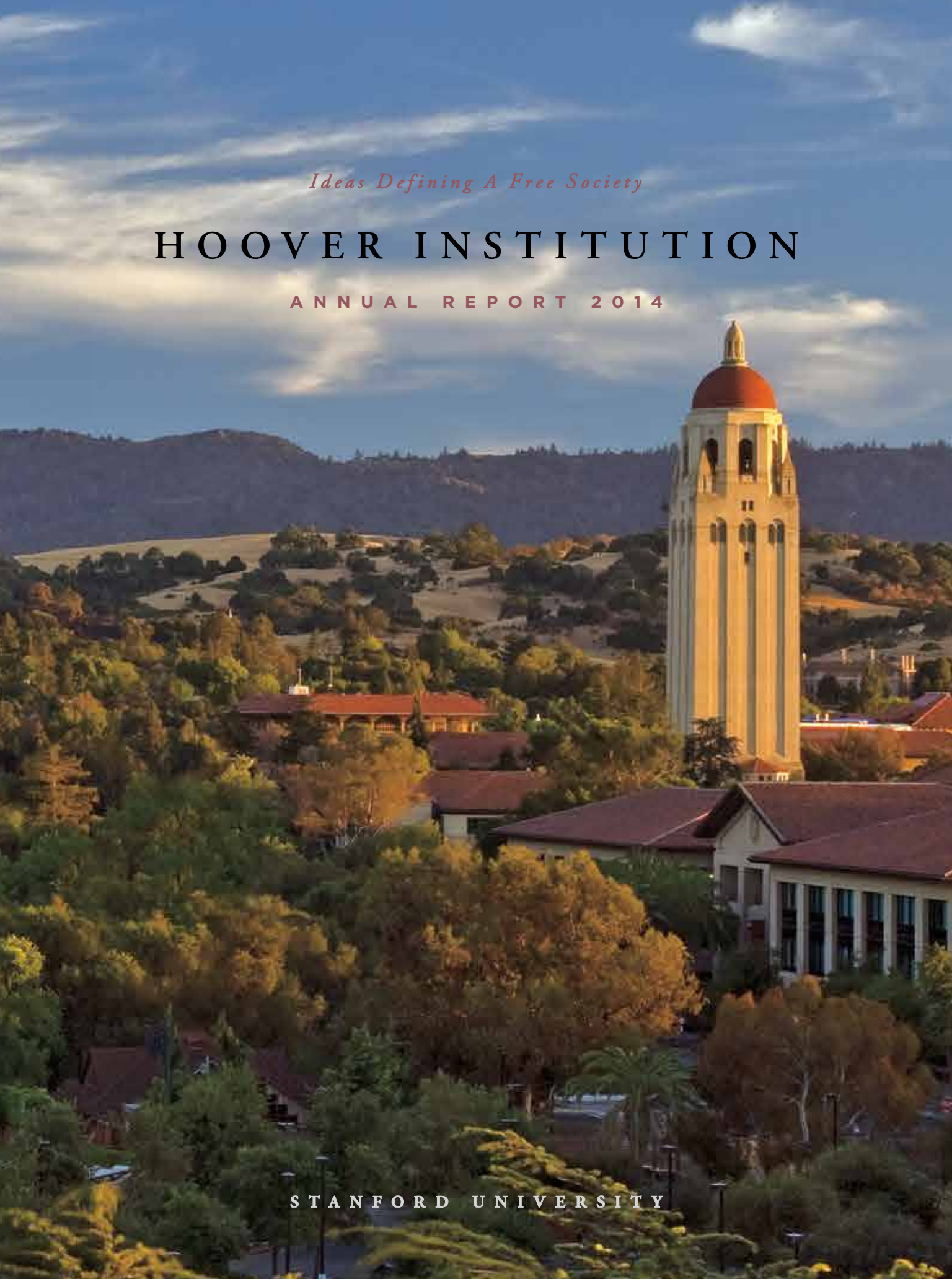


Ideas Defining A Free Society

HOOVER INSTITUTION

ANNUAL REPORT 2014



STANFORD UNIVERSITY



2014 ANNUAL REPORT

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HOOVER INSTITUTION

Ideas Defining a Free Society

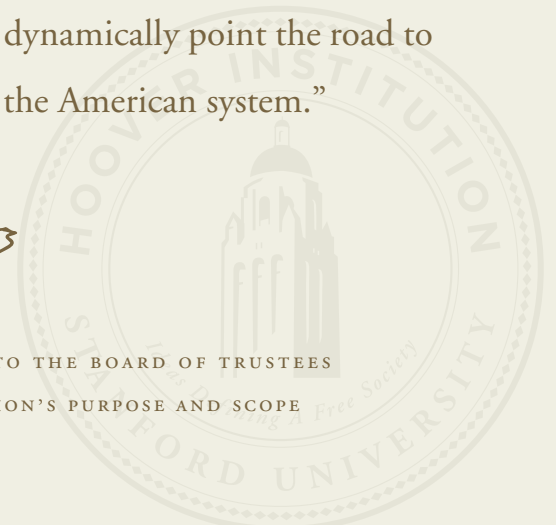
“THIS INSTITUTION SUPPORTS THE CONSTITUTION OF THE UNITED STATES, ITS BILL OF RIGHTS AND ITS METHOD OF REPRESENTATIVE GOVERNMENT. BOTH OUR SOCIAL AND ECONOMIC SYSTEMS ARE BASED ON PRIVATE ENTERPRISE FROM WHICH SPRINGS INITIATIVE AND INGENUITY....

Ours is a system where the Federal Government should undertake no governmental, social or economic action, except where local government, or the people, cannot undertake it for themselves....The overall mission of this Institution is, from its records, to recall the voice of experience against the making of war, and by the study of these records and their publication, to recall man’s endeavors to make and preserve peace, and to sustain for America the safeguards of the American way of life. This Institution is not, and must not be, a mere library. But with these purposes as its goal, the Institution itself must constantly and dynamically point the road to peace, to personal freedom, and to the safeguards of the American system.”



Herbert Hoover

EXCERPT FROM HERBERT HOOVER’S 1959 STATEMENT TO THE BOARD OF TRUSTEES
OF STANFORD UNIVERSITY ON THE HOOVER INSTITUTION’S PURPOSE AND SCOPE



LETTER FROM THE DIRECTOR AND CHAIRMAN

WITH THE current policy landscape full of challenges, the Hoover Institution can be relied on to offer thoughtful discourse and practical solutions to help our nation advance. From its founding as a library and archives ninety-five years ago, Hoover has evolved in line with its founder's vision of a dynamic institution offering "effective guidance for the future of our people and of mankind everywhere." Led by the principles of individual liberty, private enterprise, and limited representative government, Hoover scholarship advances *ideas defining a free society*, arming citizens and policy leaders with the knowledge to safeguard their freedoms and build a stronger nation.

With its eyes to the future, the Institution has launched strategic initiatives on many fronts in recent years. All have served to strengthen the three pillars supporting Hoover's mission: research (the fellowship and their work), knowledge (the Library & Archives), and communications. Four major initiatives are well under way:

1. Recruiting new fellows to the Institution, with an eye toward youth as well as leadership potential
2. Launching new institutional research initiatives that complement our fellows' individual research agendas and address critical policy issues
3. Recruiting the next generation of senior directors, who will bolster the administrative leadership for years to come
4. Enhancing the facilities of a growing Institution with a new building on Stanford's campus and expanded offices in Washington, DC

Research has flourished as Hoover has embraced an innovative methodology that combines Hoover fellows and scholars from Stanford and elsewhere to work collaboratively on long-term policy initiatives. By convening the world's foremost authorities, we are able to synthesize ideas, offer new perspectives, and convey the findings to a broad constituency.



John Raisian
Tad and Dianne Taube Director



Thomas J. Tierney
Chairman, Board of Overseers

In recent years, associate directors have been appointed to take Hoover's Library & Archives, Office of Development, and Communications programs to new heights, while the strength of Hoover scholarship is benefiting from outstanding additions to our fellowship.

The Hoover Institution in Washington took a significant step forward this past year by opening a new, expanded office, strategically located to enhance the convening power of Hoover scholars. Plans for a new building on the Stanford campus are also progressing. An architect has been selected, and groundbreaking is set for the summer of 2015, with building completion projected for the summer of 2017.

With these undertakings well in hand, Hoover is poised for a transition to new leadership after twenty-five years of John Raisian's singular guidance. The current search and selection process should bring the new director on board to coincide with John's anticipated departure on September 1, 2015. Looking forward, new strategic priorities are building momentum to launch the Institution into its next phase of sustained growth and impact.

In support of its mission to "dynamically point the road to peace, to personal freedom, and to the safeguards of the American system," Hoover is placing renewed focus on public policy education to equip citizens and political leaders with pertinent facts, historical knowledge, and analytic insights relating to the ongoing national dialogue. Scholarly tradition, the endowment of knowledge within its Library & Archives, and its affiliation with Stanford University uniquely position Hoover to be an elite educator of public policy.

With its outstanding intellectual capital, unparalleled institutional characteristics, and unwavering mission seeking peace and prosperity, Hoover is poised to continue its distinguished role, informing the national conversation and striving for positive solutions to societal challenges. We look forward to generating and sharing many more *ideas defining a free society* over the coming years.



JOHN RAISIAN



THOMAS J. TIERNEY







SCHOLARSHIP & RESEARCH

The strength of Hoover's research program lies in the exceptional ability of its scholars within one of the world's leading research and teaching institutions, Stanford University. Among Hoover's ranks are winners of the Nobel Prize, the National Medal of Science, the Presidential Medal of Freedom, the National Humanities Medal, and the Bradley Prize. Experienced in the academy as well as in policy and government, Hoover scholars bring firsthand experience and an intellectual perspective to the national policy debate. Their research—anchored by empirical evidence and thorough analysis—informs and advances strategic policies to promote free markets, limit government intrusion, and safeguard individual freedom.

HOOVER distinguishes itself by providing perspectives from both scholarship and historical knowledge. This broadened, intellectual viewpoint of the foremost authorities in economics, history, national security, international relations, law, education, and energy contributes substantively to the quality of discourse about the pressing issues of our time.

Hoover fellows have robust individual research agendas. Some are esteemed generalists, capable of addressing broad policy applications; others are respected experts in specific areas of public policy. Collectively, independent research by Hoover scholars spans a broad range of policy areas. Since the mid-1990s, Hoover's institutional objective has been to cumulate the expertise of its fellows to establish a balanced portfolio of program initiatives, each focused on a specific policy area; communicate broadly about the scholarship conducted through those initiatives;

and engage the policy-making community. Through rigorous research and analysis, Hoover fellows provide the intellectual foundation for much of the contemporary policy debate, developing and supporting some policies and questioning and challenging others.

Research Objectives

In their research, Hoover fellows strive to address the bigger picture, offering practical ideas that have broad, sweeping application. Research objectives include:

- Assembling and studying essential sources of knowledge about economic, political, and social change
- Analyzing the effects of government policies
- Generating practical policy ideas
- Engaging and educating political leaders and the broader public

Experienced in the academy as well as in policy and government, Hoover scholars bring firsthand experience and an intellectual perspective to the national policy debate.

RESEARCH INITIATIVES

Hoover's team approach to its research initiatives enables scholars to work collaboratively and also pursue individual research agendas. Typically long term, research initiatives engage not only Hoover fellows but also experts from Stanford and other universities, research organizations, and businesses. The synergy created by convening leading thinkers and practitioners on particular policy issues results in thoroughly vetted ideas that are both exceptional and practical.

Hoover fellows and adjunct scholars strive to produce original material and ongoing analysis—both important parts of any meaningful policy dialogue. To increase the reach of its scholars' research and ideas, Hoover engages the media, publishes content through its own channels, and exploits the latest communication vehicles. Following are highlights from current research initiatives.

Economic Policy

Since its inception in 2008, the Working Group on Economic Policy has conducted research on current financial conditions and prevailing economic issues, including domestic and global monetary, fiscal, and regulatory policies. In promoting market and government solutions that will increase national and global prosperity,

this group has engaged such guests as former US Treasury secretaries; members of the Federal Reserve Board; representatives of foreign central banks; and international government leaders, including the finance ministers of Greece, Poland, Mexico, and Brazil.

The group has conducted more than ninety policy seminars and workshops and has produced more than seventy working papers. Many have led to specific policy recommendations as well as the creation of the group's Resolution Project, which focuses on alternative ways to address failing financial institutions. Members also contribute to the ongoing economic debate via congressional testimony, domestic and international conferences and events, publications, and radio and television interviews, offering policy makers, opinion leaders, and the public access to the latest Hoover perspectives.



John B. Taylor testifies before the Joint Economic Committee of Congress at the hearing, "Unwinding Quantitative Easing: How the Fed Should Promote Stable Prices, Economic Growth and Job Creation," March 26, 2014. PHOTO: JAY MALLIN

Serving as Experts and Providing Testimony

Often serving as informal advisers to members of Congress and senior executive branch officials, Hoover fellows also testify before congressional committees on a regular basis. Recent examples include the following testimonies by John B. Taylor, Hoover's George P. Shultz Senior Fellow in Economics:

- “Legislation to Reform the Federal Reserve on Its 100-year Anniversary,” July 10, 2014, before the US House of Representatives Committee on Financial Services
- “Unwinding Quantitative Easing: How the Fed Should Promote Stable Prices, Economic Growth and Job Creation,” March 26, 2014, before the US Congress Joint Economic Committee
- “Monetary Policy and the State of the Economy,” February 11, 2014, before the US House of Representatives Committee on Financial Services

RECENT BOOKS

Bankruptcy Not Bailout: A Special Chapter 14, edited by Kenneth E. Scott and John B. Taylor (2012)

First Principles: Five Keys to Restoring America's Prosperity, by John B. Taylor (2012)

Government Policies and the Delayed Economic Recovery, edited by Lee E. Ohanian, John B. Taylor, and Ian J. Wright (2012)

Why Capitalism? by Allan H. Meltzer (2012)



President George W. Bush awards the Presidential Medal of Freedom to Gary S. Becker on November 5, 2007. “His pioneering analysis of the interaction between economics and such diverse topics as education, demography, and family organization has earned him worldwide respect and a Nobel Prize,” said the president. PHOTO: ERIC DRAPER

REMEMBERING GARY BECKER

Gary S. Becker, an esteemed economist, Nobel laureate, and the Rose-Marie and Jack R. Anderson Senior Fellow at the Hoover Institution, passed away on May 3, 2014. Best known for his work in human capital and family economics, Becker studied behavior and social circumstances previously regarded as unrelated to economics, such as family choices, home life, and discrimination. He had been affiliated with the Hoover Institution since 1973 and a senior fellow since 1990. He and his teacher-turned-colleague Milton Friedman both received the Nobel Prize in Economic Sciences and the Presidential Medal of Freedom. In the words of Edward P. Lazear, the Morris Arnold and Nona Jean Cox Senior Fellow and Becker's longtime colleague, “Gary Becker was a giant who used his genius to make sense of issues that had formerly resisted analysis.... There is no doubt that his ideas will influence scholarly research for generations.”

CONFERENCE ON FRAMEWORKS FOR CENTRAL BANKING

On the centennial of the central bank in May 2014, four regional Federal Reserve Bank presidents, distinguished economists, and many members of the media attended Hoover's conference, "Frameworks for Central Banking in the Next Century." Organized by Senior Fellow John B. Taylor, the conference focused on a more rules-based policy for the Federal Reserve System and provided useful input for testimony and proposed legislation, which passed the House in July. "The Federal Reserve Accountability and Transparency Act of 2014" would require the Fed to report a policy rule or strategy for setting the instruments of monetary policy. Taylor himself is well known for the Taylor Rule, a prescription for Fed action on interest rates as inflation and unemployment rise, which serves as the reference rule in the legislation.

Nine panel discussions examined how central bankers' decisions could best be based on clearly understood rules, not solely on discretion. Draft research papers by scholars across the country included such topics as "Deviations from Rules-Based Policy and Their Effects" and "Monetary Policy in the Midst of Big Shocks." Seventeen members of the national print and broadcast media attended, including journalists from the *Wall Street Journal*, *New York Times*, *Washington Post*, *Financial Times*, and *Investor's Business Daily*. During the conference, CNBC Television and Bloomberg Radio broadcast live from the Hoover Institution.

All papers and further analyses of the event are available at Hoover.org; a book is forthcoming.



LEFT Jeff Lacker, Federal Reserve Bank of Richmond; John B. Taylor, George P. Shultz Senior Fellow in Economics; Charles Plosser, Federal Reserve Bank of Philadelphia; Esther George, Federal Reserve Bank of Kansas City; and John Williams, Federal Reserve Bank of San Francisco. PHOTO: STEVE GLADFELTER
RIGHT CNBC interviews John B. Taylor. PHOTO: JOHN LE SCHOFES

National Security and Law

The Jean Perkins Task Force on National Security and Law, launched in 2007, examines the rule of law and its importance in Western civilization, the laws of war, US criminal law, and international law and organizations. By studying an array of legal, social, economic, ethical, and political factors, the group aims to strike an optimal balance between individual freedom and the vigorous defense of the nation against terrorists at home and abroad.

Members of this task force have been engaged in specialized roles, including serving on committees and boards and as legal consultants on ongoing national security issues such as drone warfare and targeted killing, military detention and interrogation, cybersecurity, counterterrorism, human rights, and ethics in public policy.

Informing the ongoing national security debate inside the Beltway, task force members have also provided congressional testimony and served as informal advisers to senior executive branch officials and members of the House and Senate.

Publications

The *Lawfare* blog, launched in September 2010 by Hoover senior fellow Jack Goldsmith, Benjamin Wittes of the Brookings Institution, and Robert Chesney of the University of Texas, has evolved into an essential resource that focuses on the use of law as a weapon of war. *Lawfare* is read and referenced daily by many government officials and Washington insiders.

Members have also collaborated on essay series and books, such as *Speaking the Law: The Obama Administration's Addresses on National Security and Law*, by Hoover visiting fellow Kenneth Anderson and Benjamin Wittes. Additionally, three online symposia under the title of "The Briefing: Perspectives on National Security and Law," addressed the following topics:

- Secrecy and accountability in a digital age
- Second-term challenges at the intersection of national security and law
- The Obama administration's national security accomplishments and future plans

BOOKS

Speaking the Law: The Obama Administration's Addresses on National Security and Law, by Kenneth Anderson and Benjamin Wittes (2014)

Israel and the Struggle over the International Laws of War, by Peter Berkowitz (2012)

Living with the U.N.: American Responsibilities and International Order, by Kenneth Anderson (2012)

Power and Constraint: The Accountable Presidency in the Permanent Emergency in the Decade after 9/11, by Jack Goldsmith (2012)

Eyes on Spies: Congress and the U.S. Intelligence Community, by Amy B. Zegart (2011)

ESSAY SERIES

Emerging Threats, multiauthored and edited by Peter Berkowitz (2012)

Future Challenges of National Security and Law, multiauthored and edited by Peter Berkowitz (2011)

Energy Policy

Launched in 2007, the Hoover Institution's Shultz-Stephenson Task Force on Energy Policy gathers comprehensive information on current scientific and technological developments in energy production, distribution, and use. Findings inform and guide policy prescriptions to address the economic, environmental, and national security threats of foreign oil dependence, taking into account cost, competitiveness, and marketplace efficiency.

Research Partnerships

Chaired by former secretary of state and Thomas W. and Susan B. Ford Distinguished Fellow George P. Shultz, this task force comprises a diverse group of scholars, including three Nobel laureates: one each in chemistry, economics, and physics. The group has initiated several partnerships, including:

- A joint project with the Brookings Institution on distributed energy and national security titled "Assessing the Role of Distributed Power Systems in the US Power Sector"
- A partnership with the Stanford-MIT Energy Game Changers initiative and the subsequent publishing of the book *Game Changers: Energy on the Move*, which addresses energy technology that is available today, near at hand, or on the horizon at US universities. In addition to Stanford and MIT, the task force is collaborating with seven other major research universities to present precommercial energy research and



George P. Shultz speaks at the 2013 Stanford-MIT Energy Game Changers Workshop in Washington, DC. PHOTO: JAY MALLIN

development. This work, along with the book, is featured in a companion Energy Game Changers website (energygamechangers.org).

- *What Works? The Shultz-Bingaman State Electricity Policy Cookbook* is a report resulting from the task force's collaboration with former US senator Jeff Bingaman and the Steyer-Taylor Center for Energy Policy and Finance at the Stanford Law School to develop a set of bipartisan recommendations on US state-level energy policies.

BOOKS

Game Changers: Energy on the Move, edited by George P. Shultz and Robert C. Armstrong (2014)

Distributed Power in the United States: Prospects and Policies, edited by Jeremy Carl (2012)

Powering the Armed Forces: Meeting the Military's Energy Challenges, by Gary Roughhead, Jeremy Carl, and Manuel Hernandez (2012)

ESSAYS

California's Electricity Policy Future: Beyond 2020, by Jeremy Carl and Dian Grueneich (2014)

For California's AB 32: Cap-and-Trade-and-Cash Back, not Cap-and-Trade-and-Tax, by Jeremy Carl and David Fedor (2014)

More Simplicity, Less Charisma: Improving the Effectiveness, Cost, and Fairness of California's Climate Agenda, by Jeremy Carl and David Fedor (2014)

Islamism and the International Order

Launched in 2009, the Herbert and Jane Dwight Working Group on Islamism and the International Order seeks to lessen and potentially reverse Islamic radicalism through reforming and strengthening the legitimate role of the state across the Muslim world. Efforts draw on the intellectual resources of scholars and practitioners from within the United States and abroad to foster the pursuit of modernity, human flourishing, and the rule of law and reason in Islamic lands—developments critical to the order of the international system.

Recent Publications

In 2014, the working group published its second set of essays, titled *The Great Unraveling*, a continuing exploration of the Middle East landscape and ideology. *The Caravan*, Hoover's first online symposium channel, has served as a model for output by other research teams. Seven *Caravan* symposia have been released.

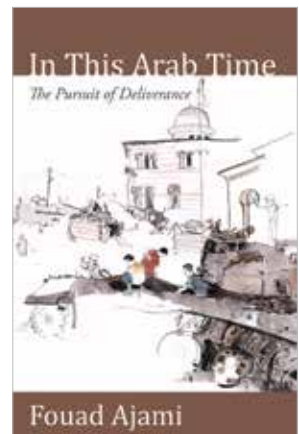
REMEMBERING FOUAD AJAMI



Fouad Ajami, a renowned scholar of the Middle East and the Herbert and Jane Dwight Senior Fellow at the Hoover Institution, passed away on June 22, 2014. He is the author of *The Arab Predicament: Arab Political Thought and Practice since 1967*; *The Vanished Imam: Musa al Sadr and the Shia of Lebanon*; *Beirut: City of Regrets*; *The Dream Palace of the Arabs: A Generation's Odyssey*; *The Foreigner's Gift: The Americans, the Arabs, and the Iraqis in Iraq*; and *The Syrian Rebellion*.

His writings also include some four hundred essays on Arab and Islamic politics, US foreign policy, and contemporary international history. Ajami's last collection of essays, *In This Arab Time: The Pursuit of Deliverance*, was published in November 2014. He received numerous awards, including a MacArthur Fellowship in 1982 and both the National Humanities Medal and the Bradley Prize in 2006.

Hoover Institution director John Raisian said of Ajami, "Fouad was truly one of the most brilliant Middle East scholars of our time. His Hoover Institution family will forever miss his superb scholarship, quick wit, and gentle spirit."





Posters from the Hoover Institution Archives

BOOKS

Motherland Lost: The Egyptian and Coptic Quest for Modernity, by Samuel Tadros (2013)

The Syrian Rebellion, by Fouad Ajami (2012)

The End of Modern History in the Middle East, by Bernard Lewis (2011)

Trial of a Thousand Years: World Order and Islamism, by Charles Hill (2011)

The Wave: God, Man, and the Ballot Box in the Middle East, by Reuel Marc Gerecht (2011)

Freedom or Terror: Europe Faces Jihad, by Russell A. Berman (2010)

Islamic Extremism and the War of Ideas: Lessons from Indonesia, by John Hughes (2010)

The Myth of the Great Satan: A New Look at America's Relations with Iran, by Abbas Milani (2010)

In This Arab Time: The Pursuit of Deliverance, by Fouad Ajami (2014)

ESSAYS

Syria, Iran, and Hezbollah: The Unholy Alliance and Its War on Lebanon, by Marius Deeb (2013)

The Struggle for Mastery in the Fertile Crescent, by Fouad Ajami (2014)

In Retreat: America's Withdrawal from the Middle East, by Russell A. Berman (2014)

The Weaver's Lost Art, by Charles Hill (2014)

Israel and the Arab Turmoil, by Itamar Rabinovich (2014)

The Consequences of Syria, by Lee Smith (2014)

Reflections on the Revolution in Egypt, by Samuel Tadros (2014)

K-12 Education

Launched in 1999, the Koret Task Force on K–12 Education has led the way in taking a collaborative approach to research, establishing the operational framework for subsequent scholarly teams at Hoover. The group focuses its policy research on educational improvement, examining measures to reform public schools and expand privatization. More than forty books, hundreds of scholarly papers and op-eds, and the journal *Education Next* have resulted from the task force's work. In addition, the group and its members successfully influenced policy makers when evaluating state-wide K–12 education platforms for Texas, Florida, Arkansas, and Arizona. In 2012, the task force report *Choice and Federalism* was widely adopted in Mitt Romney's education platform during his campaign for the presidency.

BOOKS

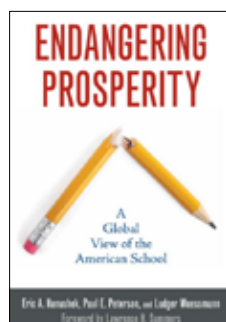
Teachers versus the Public: What Americans Think about Schools and How to Fix Them, by Paul E. Peterson, Michael Henderson, and Martin R. West (2014)

What Lies Ahead for America's Children and Their Schools, edited by Chester E. Finn Jr. and Richard Sousa (2014)

Endangering Prosperity: A Global View of the American School, by Eric A. Hanushek, Paul E. Peterson, and Ludger Woessmann (2013)

ESSAYS

American Education in 2030: What Changed and Why, multiauthored essay collection edited by Chester E. Finn Jr. (2010)



Military History in Contemporary Conflict

The Working Group on the Role of Military History in Contemporary Conflict examines how knowledge of past military operations can influence public policy decisions concerning current conflicts. The careful study of military history offers a deeper and more dispassionate understanding of contemporary conflicts and explains how particular military successes and failures of the past can be germane, sometimes misunderstood, or occasionally irrelevant in the context of the present.

Launched in 2013, the working group brings thought leaders (including distinguished scholars, military historians, analysts, and journalists) together with military practitioners through symposia, workshops, and regular meetings. This collaboration facilitates a pragmatic dialogue conducive to positive policy recommendations.

PUBLICATIONS

Democracy's Dangers and Discontents: The Tyranny of the Majority from the Greeks to Obama, by Bruce S. Thornton (2014)

To Make and Keep Peace among Ourselves and with All Nations, by Angelo M. Codevilla (2014)

Strategika: Conflicts of the Past as Lessons for the Present (hoover.org/strategika)



Frames from Harold Melvin Agnew's 1945 motion picture depicting the explosion of atom bombs over Hiroshima and Nagasaki, Japan.

HOOVER INSTITUTION ARCHIVES



Poster from the Hoover Institution Archives

Strategika: Conflicts of the Past as Lessons for the Present

The Military History Working Group's primary platform for analysis and commentary is the online journal *Strategika: Conflicts of the Past as Lessons for the Present*. Each month, *Strategika* examines a topic of immediate concern to the national security of the United States, serving as a treatise on strategy both for those who seek a better understanding of contemporary conflicts and for those who formulate national security policy related to these conflicts. Developed with academic audiences in mind, the journal's monthly commentary is supplemented with audio podcasts and resources for educators such as discussion questions and additional suggested readings.

Intellectual Property, Innovation, and Prosperity (IP²)

The goal of the Working Group on Intellectual Property, Innovation, and Prosperity (IP²) is to develop an interdisciplinary, scholarly research program that evaluates the connections between intellectual property protection and innovation. Launched in the fall of 2013, the initial focus of IP² is to ask whether the US patent system encourages or deters the commercialization of technological innovations and whether it frustrates or facilitates inventive activities and the entrepreneurial process. The answers may well determine whether the United States is a technological leader or follower in the twenty-first century.

Another goal is to produce solid academic research and scholarly literature that will provide policy makers at all levels with the information they need to guide their decisions about whether to favor a general scaling back of patents or whether tinkering with the current patent system, under the guise of improving it, will slow the pace of innovation by making it difficult for smaller firms to compete with incumbent giants. Does the patent system, as currently constructed, retard innovation or push innovation forward? Or is it neutral with respect to innovation? The boldness of the claims made in much of the extant literature is matched only by the paucity of appropriate evidence to sustain them.

IP² is organized with the following three interdependent goals:

1. Create the theoretically informed and empirically sound scholarly literature—based on reason and evidence—that is a necessary cornerstone of farsighted public policy
2. Develop a critical mass of scholars from a variety of academic disciplines to create this literature, debate the findings, and encourage new academic entrants into the field
3. Disseminate the findings of that literature to a large audience



Members of the IP² Working Group participate in its “Patents and the Innovation Economy” symposium at the Hoover Institution in Washington. PHOTO: JAY MALLIN

Foreign Policy and Grand Strategy

The Working Group on Foreign Policy and Grand Strategy explores options for a new US grand strategy and a set of organizing principles that can help the country shape a radically changing world. The goal of the group is to map the current policy terrain to gain a better understanding of foreign policy challenges and the means to confront them.

Publications

Since launching in 2013, the working group has produced the following essay series:

Domestic Foundations of American Foreign Policy

The rough consensus that emerges from the essays is that political dysfunction and economic difficulties pose few near-term limitations; however, longer-term trends—especially those involving internal and external drivers of the defense budget and the political dysfunction that hinders progress on budgetary challenges—could degrade US power over an extended period of time.

Grand Strategy: Ideas and Challenges in a Complex World

This series of essays addresses the viability of crafting a single grand US strategy against the backdrop of an array of challenges: the rise of a potential competitor; a rate of technological advances unseen since the nineteenth century; the proliferation of nuclear and biological capabilities; and the enduring threat of transnational terrorism.



Herbert Hoover's office in the Hoover Tower

Dealing with a Rising and Troubled China

China's rise is shifting the global distribution of power and challenging the international order. Its economic and political trajectory, along with its growing military strength and aggressiveness, will pose enduring challenges to the United States. This essay series considers the two issues that are most relevant to incorporating China into foreign policy strategy: political stability in China and a strategic balance in the Pacific region.

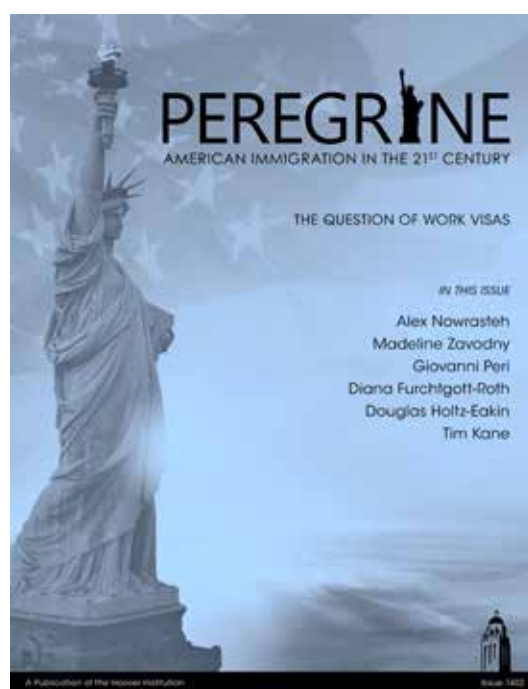
Immigration Reform

Launched in 2013, Hoover's Conte Initiative on Immigration Reform informs the debate as it unfolds across public and legislative spaces. By providing unbiased facts and analyses to decision makers and other interested parties, and by stripping away obfuscation, this initiative seeks to assist in creating an appropriate immigration system for the United States. This group includes renowned thinkers and reformers with varying perspectives, though all are united by a common theme: our current system is broken and comprehensive reform remains politically impractical; thus an incremental approach is the best way to lead to actual change.

Publications

The initiative's online journal *Peregrine* (launched in 2014) addresses various aspects of US immigration policy with background facts, opinion essays, and surveys of group members. The intention for this publication is to identify areas of agreement that exist on incremental policy changes and educate policy makers and the public about the issues.

The initiative's inaugural web channel, *Immigration Reform: Informing the Discussion*, featured a symposium of directed commentary and news updates on the debate.



Launched in 2014, *Peregrine* provides background facts, surveys, and scholarly essays about immigration reform.



A technology working group of experts convened by the Arctic Security Initiative discusses the continuing challenges of operating in the Arctic.

Arctic Security

Due to recent economic and political developments, the changing Arctic is considered one of the most significant physical global events since the end of the last Ice Age. Hoover's Arctic Security Initiative addresses the strategic and security implications of increased activity within the Arctic Circle. The initiative makes recommendations to enhance security and resource development, facilitate the infrastructure to support increased Arctic activity, and describe the regulatory and governance environment to enable a prosperous Arctic.

Launched in 2013, the initiative has convened groups to set the landscape for organized research and analysis on matters relating to security, maritime law, and ownership of the Arctic Circle and its waterways. Members of the initiative have met with members of the Department of Defense, the US Coast Guard, and the US Navy Arctic leadership at the Pentagon, among others. Hoover seeks to be a premier aggregator of information on this topic and to foster informed discussion by other organizations. Members are currently writing and publishing essays that will later be compiled into a book.

HOOPER INSTITUTION IN WASHINGTON

WITH ITS NEW OFFICES on New York Avenue, one block from the Treasury Building and two blocks from the White House, the Hoover Institution in Washington serves to bring the public policy work of Hoover fellows into more direct contact with policy makers, thinkers, and members of the media in our nation's capital. The purpose of Hoover's engagement in Washington, DC, is to advance the academic work of our fellows and to facilitate their engagement in policy conversations.

While Hoover fellows have long considered it advantageous to think about policy from well outside the Beltway on the Stanford campus, there are benefits to communicating about policy directly to the many audiences available in Washington. In the first few months since the opening of the new office, Hoover fellows have presented their research and new books to policy experts and representatives of the media in the large conference space of the Johnson Center (named for the Charles and Ann Johnson Foundation, which provided initial funding). John B. Taylor, the George P. Shultz Senior Fellow in Economics, served on a panel exploring policies to raise economic growth with Stanford president John Hennessy and Congressman Paul Ryan. The panel was moderated by AI Hunt of Bloomberg News. Several academic working groups have also gathered at the new offices, incorporating Washington experts into their conversations. Hoover fellows traveling to Washington to testify before Congress or for other purposes find the new center a convenient home away from home, with fully equipped offices available for their use.



Tom Tierney, Paul Ryan, and John Raisian at the new Hoover Institution in Washington offices.

PHOTO: JAY MALLIN

"We view the Hoover Institution in Washington as an outpost of the larger Institution, equipped for research as well as outreach," said David Davenport, Hoover research fellow and newly appointed director of Washington, DC, programs. "With Washington seemingly stuck in the spin of twenty-four-hour news cycles, we hope the long-range policy work of Hoover fellows will be heard and heeded."



David Davenport, director of Washington, DC, programs

"We view the Hoover Institution in Washington as an outpost of the larger Institution, equipped for research as well as outreach." DAVID DAVENPORT



THIS STRUCTURE IS
DEDICATED TO THE USE
AND PRESERVATION OF
THE COLLECTION OF
BOOKS & MANUSCRIPTS
ON WAR - REVOLUTION
& PEACE GATHERED BY
HERBERT HOOVER
THIRTY-FIRST PRESIDENT
OF THE UNITED STATES
A · D · MDCCCXLI

HOOVER INSTITUTION

LIBRARY & ARCHIVES

Founded in 1919, the Hoover Institution grew out of Herbert Hoover's firsthand experience administering relief operations during World War I. The future US president donated \$50,000 to his alma mater, Stanford University, to create a repository for the "documentary history bearing on the war." Hoover then recruited scholars to develop a robust collecting program to document the causes and consequences of political conflict with the ultimate goal of promoting peace. Today, the Library & Archives that bear Hoover's name boast nearly one million volumes and more than six thousand archival collections—in sixty-nine languages from more than one hundred fifty countries—pertaining to war, revolution, and peace in the twentieth and twenty-first centuries. The Institution's resources support a vibrant international community of scholars and a broad public interested in the meaning and role of history.

The Hoover Library & Archives is one of the world's most important repositories for archival materials and rare publications on political, social, and economic change in the modern era. The inscription above the door in the Hoover Tower lobby reads (in part): "This structure is dedicated to the use and preservation of the collection of books and manuscripts on war, revolution & peace gathered by Herbert Hoover."

IN 2013, the Library & Archives launched a new strategy to increase access and expand their collections. With the goal of consolidating their status as the leading research center on social, political, and economic change in the twentieth and twenty-first centuries, the Library & Archives are focusing their efforts on growing the collections strategically, increasing scholarly output, using technology innovatively, and conducting global collaborative projects.

“Hoover has become one of our nation’s great centers of scholarly endeavor—both because of the scholars on its staff and because of its unparalleled documentary collections.”

GEORGE P. SHULTZ THOMAS W. AND SUSAN B. FORD
DISTINGUISHED FELLOW



Herbert Hoover at his house on the Stanford University campus composing his presidential nomination speech, 1928.

PHOTO: THE HERBERT HOOVER PRESIDENTIAL LIBRARY AND MUSEUM

PATRONAGE & PUBLICATION

The Hoover Institution is one of the great hubs of scholarship at Stanford University. Each year, thousands of researchers and scholars from around the world come to explore its print, graphic, and manuscript collections. Last year, 2,800 researchers registered to use the Library & Archives' collections, ordering the equivalent of nearly two miles of materials.

Since the Institution's founding, researchers have published thousands of books using the collections. The growth of scholarly output based on the Library & Archives' collections has been impressive. In the first two decades, an average of one hundred researchers a year registered to use the collections. Today, researchers using Hoover's Library & Archives annually publish hundreds of articles and books, produce documentary films, curate exhibits, and teach courses exploring and analyzing the human experience. A sampling of publications drawing on Hoover's collections from the past is listed below.

2014 PUBLICATIONS

What Good Is Grand Strategy? Power and Purpose in American Statecraft from Harry S. Truman to George W. Bush, by Hal Brands. Cornell University Press

Information and Intrigue: From Index Cards to Dewey Decimals to Alger Hiss, by Colin B. Burke. The MIT Press

The Zhivago Affair: The Kremlin, the CIA, and the Battle over a Forbidden Book, by Peter Finn and Petra Couvée. Pantheon

Operation Paperclip: The Secret Intelligence Program That Brought Nazi Scientists to America, by Annie Jacobsen. Little, Brown and Company

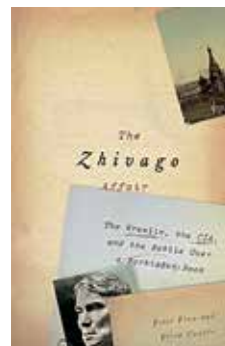
The Invisible Bridge: The Fall of Nixon and the Rise of Reagan, by Rick Perlstein. Simon & Schuster

NEW RESEARCH AREAS

While the Library & Archives' most popular collection remains the diaries of the Chinese political and military leader Chiang Kai-shek, new areas of interest are continually emerging.

Recent examples include:

- Summit diplomacy of Ronald Reagan and Mikhail Gorbachev
- Political Islam
- History of classified information leaks
- Anticommunist opposition movements
- Rise of atomic energy
- Transformation of the free market after World War II
- History of neoliberalism
- Propaganda during World War I
- US-Taiwan relations
- Latin American economic policy
- Morality of violence
- Development of suburbs in the United States



PROGRAMS

Last year was the busiest since the Institution's founding, with more than fourteen thousand visitors coming through the doors to use the Library & Archives, participate in their programs, or view their exhibitions. Hoover's Library & Archives serve Stanford students, scholars, the Institution, and the public through workshops and lecture series, classes, tours, and public exhibitions.

Scholarly Workshops

Annual workshops bring experts from Hoover and Stanford together with prominent scholars from around the world. Participants conduct research using Hoover's unique archival holdings and are given opportunities to present their work and exchange ideas with other scholars.



Signing ceremony of the Molotov-Ribbentrop Pact, the nonaggression treaty between the Soviet Union and Germany, August 1939. FROM THE WILLIAM RUSSELL PHILIP COLLECTION, HOOVER INSTITUTION ARCHIVES

Workshop on Totalitarian Regimes

Promoting the comparative study of modes of personal dictatorship, institutions of coercion and repression, and the economic and social consequences of totalitarian rule, this workshop, which is in its fourteenth year, has resulted in a number of scholarly monographs in the Yale-Hoover Series on Totalitarianism, as well as many books and articles in scholarly journals.

“The fact that Hoover had collections of such a variety of economists and economic policy-related institutions enabled me to capture the global nature of these debates and sketch a much richer and detailed picture of a history I had only been able to outline before.”

PARTICIPANT, WORKSHOP ON POLITICAL ECONOMY

Workshop on Political Economy

Launched in 2014, the Workshop on Political Economy convenes scholars to examine such topics as the history of economic thought and the development of libertarian and conservative political movements in the United States and abroad.

Workshop on Modern China

Hoover's second annual Workshop on Modern China took place in August 2014. The keynote lecture explored how the Communists in China developed from a ragtag band of survivors of the disastrous Long March at the beginning of World War II into an army of a million men by the end of the war.

Public Lecture Series

A regular public lecture series is a new endeavor for Hoover's Library & Archives. In this year's inaugural programming, Swedish author and historian Bengt Jangfeldt spoke on the heroic actions of the Swedish diplomat Raoul Wallenberg, who saved the lives of tens of thousands of Jews in Hungary during World War II; Hoover research fellow Paul R. Gregory discussed his latest book, *Women of the Gulag*; and author Monique Brinson Demery spoke about her new book, *Finding the Dragon Lady: The Mystery of Vietnam's Madame Nhu*, featuring Hoover's collections.

Classes and Tours

Last year, the Library & Archives reference staff provided specialized instruction for more than seventy groups, including students from Stanford undergraduate and graduate courses and local community colleges. Staff members also support a robust program of tours, catering to everyone from local high school students to Hoover media fellows to distinguished guests, such as the king of Belgium.



NEW ARCHIVES READING ROOM

The newly renovated Archives reading room, which opened in March 2014, can now welcome fifty-five researchers at a time. The renovation was essential to keep pace with the growing numbers of researchers using Hoover's collections.

Recent Public Exhibitions

Revolutions in Eastern Europe: The Rise of Democracy, 1989–1990

(March–August 2014)

The profound transformation of Eastern Europe from communism to democracy during 1989–90 occurred at a speed unprecedented in peacetime. Since the Institution's founding, Hoover curators

have focused on collecting unique documents produced during times of significant change. This exhibition included a sampling of those materials—dissent literature, political platforms, campaign ephemera, photographs, and posters—that are critical to understanding the dynamic circumstances under which social change occurs.



From the Erazm Ciolek Papers, Hoover Institution Archives



From the Checkpoint Charlie 1946–1989 album, Berlin, Hoover Institution Archives

Art & History: Treasures from the Hoover Library & Archives

(April–December 2013)

Highlighting work from Frida Kahlo, Edward Steichen, and Jack Chen, this exhibit captured many of the significant historical events of the past hundred years. The items on display included selections from Hoover's renowned poster collection, groundbreaking political cartoons, botanical

drawings from a nineteenth-century Russian expedition to California, hand-painted letters of appreciation from recipients of humanitarian aid, dramatic sketches of life in the Gulag by Thomas Sgovio, rare art journals from prerevolutionary Russia, and numerous other items, many of which were on display for the first time.



Vandalism of the Revolutionaries, December 1918, Ivan Alekseevich Vladimirov Paintings, Hoover Institution Archives



Botanical drawings, circa 1820–1860, Elena Pavlovna Fadeeva Drawings, Hoover Institution Archives

COLLECTION STRATEGY

By the time the US National Archives was established in 1934, the Hoover Institution had already amassed a substantial collection of materials documenting political change in the modern era. Through the years, formal curatorships were established to enable the Institution to gather materials from key regions. Today, Hoover continues to build on the strength of its collections while expanding into new areas, increasing the breadth and depth of material for scholars. Following are some of the Library & Archives' most important collecting objectives:

- Significantly increasing the collection of born-digital material
- Building on areas of thematic relevance to the Institution's mission, including economics, political philosophy, military history, and jurisprudence
- Reinforcing our position as the premier institution for archives in such geographic areas as Russia, Eastern Europe, and China
- Expanding and strengthening traditional areas such as Latin America, the Middle East, and north Africa

RECENT ACQUISITIONS

The Library & Archives have acquired numerous new archival collections from individuals, families, and organizations. A selection of notable recent acquisitions follows:

Miguel Aroche Parra Papers

Speeches, writings, and correspondence documenting political conditions in mid-twentieth-century Mexico

Warren Christopher Papers

Papers documenting the former secretary of state and Stanford Law School alumnus's career in public service, particularly during the Carter and Clinton administrations

Communist Chinese Political Movement Collection

Memoirs, investigation records, judicial testimony, and decrees relating to political dissidence and prosecutions for political offenses in China

Deng Zumou Papers

Materials relating to American, German, and Japanese military relations with Taiwan

Joseph Goebbels Papers

Letters, notebooks, and other materials of Hitler's minister of propaganda

Green Party of California Records

Records of the environmentally oriented political party

Heartland Institute Collection

Materials issued by the free-market, antiregulatory organization relating to environmental and economic public policy issues in the United States

Herbert Hoover Jr. Papers

Recently declassified set of papers documents Hoover's time as undersecretary of state during the Eisenhower administration, covering the period 1954 to 1957; issues addressed include US base rights in the Philippines, US/Israel relations, the Suez Canal crisis, and foreign policy in the Middle East

Ron Kovic Papers

The Vietnam War veteran and antiwar activist's writings and photographs, including the original annotated manuscript of his book *Born on the Fourth of July*

Lew Yao-huan Papers

Diaries and notes of a Chinese Nationalist Army general who graduated from the Virginia Military Institute and served as Sun Yat-sen's military aide in the 1920s

Overseas Weekly Photographs

More than sixteen thousand photographs, mostly taken by service members in Vietnam and Southeast Asia during the 1960s and 1970s

ProfTEK Records

Letters, minutes, bylaws, and legal records of the independent labor movement in post-Soviet Russia

Herbert Romerstein Collection

More than five hundred boxes of materials documenting communist front organizations in the United States, Soviet espionage and covert operations, and propaganda and psychological warfare, especially during World War II

Zdzisław Rurarz Papers

Letters, writings, and photographs of the Polish ambassador who defected to the United States to protest the 1981 declaration of martial law in Poland

NOTES FROM THE FIELD

DANIELLE SCOTT TAYLOR

North American Collection Curator and Collections Manager

In collaboration with Stanford Graduate School of Business librarian Paul Reist and Stanford visiting scholar Mie Augier, I conducted an oral history interview with George P. Shultz this year. We focused primarily on Shultz's academic life at the University of Chicago, Stanford University, and the Hoover Institution but also captured unique anecdotes from his distinguished public service career. Shultz touched on a variety of topics during the two-hour conversation, including race relations in the 1960s and balancing family life with the demands of public service.

The interview transcript will be added to the Hoover Archives, where researchers will also find Shultz's personal papers and an oral history interview in which he discusses US/Soviet relations during the Reagan administration.



George P. Shultz in his office at the Hoover Institution. HOOPER INSTITUTION RECORDS



Barricades still stand before the burnt-out shell of the House of Trade Unions on the Maidan Nezalezhnosti (Independence Square) in Kiev, May 2014.

PHOTO: ANATOL SHMELEV

ANATOL SHMELEV

Russian and Eurasian Collection Curator and Research Fellow

I try to schedule my trips abroad to coincide with some significant political event, such as national elections, because it makes it possible to acquire election materials for the Archives. Political programs, posters, leaflets, and other items describing candidates' platforms are usually best collected in the week or two leading up to an election; the day after the election they are pulped and lost to history. Regretfully, revolutions by their nature are unpredictable and therefore hard to plan for in advance.

I arrived in Kiev on May 20, 2014, with presidential elections in Ukraine scheduled for May 25; it was a perfect opportunity to collect materials as I moved around the city from meeting to meeting and a good chance to see the center of the city, where most of the action had taken place between November 2013 and March 2014. Maidan Nezalezhnosti (Independence Square) is located in the center of Kiev, just off Khreshchatyk Boulevard, the main thoroughfare of Kiev. It and the surrounding streets still looked like a war zone, with barricades,

piles of tires and bricks, and armed men in bulletproof vests wandering around, although several months had gone by since the violence that culminated in the overthrow and escape of President Yanukovich.

MACIEJ SIEKIERSKI

European Collection Senior Curator and Research Fellow

Archival collections, which come in all sizes, contain a broad range of materials valuable to researchers. A collecting trip to eastern Europe resulted in materials documenting recent political developments in the region, as well as an older item of potential interest to social and cultural historians: a small personal collection of Lidia Alekseevna Vinogradova (1896–1983) consisting of a memory book for the years 1913–27, notes, photographs, and a short history of the Russian family by Lidia's niece, Tat'iana Vlasova.

Lidia Vinogradova spent her entire life in Riga; her album reflects the rich ethnic and cultural diversity of that city around the time of World War I, with its pages full of inscriptions, pencil and colored drawings, and poems by known and unknown authors.



A June 1914 inscription about friendship illustrated with a watercolor of flowers from Lidia Vinogradova's memory book. LIDIA VINOGRADOVA PAPERS, HOOPER INSTITUTION ARCHIVES

HOOVER TAPESTRY UNVEILED IN BELGIUM



Tapestry by Floris Jespers, 1939, inscribed "The United States saved Belgium from starvation during the war. When peace came they helped to rebuild the country and its scientific institutions." PHOTO: DIRK PAUWELS, LEUVEN MUSEUM

A work of art by Belgian artist Floris Jespers was unveiled in March 2014 at the Leuven Museum in Belgium as part of its exhibition *Ravaged: Art and Culture in Times of Conflict*. The tapestry honors Herbert Hoover and the Commission for Relief in Belgium, which Hoover founded to bring food to Belgium and northern France during World War I. Woven for the New York World's Fair (1939–40), the tapestry was shipped to the United States before Belgian citizens were able to see it. In 1940, with war again raging in Belgium, the tapestry was sent to Stanford for safekeeping and later donated to the University. The artwork features Herbert Hoover next to the burning University of Leuven, whose library Hoover helped rebuild after it was destroyed by German troops. The tapestry was returned to the Institution after the exhibition closed in September 2014.



Herbert Hoover and former chairman of the Hoover War Library H.H. Fisher with the Belgian tapestry. PHOTO: JOHN GUTMANN, HOOVER INSTITUTION ARCHIVES

PRESERVATION

For more than ninety years, materials have arrived at the Library & Archives in every medium of the time—from acidic twentieth-century paper to reel-to-reel tapes and now laptops and flash drives. Hoover's dedicated preservation team works in state-of-the-art preservation labs to protect the collection indefinitely, ensuring that future generations of researchers can make use of these rare and important materials.

Manuscript Collections

The book and paper conservation lab conducts work to exacting specifications. This is evident not only in the ongoing work on housings, encapsulations, and repairs of thousands of rare books and unique archival materials but also in custom-made creations such as:

- A custom box to house a giant BEAT CAL silk banner that hung on the Great Wall of China in 1983
- Custom enclosures for the Long March drawings
- New hanging frames for the exhibit pavilion

Sound and Moving Image Collections

With grants from the National Film Preservation Foundation and the California Audiovisual Preservation Project, Hoover's audiovisual staff preserves and reformats Hoover's audio, video, and film collections to safeguard them for posterity. Recent projects include:

- More than thirty episodes of *Firing Line*, featuring such guests as Tom Wolfe, Jesse Jackson, Clare Boothe Luce, Gerald Ford, and Rudolph Giuliani
- Radio Free Europe broadcasts in multiple languages
- Former US ambassador to Russia and Peter and Helen Bing Senior Fellow Michael McFaul's interviews of Russian leaders
- Polish government-in-exile films from the Andrzej Pomian Papers, including *Polish Bombers Holiday* and *WWII Polish Army en Route from USSR to Germany* (circa 1943)
- Five amateur films from the William P. Miller Papers, providing rare glimpses of the World War II era, including footage of remote landscapes in Morocco



Five films from William P. Miller have been preserved featuring unique footage of north Africa and Europe during World War II.

HOOVER INSTITUTION ARCHIVES



COMMUNICATIONS

Actively advancing scholarly output is a vital aspect of the Institution's mission. Spanning public affairs, marketing, and education, our communication efforts strive to assure that Hoover fellows and their ideas resonate in the public policy debate. We target the informed public and policy makers via traditional print and broadcast media and their online manifestations. Each year, more than a thousand articles and commentaries authored by Hoover fellows appear in newspapers, magazines, journals, and on the web. Radio and television appearances by Hoover fellows—and an expanded online and social media presence—amplify these writings, extending their reach to additional audiences and enabling the authors to delve more deeply into their research.

Acquired by Herbert Hoover in 1941, the Belgian carillon atop the Hoover Tower symbolizes a central purpose of the Hoover Institution: to promote peace and personal freedom and to foster ideas that strengthen a free society. An inscription in the largest bronze bell reads Una pro pace sono—For peace alone do I ring. PHOTO: ©JOELSIMONIMAGES.COM

THE DIGITAL revolution has created abundant opportunities to bypass traditional print media and thus target audiences directly. In 2014, Hoover revamped its website to serve as an enhanced communications hub for its expanding line of digital products. Publications and scholarly output that had been scattered across the web are now consolidated on a centralized, branded platform. E-mail marketing campaigns are being used to target specific audiences precisely.

Social media—in particular Facebook, Twitter, and Instagram—are being used to promote the

work of Hoover fellows both in the traditional media and in our proprietary products, such as *Strategika*, *Peregrine*, and *Uncommon Knowledge with Peter Robinson*, platforms that have captured the attention of new and younger audiences.

Hoover's educational outreach also uses new technology. Online educational programs developed in 2014 expand our existing offering of podcasts and video programs, engaging our audiences in contemporary public policy issues.



THE NEW HOOVER WEBSITE

In 2014, Hoover revamped its website (Hoover.org) with a new architecture and visual design that streamline site navigation and enable users to browse content in an intuitive and logical way. The navigational menu has been simplified from eight categories to four, and the site functions on computers, tablets, and smartphones.

Each major policy research topic has its own landing page, which features a slide show highlighting five recent articles. A robust search

engine helps users quickly locate information about specific topics. Social media and sharing features appear on all content pages, enabling users to circulate Hoover research and analysis among friends and colleagues. An enhanced “About Hoover” section guides visitors through Hoover’s history.

The website now enables all Hoover blogs to be on a single platform. The new look and feel of the website are being deployed across all communication platforms.



Hoover’s new website streamlines the user’s navigation and enables intuitive, logical browsing and sharing of information across smartphones, tablets, and computers.

MEDIA RELATIONS

Relationship building is at the core of Hoover's outreach strategy. The public affairs team has cultivated connections with leading journalists to create opportunities for them to interact with Hoover scholars. Such associations ensure that Hoover fellows are often quoted in news stories, called on for news analysis, and represented in the opinion pages of the nation's leading publications.

During the past year, Hoover fellows published nearly one thousand opinion pieces in media worldwide—in 2013 alone more than one hundred op-eds from Hoover fellows appeared in the *Wall Street Journal*. Hoover scholars write regularly for such media as *Forbes*, *Investor's Business Daily*, *Politico*, CNN.com, and the *National Review* and contribute to the national conversation via radio and television, including CNN, Fox News, Bloomberg, CNBC, and NPR.

The William and Barbara Edwards Media Fellows Program

This fellowship opportunity allows outstanding print and broadcast media professionals across the political spectrum to spend time in residence at Hoover. Participants have the opportunity to interview Hoover scholars, conduct research in the Library & Archives, and participate in institutional events and forums.



2013 Media Roundtable. PHOTO: STEVE GLADFELTER

Media Roundtables

The Office of Public Affairs currently conducts four Media Roundtables a year, each of which typically includes four to five interactive panel discussions, led by Hoover fellows, for an audience of up to twenty-five members of the national media. Recent topics have included national security affairs, monetary policy, and health care reform. The program continues to provide a meaningful way to promote our fellows' expertise and educate reporters about Hoover.



Utilizing the tagline Outside the Beltway (OTB), Hoover's Media Roundtables bring members of the national media to Hoover's main campus at Stanford University. Search #HooverOTB on Twitter for the latest from and about this group.

SOCIAL MEDIA

Last year, Hoover's social media presence experienced unprecedented growth. As of September 2014, our Facebook audience had grown to some sixty-three thousand, more than double the number a year earlier; at the same time, Hoover's Twitter account had more than fifty thousand followers. Recently, Hoover launched an account on the popular photo-sharing service Instagram, a visual storytelling platform that offers a new and compelling way to engage audiences.

Using the network effect of social media to our advantage, Hoover has been successful in amplifying its reach and making the most of relationships with traditional media. We are increasingly using Twitter to expand Hoover's reach via event-specific hashtags. Tweets using hashtags created for Hoover senior fellow John B. Taylor's conference on frameworks for central banking reached more than one million people and generated more than nine million impressions in May 2014; soon after, tweets using hashtags created for July's Media Roundtable reached four hundred thousand people and generated more than two million impressions.

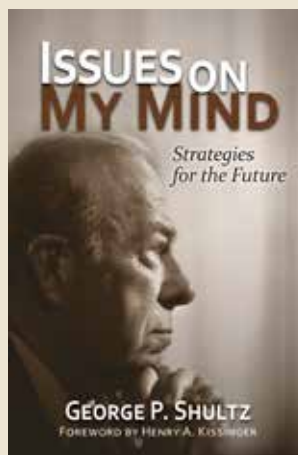
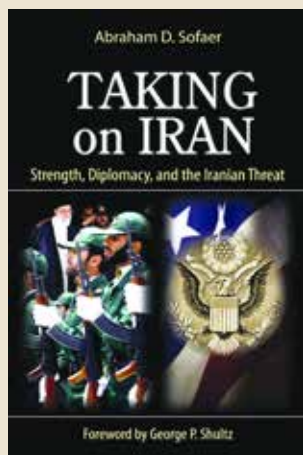
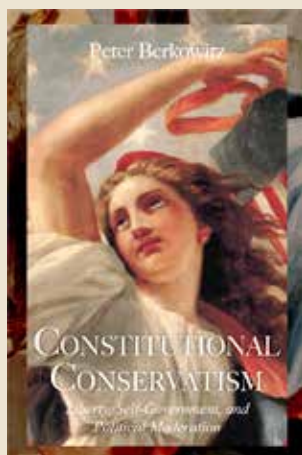
THE HOOVER INSTITUTION PRESS

The Hoover Institution Press publishes books and essays advancing the ideas of Hoover scholars and affiliates across a broad range of topics. Publications are available in a variety of formats, including print, EPUB, Mobipocket, and PDF. Hoover has partnered with a book distributor to circulate works across a wide network of vendors and platforms.



Senior Fellow John B. Taylor with former FDIC chairwoman Sheila Bair at a book event at the Hoover Institution in Washington. PHOTO: JAY MALLIN

BOOKS PUBLISHED BY HOOVER INSTITUTION PRESS IN 2013–2014



2013

Constitutional Conservatism: Liberty, Self-Government, and Political Moderation, by Peter Berkowitz

The Illusion of Net Neutrality: Radical Politics, Regulatory Creep, and the Real Threat to Internet Freedom, by Robert Zelnick and Eva Zelnick

Perjury: The Hiss-Chambers Case (3rd edition), by Allen Weinstein

Distributed Power in the United States: Prospects and Policies, edited by Jeremy Carl

Taking on Iran: Strength, Diplomacy, and the Iranian Threat, by Abraham D. Sofaer

Syria, Iran, and Hezbollah, by Marius Deeb

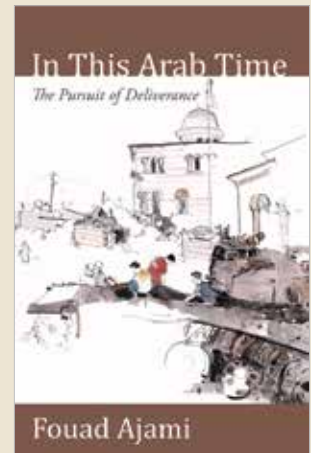
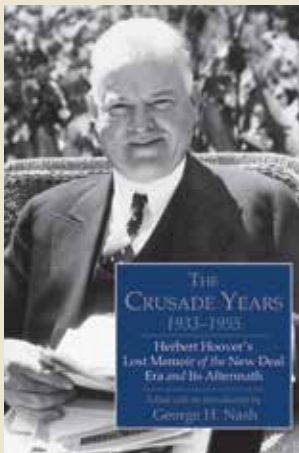
Issues on My Mind: Strategies for the Future, by George P. Shultz

Motherland Lost: The Egyptian and Coptic Quest for Modernity, by Samuel Tadros

Women of the Gulag: Portraits of Five Remarkable Lives, by Paul R. Gregory

The New Deal and Modern American Conservatism: A Defining Rivalry, by Gordon Lloyd and David Davenport

The Crusade Years: Herbert Hoover's Lost Memoir of the New Deal Era and Its Aftermath, edited by George H. Nash



2014

What Lies Ahead for America's Children and Their Schools, edited by Chester Finn Jr. and Richard Sousa

To Make and Keep Peace among Ourselves and with All Nations, by Angelo Codevilla

In Retreat: America's Withdrawal from the Middle East, by Russell A. Berman
Israel and the Arab Turmoil, by Itamar Rabinovich

Reflections on the Revolution in Egypt, by Samuel Tadros

The Consequences of Syria, by Lee Smith
Game Changers: Energy on the Move, edited by George P. Shultz and Robert C. Armstrong

Iraq after America: Strongmen, Sectarians, Resistance, by Joel Rayburn

Democracy's Dangers and Discontents: The Tyranny of the Majority from the Greeks to Obama, by Bruce Thornton

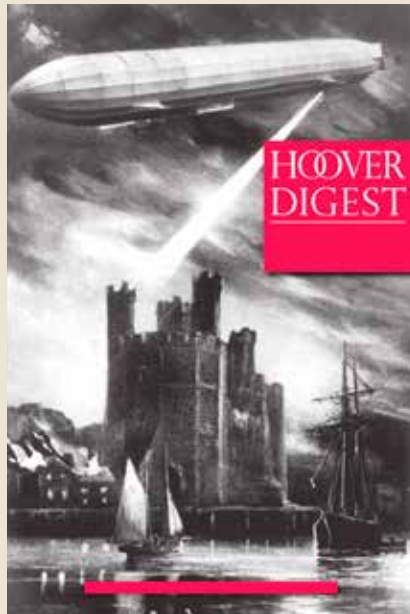
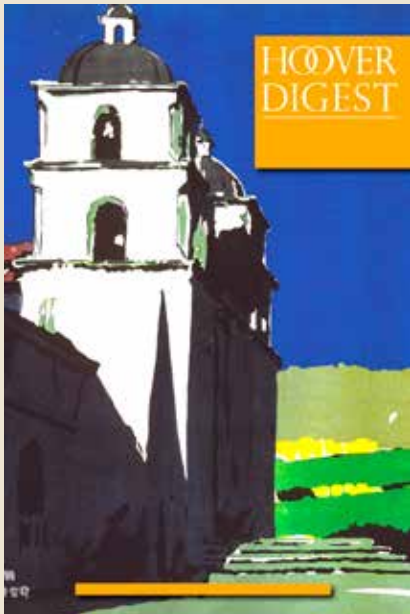
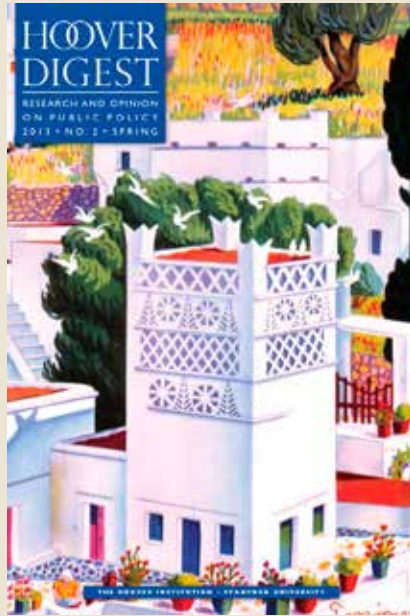
The Weaver's Lost Art, by Charles Hill
The Struggle for Mastery in the Fertile Crescent, by Fouad Ajami

Nuclear Security: The Problems and the Road Ahead, edited by George P. Shultz, Sidney Drell, Henry A. Kissinger, and Sam Nunn

NAFTA at 20: The North American Free Trade Agreement's Achievements and Challenges, edited by Michael J. Boskin

Across the Great Divide: New Perspectives on the Financial Crisis, edited by Martin Neil Baily and John B. Taylor

In This Arab Time: The Pursuit of Deliverance, by Fouad Ajami



The Hoover Digest is a quarterly publication offering innovative writing on politics, economics, and history by scholars and researchers of the Institution.

PERIODICALS

Hoover Digest

Quarterly print publication with articles by Hoover fellows on politics, economics, and history

Defining Ideas

Online journal offering in-depth thought and commentary on key public policy issues

Strategika

Online journal analyzing issues of national security in light of conflicts of the past

Education Next

Print journal examining evidence relating to school reform

China Leadership Monitor

Online publication that informs the US foreign policy community about current trends in China's leadership politics and foreign and domestic policies

Peregrine

Online publication from the Conte Initiative on Immigration Reform that makes the case for incremental reforms to US immigration policy

Hoover Daily Report

Daily e-mail with links to the work of Hoover fellows and affiliated scholars in newspapers, journals, blogs, and broadcast media



Poster from the Hoover Institution Archives

ONLINE SYMPOSIA

“The Briefing”

Perspectives on national security and law

“The Caravan”

Explorations of contemporary dilemmas of the greater Middle East

“Immigration Reform”

Examinations of legal and illegal immigration

“Eureka”

Discussions of California’s policy, political, and economic issues



“Eureka” was created to discuss the political and economic issues confronting California. Like the Golden State motto from which this online forum’s title was borrowed, the goal is one of discovery—identifying underlying problems and offering reasonable and commonsense reforms.

FELLOWS’ BLOGS



Economics One
by Senior Fellow John B. Taylor



Shadow Government
by Research Fellow Kori Schake for
Foreign Policy magazine



Grumpy Economist
by Senior Fellow John H. Cochrane



Works and Days
by Senior Fellow Victor Davis Hanson



Café Hayek
by Research Fellow Russell D. Roberts
and Don Boudreaux of George Mason
University



Lawfare
by Senior Fellow Jack Goldsmith, with
Benjamin Wittes of the Brookings
Institution, and Robert Chesney of the
University of Texas

VIDEO SERIES

Uncommon Knowledge with Peter Robinson

Research Fellow Peter Robinson in conversation with political leaders, scholars, journalists, and thinkers

American Conversation Essentials

Produced with the 92nd Street Y in New York, each video features a Hoover fellow delving into a specific issue of the day

The Numbers Game

Russell D. Roberts combines charts, tables, graphics, cartoons, and conversation about public policy issues in this chartcast series



Former US ambassador to Russia, Hoover senior fellow, and Stanford political science professor Michael McFaul (right) discusses Russian president Vladimir Putin's complex and evolving rhetoric and strategic objectives during a May 2014 episode of *Uncommon Knowledge* with Peter Robinson.

AUDIO PODCAST SERIES



“The Libertarian”

Weekly podcast series by Richard A. Epstein, Hoover’s Peter and Kirsten Bedford Senior Fellow, accompanying his weekly column in *Defining Ideas*



“Strategika”

Expanded companion pieces from authors whose work appears in the online journal



“Immigration Reform”

The initiative’s podcast series informs the debate on immigration reform as it unfolds across public and legislative spaces

AMERSON
DANA DURAND
R. ELLINGSTON
W.P. FULLER
S. GASKILL
J. HERTER
L. HONNOLD
MEAD HOWELLS
WALTER P. INNES
WALLACE B. JOHNSON
H. KENNEDY
J. W. KRUEGER
GEORGE W. LAWRENCE
FRED J. LINGHAM
RALPH H. LUTZ
C. McMAHON
MALABRE
CHARLES W. MERRILL
MITCHELL
ARTHUR
T. DAILEY
WILLIAM DURBROW
S. FAWCETT
ADALINE FULLER
FRANK A. GOLDER
HERBERT L. GUTTERSON
DONALD E. HARDY
WILL H. HAYS
NATHANIEL
HERBERT HOOVER
MR. AND MRS.
H. D. IRWIN
GEORGE
PRESTON
W. R. LINN
FREDERICK B. LYON
MR. AND MRS. RUSSELL
OTTO T. MALLERY
LEON S. MERRILL
MOWATT M. MITCHELL
COLLINS
CHUBB
RUSSELL
COBB
CROCKER
EDMUND L. DALEY
W. R. DODSON
ELLIOTT
FRANCQUI
C. GREEN
MRS. E. H. HARRIMAN
A. HEALY
JAMES A. HORNE
SHERMAN HOYT
WILL IRWIN
MRS. M. H. JONES
KUMLER
JOHN S. LAWRENCE
JOHN B. LORD
DUNCAN Mc DUFF
M. MacLENNAN
WILLIAM H. MALTBY
R. M. MERRITT
S. A. MITCHELL
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An exceptional confluence of people strengthens the Institution by engendering and championing principled, workable ideas that define a free society. Donations from individuals, foundations, corporations, and partnerships continue to support the enduring fortitude of the Hoover Institution, ensuring the ongoing development of solutions to the challenges that face our nation and our world. We recognize and value these individuals for their time, commitment, and financial support; without them Hoover's scholars and staff could not achieve the mission envisioned by Herbert Hoover many years ago.

A wall in the Hoover Tower acknowledges contributors to the fund initiated in 1925 by Edgar Rickard for the construction of the Hoover Tower.

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IN APPRECIATION: DAVID BRADY



After twenty-five years of service and twelve years as Hoover deputy director, Davies Family Senior Fellow David W. Brady has stepped down from his administrative duties as deputy director to focus on his

scholarly role as a senior fellow. Brady has been influential in growing the Media Fellows and National Fellows Programs and recently served as interim director of the Library & Archives. The Bowen H. and Janice Arthur McCoy Professor of Political Science and Leadership Values in the Stanford Graduate School of Business and a professor of political science in Stanford's School of Humanities and Sciences, Brady has been instrumental in strengthening Hoover's ties with the University.

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 Raymond Jeanloz
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 Sam Nunn
 Gary Roughead
 Christopher W. Stubbs

(Continued on next page)



PHOTO: LINDA A. CICERO/STANFORD NEWS SERVICE

SCHOLARS *continued*

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Peter and Frances Duignan Distinguished Visiting Fellow

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John E. Chubb
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Paul T. Hill
Henry Kissinger
Edwin Meese III
Allan H. Meltzer
Herbert J. Walberg
Kevin M. Warsh
Pete Wilson

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Charles A. Small
Koret Visiting Fellow

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Renee Bowen
Latika Chaudhary
Jowei Chen
Oeindrila Dube
Jeremy Fox
Thomas Grant
Justin Grimmer
Laurel Harbridge
Wolfgang Keller
Mathew McCubbins
Ian Morris
Sarah C. M. Paine
Nicolas Petrosky-Nadeau
Paul Rahe
Robert Rakove
Carol Shiue
Gaurav Sood
Bradley C.S. Watson

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US Air Force

Lieutenant Colonel Roy Collins
US Air Force

Lieutenant Colonel Brant Eggers
US Marine Corps

Commander Steve Newlund
US Navy

Colonel Eric Shirley
US Army

Captain Troy Stoner
US Navy

Colonel Thomas Womble
US National Guard



1 John B. Taylor receives the Bradley Prize PHOTO: THE BRADLEY FOUNDATION **2** Sidney Drell
3 Thomas J. Sargent receives the Nobel Prize PHOTO: THE NOBEL FOUNDATION

AWARDS AND HONORS

A number of prestigious awards and honors have been bestowed on Hoover fellows in recent years:

Nobel Prize
Thomas J. Sargent (2011)

Bradley Prize
Edwin Meese III (2012)
Richard A. Epstein (2011)
Harvey C. Mansfield (2011)
Allan H. Meltzer (2011)
John B. Taylor (2010)

Hayek Prize
John B. Taylor (2012)

National Association for Business Economics Adolph G. Abramson Award
John B. Taylor (2013)

Benjamin Franklin Award for Public Service
Fouad Ajami (2011)
Niall Ferguson (2010)

Truman Medal for Economic Policy
Allan H. Meltzer (2011)

National Medal of Science
Sidney Drell (2011)

Economic History Association Jonathan R. Hughes Prize for Excellence in Teaching
Stephen H. Haber (2013)

Eric Breindel Award for Excellence in Opinion Journalism
Fouad Ajami (2011)

Many Hoover scholars are also involved in such honor societies as the American Academy of Arts and Sciences, American Philosophical Society, Econometric Society, National Academy of Education, and National Academy of Sciences.

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Administrative Services Manager
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Marianne Jacobi

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Special Events Manager
Linda Hernandez

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Development Events & Services

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(Continued on next page)

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Bronweyn Coleman

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PHOTO: JACKIE JONES DESIGN

THE UNCOMMON COMMITMENT AWARD

“GREAT HUMAN ADVANCES have not been brought about by mediocre men and women. They were brought about by distinctly uncommon men and women with vital sparks of leadership.” HERBERT HOOVER

The Hoover Institution Uncommon Commitment Award recognizes individuals who have made outstanding contributions to the Hoover Institution and the principles for which it stands. The award is reserved for those who have made a profound and lasting impact on the direction and success of the Institution during a sustained period of time.

Herbert Hoover reminded us that it is not the common man but rather the uncommon man on whom the preservation of our civilization depends. It is fitting, therefore, that the award be named the Uncommon Commitment Award.

RECIPIENTS

- 1 Boyd C. Smith (July 2014)
Award presented by John Raisian (left).
PHOTO: MARTINO MINGIONE
- 2 Stephen D. Bechtel Jr. (July 2013)
PHOTO: ROD SEARCEY
- 3 David T. Traitel (July 2013)
- 4 Peter B. Bedford (February 2013)
PHOTO: GOODMAN/VAN RIPER PHOTOGRAPHY
- 5 Paul L. Davies Jr. (July 2011)
- 6 William C. Edwards (July 2011)
- 7 Tad Taube (July 2011)
- 8 Richard M. Scaife (February 2000)
PHOTO: © PITTSBURGH POST-GAZETTE



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The Board of Overseers advises and supports the Institution's senior administration, ensuring that the Hoover Institution follows the path set forth by its founder in its mission statement. This dedicated group of supporters, who contribute to the advancement of the Institution through their knowledge, experience, and leadership, meets twice a year, at Stanford and in Washington, DC. Members who served on the board during the 2014 fiscal year are listed here.

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† Executive Committee members
‡ Ex officio members of the Board



To acknowledge his outstanding service, the title of Distinguished Overseer was conferred on longtime Hoover supporter William C. Edwards at the July 2014 board meeting. PHOTO: STEVE GLADFELTER

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In Memoriam

We honor the memory of those Overseers and former Overseers who passed away during the 2014 fiscal year:

Shirley Temple Black
Charles M. Ewell
Richard M. Scaife
George L. Smith Jr.

Robert D. Stuart Jr.
William D. Walsh
Dean A. Watkins

FINANCIAL REVIEW

The Hoover Institution's fiscal year runs from September 1 through August 31, coincident with Stanford University's fiscal year and academic calendar. The Institution is pleased to report that it ended the 2013–14 fiscal year in a solid financial position, with base budget revenues of \$56.1 million and expenses of \$47.2 million. Revenues include \$8.1 million in restricted funds earmarked for specific projects in future years. Including those funds, Hoover entered the 2014–15 fiscal year with a healthy cash reserve.

The Institution is funded primarily by two sources: expendable gifts and endowment payout. In 2013–14, Hoover donors made contributions totaling \$33.0 million to support the work of Hoover scholars, the Library & Archives, and outreach and communications activities. Endowment payout totaled \$22 million in the 2013–14 fiscal year. Hoover also earned \$458,000 in interest income and revenue from periodicals and publications. Stanford University contributed \$660,000 in general funds to Hoover to support the Library & Archives.

As the Institution moves toward opening a new building in 2017 and its 100th anniversary in 2019, it

is experiencing increased activity in a number of strategic areas. Hoover's expenditures are a reflection of its priorities, including support of fellows and their research programs, the Library & Archives, and dissemination of the Institution's scholarly output.

Total base budget expenses were \$47.2 million in fiscal year 2013–14 and are expected to grow to \$54 million in 2014–15. Notable expenditure increases during this period include adding to the research fellowship; launching new research initiatives, including projects focusing on foreign policy and regulation and the rule of law; expanding fellowships and academic programming in the Library & Archives while introducing a comprehensive digital program; expanding the outreach and research activities in the newly opened Johnson Center in Washington, DC; and redesigning the Hoover website. In addition to the ongoing activities of the Institution reflected in the base budget, Hoover has a number of special and capital projects of limited duration that are funded in advance of commencement. In fiscal year 2013–14, those projects had revenues of \$4.2 million and expenses of \$5.1 million.

The groundbreaking for Hoover's new building on the Stanford campus is anticipated to be in 2015. Last year Hoover received \$19 million in gifts for the new building, and the needed remaining funds have been pledged.

The Institution had \$495 million invested in Stanford's Merged Pool for endowment funds as of August 31, 2014, including \$444 million in endowment funds and \$51 million in reserve funds. In addition, Hoover had \$57 million in cash reserve funds, \$41 million of which was restricted to specific purposes.

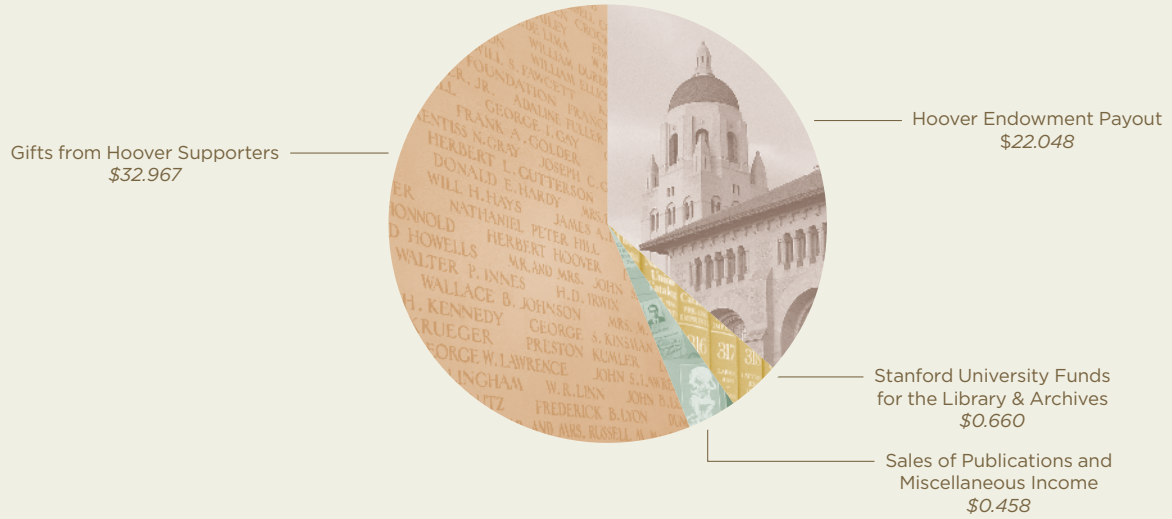


Tanner Fountain, in front of Hoover Tower. PHOTO: JACKIE JONES DESIGN

FUNDING SOURCES, 2013-2014

BASE BUDGET (IN MILLIONS)

TOTAL \$56.133 MILLION



BUDGET EXPENDITURES, 2013-2014

BASE BUDGET (IN MILLIONS)

TOTAL \$47.204 MILLION

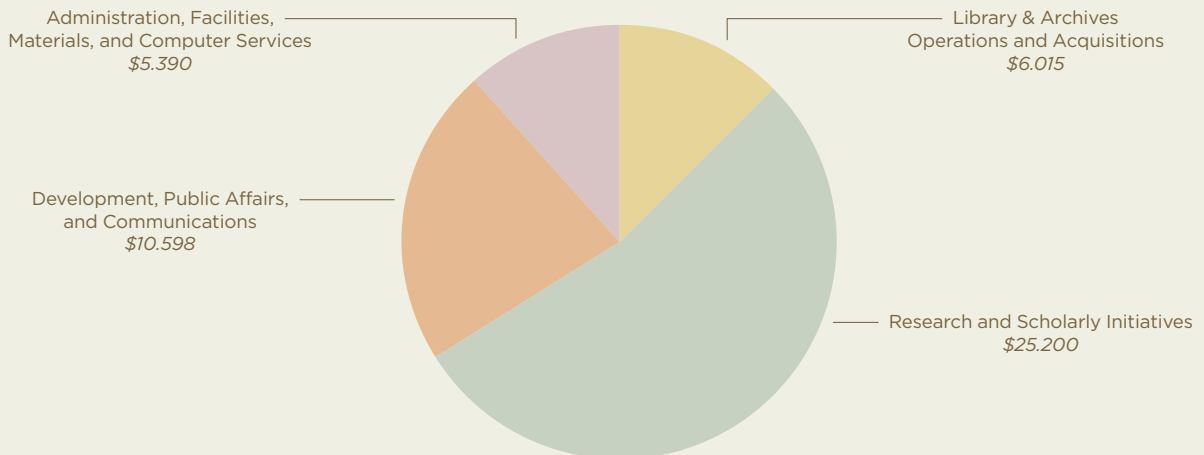








PHOTO: LINDA A. CICERO/STANFORD NEWS SERVICE

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