges that must be met with strength: a strong military, a strong economy, and strong families. This is not the time to shrink from conservative principles. As President I will embrace them and work to promote them.

I saw the liberal future in Massachusetts, and it doesn't work. A conservative future is one in which America is strong and prosperous. Conservative governance is weaving the three strands of conservatism – economic conservatism, social conservatism, national security conservatism – together to lead America to a strong and prosperous future.

To keep America strong, I would turn to the source of America's strength – the American people. To strengthen America, you strengthen the American people. You let them keep more of their own money. You make sure the voices of the voters trumps the voices of unelected judges. You secure our borders and insist that the children who come here legally are taught English. And most importantly, you strengthen the American people when you strengthen the American family.

This philosophy would manifest as a determination to bring economic conservatism to Washington. Among other policies, I will cap non-defense discretionary spending at inflation minus one percent and veto any budget Congress sends me that exceeds that. I will personally lead a top to bottom review of government programs, agencies, procurement and spending. I will fight to stop tax hikes. And I will fight for a new savings plan for middle class Americans – one that will grow the economy and help families at the same time. We have to take the government apart and put it back together – this time simpler, smarter, and smaller.

I will also fight to strengthen our military and our national security. We will defeat violent jihad with a two-part strategy. First we must have an unquestionably strong military. I will add more troops, with better equipment, and care for our veterans. Second, we must bring together all the civilized nations of the world. Together with them, and with volunteers, businesses, and NGOs, we must support moderate Muslim nations and peoples. In the end, it is the Muslim people themselves who will eliminate radical jihad.

In Massachusetts, I stood in the center of the battlefield on every major social issue, fighting to preserve our traditional values and protecting the sanctity of life. As President, I will continue to stand by these principles. I believe that the most important work in America is done within the four walls of the American family home, and I will work to strengthen the American family. I want to protect marriage as the union of a man and a woman. I will work to improve our schools. I will help every American obtain health insurance, not through the government, but free-market insurance that is affordable and portable.

It is the time for us to stand together and lead a great coalition of strength and face our challenges with hope and optimism.

5. What are the most important governing principles that you would rely upon as the framework for your presidency?

A) Describe how these principles would guide your decision-making process in conducting the affairs of the nation as President.

B) Relate each of your governing principles to the U.S. Constitution and the vision of the Founding Fathers.

The President's job is to keep America safe. This is reflected most clearly in Article II of the US Constitution, the designation of the President as commander-in-chief, and the Presidential oath to defend the United States. This fundamental principle will help guide each of my decisions as President on both domestic and foreign policy.

Of course the President must carry out all his duties in a way that is consistent with the Constitution, the rule of law, and that is mindful of the separation of powers – which is both explicit and inherent in our Constitution. Under principles of federalism, for example, we must respect the role of the states and recognize that the federal government possesses limited, enumerated powers. Federalism and all it entails is an important governing principle and a key safeguard against big government and the heavy hand of Washington.

Lastly, I recognize that government exists to serve its citizens, not the other way around. Each decision a President makes must be guided by this simple proposition. Those elected to office in Washington must work together to solve our nation's problems. The American people sent us to Washington with a job to do, and we must carry through and get the job done.

In my view, the writers of the Constitution put in place a brilliant framework for our government and our future - complete with guiding principles and a vision - and anyone who holds the office of the President must recognize and embrace them.

6. Discuss your philosophy of and vision for the federal government in the 21st Century – its structure, personnel, operations and functions.

A) What are the innovations you envision to modernize and restructure the federal government in keeping with the governing principles you described in your response to questions #5 above?

The Federal government needs to be smaller, more accountable, more responsive and more transparent. We need to improve the federal workforce and make it more productive and customer-focused. The customer is the American people, and they have a right to expect responsive and customer-friendly service from federal employees, whose salaries are being paid through our citizens' taxes. We need to always remember that government exists to serve the people.

I will lead a stem-to-stern review of federal programs and agencies, to identify areas of waste, duplication and inefficiency. I will also work to give managers more authority on personnel moves, such as the hiring and firing authority that was given to managers when the Department of Homeland Security was created. Promotions and pay increases should be based on productivity and job performance, not solely by length of service. We need to change the system to attract and retain the best and brightest. I will not accept cronyism or anything other than adherence to high ethical standards from government appointees and employees. By removing layers of bureaucracy and creating a better managed federal workforce, we will be able to reduce costs and increase customer satisfaction.

We should also question whether federal government is the best place for all existing programs. Some of these programs may be more appropriately done in the private sector or by state and local government.

Innovation is key to America's prosperity and has kept our economy on the cutting edge of technology and productivity. I believe we need to continually search for innovations to improve our federal government. For example, in the private sector, a chief executive officer would never have almost 30 individuals reporting directly to the CEO, as the President of the United States does. Therefore, I would explore the concept of instituting super-cabinet secretaries or a chief operating officer position to help better manage the Executive branch and hold our government to the highest standards of effectiveness.

More effective management is a key to confronting the challenges America faces, whether in the war on terror or in responding to natural disasters or meeting the challenges of preparing our medical system for a rapid aging of our population. I will use the management experience and skill-set I have developed in the private sector and in running the Olympics to improve the efficiency and effectiveness of our federal government. By creating a leaner, more responsive,

and better organized federal workforce, we can give the American people the effective government they deserve.

7. Describe your view of the meaning of American sovereignty. How would your administration approach issues related to preserving and protecting American sovereignty in the 21st Century? Please provide specific examples related to such things as the World Trade Organization, the United Nations, UNESCO, international treaties, etc.

History has shown that a strong America, with the ability to act and defend our sovereignty and our interests abroad, is vital to serving and protecting the American people and building a safer world. Throughout this campaign, I have made clear that I will act to exert and defend America's sovereignty and stand strong against international institutions that can harm America's interests or create unaccountable international bureaucracies like those threatened under the proposed Law of the Sea Treaty.

This means we need to talk honestly about where international organizations and alliances have failed and act where they do so. The United Nations has failed to contain aggression, failed to stop proliferation and failed to act when confronted with genocide. This failure is all the more troubling as the Iranian regime both incites genocide against Israel and pursues the nuclear weapons that would make such genocide possible. The United Nations' failures often stem from a lack of community of interest on the part of the members. I have called for America to withdraw all support for the UN Human Rights Council that virtually ignores the governments with the worst records on human rights, like Iran, Cuba, North Korea and Sudan, while targeting Israel. When the UN and other international organizations undermine our interests and sovereignty we should speak clearly and act to unite nations with shared values in more effective ways to achieve our shared goals.

8. Describe the principles on which your administration would conduct foreign affairs and diplomacy, relating specifically to your philosophy of the National Security Council, the State Department, as well as the military affairs and the Pentagon.

My principles rest on the foundation that a strong America is the best protector of liberty and greatest force for a safer world. As Ronald Reagan once said, of the four wars in his lifetime, none of them came about because America was too strong.

In our foreign affairs and diplomacy, our tools of national power must serve the American people who are at the heart of our democracy rather than unaccountable bureaucracies. My decades of executive experience in leading, managing and changing business, government and international efforts would ensure that appropriate officials are empowered, responsible and held accountable for leading these actions. To unite our civilian efforts, I would create regional civilian leaders similar to our military's regional combatant commanders. They would be accountable to the President and responsible for all U.S. civilian efforts in different regions of the world, such as the Middle East, Latin America and Africa. Throughout America's efforts and operations in foreign affairs in diplomacy, there would be dramatic, fundamental reforms with clear lines of authority

to ensure that all of those representing the United States are always defending the American peoples' interests.

9. What principles would your administration adhere to in the realm of energy, the environment and America's economic future? How would your administration relate those principles to the philosophy and issues described in your responses to questions #7 and #8 above?

America faces multiple challenges on the energy and environment front. One of the greatest challenges facing America today is finding affordable, clean, and secure sources of energy to fuel our economy. America's economy is the strongest in the world, and it is fueled by energy. Rising energy prices is a burden American businesses and families could do without. It is crucial to find a way to satisfy our growing energy demand without slowing our economic growth. Another challenge we face is protecting our economy and our national security from a dangerous dependence on foreign oil. A third challenge is surmounting these challenges while remaining responsible stewards of our environment to ensure that our children and grandchildren inherit the same quality of life we enjoy today.

In order to accomplish these goals, my administration will establish energy security as a top priority. The President must assume direct leadership and compel movement toward bold, achievable goals. We must shift federal priorities to emphasize issues of energy security—particularly at the Department of Energy. We must increase our domestic production by pursuing our ample domestic sources of energy. This means exploring for and producing oil and natural gas offshore and in ANWR. We must accelerate construction of domestic, safe, and emissions-free nuclear power plants. We must expand our renewable sources such as ethanol, biodiesel, solar, and wind. We must continue to develop new, cleaner ways to use a source of energy of which we have a plentiful supply: coal. In addition, we must increase energy efficiency without slowing our economy.

After establishing energy security as an administration priority, I will turn to the source of America's strength—the American people. America, without question, is the innovation capital of the world. In new technology that transforms both supply and demand for energy in our lives, our environmental and energy problems will find solutions. Therefore, I will increase investments in research, development, and demonstration projects that hold promise for diversifying our energy supply and increasing our energy efficiency, such as: basic research in key technologies like improved energy storage; bringing cleaner energy technology to market through commercialization of large-scale renewables and advanced nuclear technologies; improved smart-grid technology for power distribution; and cleaner, efficient uses of existing fossil fuels such as clean coal and coal-to-liquids. We will license these technologies here at home and abroad. This technological superiority will be good for our economy, and the whole world can share in our innovative successes.

Through the use of these new technologies and implementation of common sense policies, we can fulfill our responsibilities to our children and grandchildren to leave an environment that they can enjoy without hurting our economy. These actions will allow us to heat our homes,

drive our vehicles, run our businesses and protect our environment, while not inhibiting our economic growth.

While these challenges may seem daunting, I believe America is ready for them. We will do what Americans have always done when confronted with a problem: we will rise to the occasion with optimism, assertiveness, innovation, and strength. We can and must create a future where America is safe and strong with affordable, clean, and secure energy.

10. Describe your general strategy for accomplishing your objectives and goals for governing America.

For too long, Washington has been dominated by partisan gridlock and bickering. If we are to build a stronger America, I believe the most important element of our success will be the ability to work in a bipartisan manner to achieve results. We need to lay down our verbal weapons and try to work together to meet the great challenges that America is sure to face in the coming years.

I am proud that, during my time as Governor of Massachusetts, I was successful at bridging the partisan divide. Time and time again, I worked with an overwhelmingly Democratic legislature to achieve conservative results. We balanced the budget every four years without raising taxes, put in place a healthcare plan that expands access to private insurance and implements market-based reforms, improved the schools in our Commonwealth, and made important improvements to our transportation system. I am proud that bipartisanship was a hallmark of my time as Governor.

If elected president, I intend to bring this bipartisan spirit to Washington and to focus on getting results. Too many politicians in Washington are too worried about claiming credit for success or launching personal attacks. I believe that the partisan dithering, credit-claiming, and personal attacks must stop. I will work to find common ground with Democrats and build relationships of friendship and trust so we can achieve the results that the American people deserve.