



Ideas Defining A Free Society

H O O V E R
I N S T I T U T I O N

ANNUAL REPORT 2016

accept your kind offer to them. Their cable address "Lewis" Boston. I will try if it seems reasonable. I will be sure to remember you if I may be put to

Mr. R. A. F. Pennington Philadelphia Pa. My dear Mr. Hoover. I have the honor to acknowledge the receipt of your splendid note to me and to thank you for all right and kind regards. I am glad to hear of your success. I am glad to hear of your success. I am glad to hear of your success.



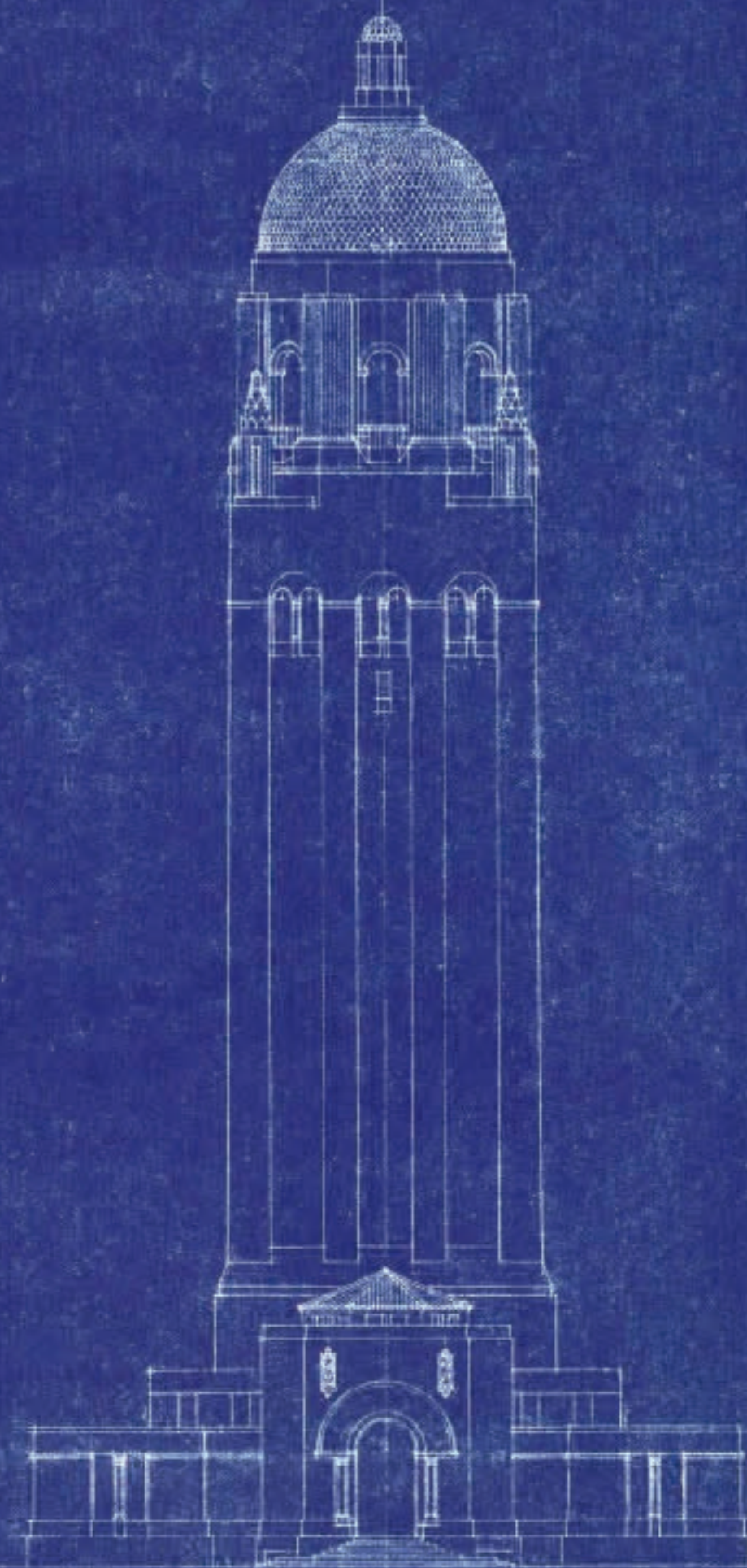
THE PURPOSE OF THIS INSTITUTION IS TO PROMOTE PEACE. ITS RECORDS STAND AS A CHALLENGE TO THOSE WHO PROMOTE WAR. THEY SHOULD ATTRACT THOSE WHO SEARCH FOR PEACE.

I THEREFORE DEDICATE THIS BUILDING TO THESE PURPOSES.

JUNE 20, 1941

HERBERT HOOVER





HOOVER INSTITUTION

2016 Annual Report

“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.”

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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 THE CHAIRMAN

August 31, 2016

OUR COUNTRY, our world, and our way of life have changed dramatically since the founding of the Hoover Institution nearly a hundred years ago. Yet the dilemmas that tested statesmen and policy makers at that time—maintaining economic growth and stability, nurturing American institutions, safeguarding our interests, and ensuring the lessons of the past are applied in the present—continue to challenge us today. The relevance of the Hoover Institution’s work across generations attests to the enduring nature of our mission. We must not only address today’s public policy challenges but also sustain and strengthen the institution so future generations may benefit.



Thomas W. Gilligan
Tad and Dianne Taube Director

Working together, our supporters, staff, and scholars made significant progress toward those objectives during this fiscal year. Hoover produced countless publications that include landmark books such as *Blueprint for America*, as well as in-depth policy essays and commentaries on improving the well-being of individuals and our society. Our fellows and staff have introduced the insights of this work in public discussions and policy-making efforts through countless op-eds and media appearances, a rapidly growing educational voice on Capitol Hill, and breakthrough programs to reach the next generation and reinforce Hoover’s role as an educational institution. Hoover’s Library & Archives have paired important new acquisitions with initiatives to expand in-person and digital access to our collections, ensuring their wide availability for understanding history and the modern world.



Thomas J. Tierney
Chairman, Board of Overseers

The challenges of the current policy environment have only served to strengthen our work. The unprecedented volatility of the 2016 election cycle has further differentiated Hoover as a paragon of principled scholarship among partisanship and hyperbole. Confronted with the post–great recession economy and the rise of transnational security threats, Hoover fellows have proven their ingenuity in addressing intractable policy challenges.

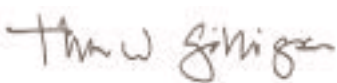
This year has also seen a number of developments that will increase Hoover's capacity for policy research and education in the future. The year 2016 marks both the seventy-fifth anniversary of the completion of Hoover Tower and the near-completion of another historic capital improvement: the David and Joan Traitel Building.

New leadership is augmenting the human capital underlying Hoover's program. One year after transitioning to the role of Tad and Dianne Taube Director, Tom Gilligan is helping Hoover refine its strategic direction with a focus on measuring results. After three years of valuable service, Tom Tierney has passed the role of chairman of the Board of Overseers to longtime board member Joel C. Peterson, an entrepreneur and faculty member at Stanford's Graduate School of Business. In addition, Eric Wakin has assumed the position of deputy director of the Hoover Institution, continuing in his roles as the Robert H. Malott Director of the Library & Archives and research fellow.

This is also a time of new leadership within the larger academic community of Stanford University. After sixteen years of service, John L. Hennessy recently stepped down as president of Stanford, succeeded by Marc Tessier-Lavigne, former president of Rockefeller University. A search committee is also working to identify a successor to Stanford provost John W. Etchemendy. We will work closely with the university's new leaders during and after their transitions to nurture our relationship with Stanford and exchange intellectual and institutional resources.

Discussing the state of the Hoover Institution and reviewing the activities and successes of the past year reminds us of the dedication of our supporters in providing the resources that make our work possible. We thank them for standing with us to promote economic opportunity, prosperity, and peace. We also thank our supporters for creating the foundations for impact in the future, especially in 2017, as national discussions shift from political races to the serious policy challenges that characterize our time. As a result of their generosity, and the commitment of our scholars and staff, Hoover is ready to lead the way.

Sincerely,



THOMAS W. GILLIGAN



THOMAS J. TIERNEY







RESEARCH AND SCHOLARSHIP

RESEARCH AND SCHOLARSHIP are the core of the Hoover Institution's activities. Hoover's role as a leading public policy research center has evolved significantly from its earliest days as an archives on war. The principles guiding this research, however, remain steadfastly in line with President Hoover's founding intent, that the institution should "constantly and dynamically point the road to peace, to personal freedom, and to the safeguards of the American system."

Given the complexities of modern economic conditions, political institutions, national security threats, and global diplomacy, developing coherent policy solutions requires significant intellectual resources. Accordingly, Hoover's research program includes:

- A diverse and widely respected fellowship of academics, diplomats, policy makers, and media communicators working in widely varying disciplines
- Working groups that integrate the research of individual fellows and outside experts to address important policy questions
- A vibrant relationship with Stanford University scholars and an ongoing exchange of ideas with larger global and national academic communities
- Educational support for policy makers as a source for trustworthy analysis and actionable solutions
- An array of institutional vehicles for publicizing research, including periodicals, podcasts, blogs, and the Hoover Institution Press

This program produces rigorous research that is both principled and practical. It speaks to perennial debates as well as acute dilemmas. As a result Hoover maintains an influential position in national policy dialogues and, ultimately, helps shape policy itself.

The following pages provide an overview of research and scholarship at the Hoover Institution and highlight the accomplishments made possible by Hoover's supporters in the preceding year.

Research and scholarship are the core of the Hoover Institution's activities.

RESEARCH INITIATIVES

Difficult policy challenges often intersect numerous areas of expertise and require collaborative, interdisciplinary attention. Research initiatives convene working groups of leading experts in relevant fields, drawn from within and outside the institution, to address important questions in public policy.

Economic Policy

Principal: John B. Taylor, George P. Shultz Senior Fellow in Economics

The Working Group on Economic Policy researches current financial conditions and prevailing economic, monetary, fiscal, and regulatory policies at the domestic and international levels. Members examine past policy successes in light of current economic trends with the goal of restoring economic growth and improving individual well-being. The group publicizes its research through the *Economics Working Papers Series*, books and conference volumes, op-eds and media appearances, and congressional testimony. It is a preeminent scholarly resource among central bank officials, financial leaders, and economists.



Condoleezza Rice, the Thomas and Barbara Stephenson Senior Fellow and sixty-sixth US secretary of state, speaking at a Hoover Institution conference.

PHOTO: ROD SEARCEY

Intellectual Property, Innovation, and Prosperity (IP²)

Principals: Stephen Haber, Peter and Helen Bing Senior Fellow; Richard Sousa, research fellow

The Working Group on Intellectual Property, Innovation, and Prosperity, also known as IP², asks whether the US patent system frustrates or facilitates invention, innovation, entrepreneurship, and economic activity. The group breaks the disciplinary isolation that has limited past intellectual property research by convening a wide array of participants from the private sector and academia. In addition to developing research, the group hosts policy symposia, educates students and young professionals through annual regulatory policy seminars, and publishes the *IP² Working Paper Series*, which now numbers more than forty papers.

Role of Military History in Contemporary Conflict

Principals: Victor Davis Hanson, Martin and Illie Anderson Senior Fellow; Bruce Thornton, research fellow; David Berkey, research fellow

In the spirit of Hoover's founding tradition, the Working Group on the Role of Military History in Contemporary Conflict brings together distinguished military historians, practitioners, and security analysts to examine conflicts of the past as lessons for the present. The group is a prolific source of commentary and analysis, publishing the periodic online journal *Strategika*, the weekly column *Military History in the News*, and the literary column *Classics of Military History*. The group also releases focused policy analyses via the *Military History Essay Series*.

National Security, Technology, and Law

Principals: Jack Goldsmith, senior fellow; Benjamin Wittes, senior fellow in governance studies at the Brookings Institution

The Jean Perkins Foundation Working Group on National Security, Technology, and Law explores issues at the intersection of high technology and security strategy. It takes a particular focus on balancing the defensive use of technology with constitutional and ethical constraints, as well as the effect of rapid technological change on national security law. The group is a prominent source of research on topics such as surveillance, counterterrorism, and cyber security. In addition to publishing in-depth policy essays via the *Aegis Paper Series*, the group distributes content through the widely read *Lawfare* blog and frequently hosts events at Hoover's Washington, DC, office.



PHOTO: TIM GRIFFITH



A recent gathering of scholars and media in Hoover's Hatfield Courtyard. PHOTO: ROD SEARCEY

Energy Policy

Principal: George P. Shultz, Thomas W. and Susan B. Ford Distinguished Fellow

The Shultz-Stephenson Task Force on Energy Policy applies scientific and technological developments in the energy sector to issues such as rising energy costs, national security, and climate change. It recommends policy solutions and private-sector initiatives that account for price, competition, efficiency, and the economic interests of stakeholders. Group members work closely with energy and policy experts at MIT and Stanford, resulting in joint projects such as the book *Game Changers: Energy on the Move*. They also regularly publish forward-looking research papers on new technologies in the energy sector, such as the *Reinventing Nuclear Power Essay Series*.

Immigration Reform

Principals: Edward P. Lazear, Morris Arnold and Nona Jean Cox Senior Fellow; Timothy Kane, JP Conte Fellow in Immigration Studies

The Conte Initiative on Immigration Reform brings together Hoover scholars and affiliated thinkers to reduce complexity and improve effectiveness in the US immigration system. The group offers evenhanded policy analysis and formulates clear improvements to every part of the system—from border security to green cards to temporary work visas. In addition to providing regular commentary and media appearances, the group publishes the online journal *Peregrine*, devoting each edition to a different aspect of immigration policy, such as executive action or national security.

Islamism and the International Order

*Principals: Russell A. Berman, senior fellow;
Charles Hill, research fellow*

In recent years, the grim potential of ideological extremism has revealed itself with alarming frequency. The Herbert and Jane Dwight Working Group on Islamism and the International Order focuses on Islamic radicalism and reversing its spread as an ideological trend by strengthening institutions in the Muslim world. Drawing on historical, institutional, and strategic analysis, participating scholars illuminate policies to foster modernity, human flourishing, and the rule of law in Islamic regions and increase order in the international system.

Regulation and the Rule of Law

*Principals: Allan Meltzer, distinguished visiting fellow;
Charles Calomiris, distinguished visiting fellow;
Michael McConnell, senior fellow*

The Regulation and the Rule of Law Initiative develops ideas for restoring the separation of powers and legislative processes specified in the Constitution, eschewing regulatory favoritism, and promoting predictable, impartial policy frameworks governed by the rule of law. The interdisciplinary working group of scholars develops original research and hosts policy symposia such as the recent conference “Executive Power and the Rule of Law.” The group also publishes in academic journals, including a special issue of the *Journal of Financial Intermediation* devoted to papers developed at its conference “Rules for the Lender of Last Resort.”

NORTH AMERICAN FORUM

The North American Forum seeks to increase prosperity across the continent and strengthen cooperation between its neighboring nations. The Hoover Institution acts as the US secretariat for the forum, with Admiral Gary Roughead, USN (ret.), formerly an Annenberg Distinguished Visiting Fellow and now the Robert and Marion Oster Distinguished Military Fellow, serving as the US cochair. Forum officials annually convene influential leaders from industry, government, media, and the academy to discuss issues and policy initiatives affecting the forum’s goals. Among other topics, the 2016 conference addressed the US presidential election, cooperative energy and environmental policies, and immigration patterns.



RESEARCH HIGHLIGHTS

Visiting Scholars

Complementing the institution's principal fellowship, Hoover is at all times a home away from home to numerous visiting scholars and policy practitioners. Visiting fellows enjoy a respite from the daily demands of their careers to think about challenging topics in policy at the conceptual level and see their ideas through to publication. They are an important source of insights and research within the institution and often maintain close working relationships with Hoover as they climb to positions of influence. Visiting fellowship programs include the W. Glenn Campbell and Rita Ricardo-Campbell National Fellows Program, which offers promising scholars at the early stages of their careers a chance to participate in intellectual life at Hoover, at the same time developing their curricula vitae and publishing history. The National Security Affairs Fellowship Program engages rising national security strategists and practitioners with academic resources and mentorship.

Visiting Fellowship Highlight: The National Security Affairs Fellowship Program

Every year, each branch of the US armed services, along with the Department of State, nominates a representative to join Hoover as a National Security Affairs Fellow (NSAF). These fellows work closely with Hoover scholars, participate in Stanford University courses, mentor students, and explore how the technology and innovation of Silicon Valley can enhance armed forces capabilities. Applying these resources in combination with their unique experience at the intersection of policy and operations, NSAFs offer important contributions to strategic thinking at Hoover. They also devote a portion of their time to developing their research into policy recommendations for their own departments and services. Hoover has hosted more than 130 NSAFs, many of whom are now top authorities within the US armed forces and diplomatic apparatus and continue to turn to Hoover for strategic insights. Members of the promising 2015–16 cohort left little doubt that they will follow similar paths.

National Security Affairs Fellow Dorothy Ngutter participates in a panel discussion with fellow NSAFs at Hoover's 2016 Spring Retreat.

PHOTO: ERIC DRAPER





The 2015–16 class of National Security Affairs Fellows: (left to right) Lieutenant Colonel Mark Micke, US Marine Corps; Captain Chris Conley, US Coast Guard; Lieutenant Colonel Steve Behmer, US Air Force; Colonel Anthony S. Leal, US Army National Guard; Colonel Hollie Martin, US Army; Dorothy Ngutter, US Department of State; Commander Todd Camicata, US Navy. PHOTO: ERIC DRAPER

The 2015–16 Class of National Security Affairs Fellows:

- **Lieutenant Colonel Steve Behmer**, representing the US Air Force, is a self-described “pilot by trade” whose experience includes multiple deployments to Afghanistan.
- **Commander Todd Camicata**, representing the US Navy, is a qualified aviator and test pilot with flight time in more than thirty aircraft.
- **Captain Chris Conley**, representing the US Coast Guard, is an aviator with search-and-rescue experience including post-Katrina operations in New Orleans.
- **Colonel Anthony S. Leal**, representing the US Army National Guard, is a personnel specialist and educator whose record includes service as a deputy regional corps advisory commander for Afghanistan West.
- **Colonel Hollie Martin**, representing the US Army, is a planning and logistics expert who holds two master’s degrees in military operational art and science and theater operations.
- **Lieutenant Colonel Mark Micke**, representing the US Marine Corps, is a seasoned commander whose service includes time as executive officer of the 3,500-person Marine Air Control Group 38.
- **Dorothy Ngutter**, representing the US Department of State, is an accomplished diplomat whose former posts include the US embassy in Ankara, Turkey, and the State Department’s 24/7 crisis management center.

RECENT CONGRESSIONAL TESTIMONY BY HOOVER FELLOWS

Michael McFaul, Peter and Helen Bing Senior Fellow, testified on June 14, 2016, before the House Committee on Foreign Affairs' hearing titled *US Policy toward Putin's Russia*.

William J. Perry, senior fellow, testified on July 13, 2016, at the Senate Committee on Appropriations' *Hearing to Review Budget Requirements and Justification for the Nuclear Cruise Missile*.

John B. Taylor, George P. Shultz Senior Fellow in Economics, testified on May 17, 2016, before the House Financial Services Committee's hearing titled *Interest on Reserves and the Fed's Balance Sheet*.

Timothy Kane, JP Conte Fellow in Immigration Studies, testified before Congress's Joint Economic Committee on July 12, 2016, in a hearing titled *Encouraging Entrepreneurship: Growing Business, Not Bureaucracy*.

Adam J. White, research fellow, testified on November 19, 2015, before the House Financial Services Committee in a hearing titled *Oversight of the Financial Stability Oversight Council: Due Process and Transparency in Non-Bank SIFI [Systemically Important Financial Institutions] Designations*. He also testified on May 17, 2016, before the House of Representatives Committee on the Judiciary regarding the Separation of Powers Restoration Act of 2016.

Admiral Gary Roughead, USN (ret.), Robert and Marion Oster Distinguished Military Fellow, testified on December 2, 2015, before the Senate Committee on Armed Services in a hearing titled *Department of Defense Personnel Reform and Strengthening the All-Volunteer Force*.

John Villasenor, national fellow, testified on November 19, 2015, before the House Committee on Energy and Commerce in a hearing titled *The Fast-Evolving Uses and Economic Impacts of Drones*.

“A rebirth of the American economy should be the government’s top priority. And I believe that can happen if the government does less regulating rather than more.”

TIMOTHY KANE JP CONTE FELLOW IN IMMIGRATION STUDIES,
EXCERPT FROM JULY 2016 TESTIMONY

CONFERENCES AND SYMPOSIA

The Next Wave of Surveillance Reform

The USA Freedom Act, passed in June 2015, reauthorized select provisions of the Patriot Act with modifications addressing calls for surveillance reform. The Jean Perkins Foundation National Security, Technology, and Law Working Group principals Jack Goldsmith, senior fellow at Hoover, and Benjamin Wittes, senior fellow in governance studies at the Brookings Institution, organized the “Next Wave of Surveillance Reform” symposium to forecast and discuss future policy changes affecting US surveillance activities.

Goldsmith and Wittes, influential experts on issues at the intersection of national security and technology, convened other preeminent authorities in the field to present and discuss six papers on issues pertaining to surveillance policy, including legal statutes, ethical and economic concerns, and hacking. Participants included senior legal and administrative officials from the FBI, NSA, and Department of Justice, along with technology sector experts and academics.

The papers developed through the symposium initiated the *Aegis Paper Series*, now an ongoing outlet for long-form analysis from the working group. Two working group contributors and symposium participants—David S. Kris, former assistant attorney general for the National Security Division of the US Department of Justice, and Mieke Eoyang, vice president for the National Security Program at Third Way—adapted their papers as congressional testimony. All of the papers were published at Hoover.org and in the new *Aegis* section of the influential *Lawfare* blog.



Senior Fellow Jack Goldsmith. PHOTO: ROD SEARCEY

IP² Summer Teaching Institute

If, similar to the Hippocratic oath in medicine, the first principle of law is to do no harm, policy makers must carefully account for the long-term implications and potential unintended consequences of their decisions. Academic programs in law and public policy, however, often overlook economic theory and other analytic tools necessary for such evaluations. The IP² Summer Teaching Institute on the Economics and Politics of Regulation offers aspiring policy makers and attorneys the opportunity to close this educational gap. The two-week course begins with fundamental concepts in economics and public policy but then focuses on applied analyses of intellectual property law and related regulatory areas.

Course lecturers included IP² principals Stephen Haber, the Peter and Helen Bing Senior Fellow at Hoover, and Research Fellow Richard Sousa, along with Richard A. Epstein, Peter and

Kirsten Bedford Senior Fellow, and numerous professors from top-tier law and business schools. In addition, a panel of venture capitalists and entrepreneurs discussed their interactions with the US patent system. Admissions for the program are increasingly competitive; the 2016 session yielded an international cohort of promising students and young professionals in law and policy. Participants hailed from Seoul to Stanford and from Berlin to Chicago, representing equally diverse academic and professional backgrounds.

Despite the breadth of course material, Sousa summed up its lessons in a few words: “measured skepticism about regulatory policy.”

International Monetary Stability: Past, Present, and Future

Hoover’s annual symposia on new developments in monetary economics have become influential summits in the worlds of central bank policy and monetary research. Convened by John B. Taylor, the George P. Shultz Senior Fellow in Economics at Hoover, the annual conference helps restore the foundations of monetary theory in the wake of unprecedented post-2008 economic events. This year’s conference, titled “International Monetary Stability: Past, Present, and Future,” attracted more than one hundred attendees, including four regional Federal Reserve Bank presidents, numerous other representatives of the Federal Reserve System, top-tier financial reporters, investment and finance authorities, and academics.

“The students should leave with knowledge of the tools that economists and political scientists use in examining data and evaluating the role of government, especially with an eye toward the possible long-run implications of new regulations.”

RICHARD SOUSA RESEARCH FELLOW, ON THE IP² SUMMER TEACHING INSTITUTE



John H. Cochrane, pictured to the right of John B. Taylor, comments during the panel discussion on rules-based monetary reform. PHOTO: ROD SEARCEY



Live coverage from the International Monetary Stability conference included broadcasts by CNBC senior economics reporter Steve Liesman. PHOTO: ROD SEARCEY

Participants presented and discussed five research papers on monetary policy spillover effects, policy coordination among central banks, monetary history, and ideas for policy reforms. They also assessed the results of unconventional monetary interventions and obstacles to further action as interest rates collide with the zero lower bound.

A panel discussion featuring Taylor, along with Thomas W. and Susan B. Ford Distinguished Fellow George P. Shultz and Richard Clarida, the C. Lowell Harriss Professor of Economics and International Affairs at Columbia University, focused on rules-based monetary reform, a monetary policy staple based on seminal contributions by Taylor. In addition, the presidents of the Federal Reserve Banks of Atlanta, San Francisco, St. Louis, and Dallas formed a panel to discuss current trends in economic performance and potential Fed responses, the evolving presence of central banks in the economy vis-à-vis unconventional

monetary tools, and central bank transparency. They also candidly relayed the current uncertainties and research questions affecting policy discussions inside the Federal Reserve System.

**CENTRAL BANK GOVERNANCE
AND OVERSIGHT REFORM**



John B. Taylor and Senior Fellow John H. Cochrane developed this new Hoover Institution Press volume from a 2015 monetary policy conference of the same name. The essays and discussions in *Central Bank Governance and Oversight Reform* look beyond

short-term monetary policy actions to assess the rules and norms that govern central bank decision making. The contributing authors include numerous current and former central bank presidents and officials, Hoover fellows, and academic economists, taking the reader to the leading edge of contemporary monetary policy discussions.



PHOTO: TIM GRIFFITH

HOOPER RESEARCH PROJECTS

Hidden Debt, Hidden Deficits: How Pension Promises Are Consuming State and Local Budgets

The latest research from Joshua D. Rauh, senior fellow at Hoover and professor of finance at Stanford's Graduate School of Business, demonstrates that faulty accounting procedures and unrealistic revenue projections are masking huge unfunded public employee pension obligations. In *Hidden Debt, Hidden Deficits*, Rauh uses new government data to present a comprehensive alternative accounting of the liabilities underlying public pension guarantees and the troubling implications for US taxpayers. Since Rauh released the report in April 2016, *Investor's Business Daily*, the *Financial Times*, the *Washington Examiner*, *Politico*, the *Hill*, and CNBC have cited his work on public employee pension issues. In addition, Representative Devin Nunes (R-CA) cited the report in proposing the Public Employee Pension Transparency Act, which introduces reforms mirroring Rauh's recommendations.



The San Onofre Nuclear Generating Station.

Reinventing Nuclear Power Essay Series

New developments in the energy sector, from wind and solar to shale extraction to consumer preferences for energy efficiency, represent a near-total transformation of the US electrical grid. Meanwhile, nuclear technology, despite its significant output and environmental advantages, has stagnated technologically. The *Reinventing Nuclear Power Essay Series*, a project of the Shultz-Stephenson Task Force on Energy Policy, convenes regulatory officials, nuclear technology experts, and security strategists to analyze the technical case for nuclear power and related policy implications. Titles in the series include “Sustaining American Leadership in the Nuclear Industry,” “The Case for Government Investment in Small Modular Nuclear Reactors,” “Small Nuclear Reactors: A Call for Action,” and “Licensing Small Modular Reactors: An Overview of Regulatory and Policy Issues.”

Pragmatic Engagement Amidst Global Uncertainty: Three Major Challenges

Among the numerous national security challenges shadowing the transition to new presidential leadership, China's growing momentum on the world stage, Russia's declining status as a world power, and the lethal rise of extremist ideology are among the most concerning. Anticipating the central role these issues will take in future foreign policy strategies, Senior Fellow Stephen D. Krasner and Davies Family Senior Fellow Amy Zegart led a project to edit numerous analyses completed by

the Working Group on Foreign Policy and Grand Strategy prior to its adjournment in 2015 into a unified framework for the next administration and beyond. The resulting essay, *Pragmatic Engagement Amidst Global Uncertainty: Three Major Challenges*, takes as its starting point an unpredictable international policy arena, limited security resources, and constrained policy options. The authors outline guiding strategic principles and a concrete agenda for US policy toward Russia and China and for dealing with transnational terrorism.



A meeting in Hoover's state-of-the-art, two-level Annenberg Conference Room. Frequently used for major Hoover conferences, the facility was constructed with the support of the Annenberg Foundation in honor of Thomas W. and Susan B. Ford Distinguished Fellow George P. Shultz. PHOTO: ROD SEARCEY

**BLUEPRINT FOR AMERICA: SETTING THE STAGE
FOR THE FUTURE OF FOREIGN AND DOMESTIC POLICY**



George P. Shultz, Thomas W. and Susan B. Ford Distinguished Fellow and sixtieth US secretary of state. PHOTO: JOSHUA ROBERTS

Serious policy discussions affecting national security and individual well-being often vanish in the noise of election cycles. Recognizing the need for a rigorous analysis of the many challenges in store for the next administration and Congress, Thomas W. and Susan B. Ford Distinguished Fellow George P. Shultz convened a team of renowned Hoover Institution fellows to craft *Blueprint for America*. Published in October 2016 by the Hoover Institution Press, *Blueprint* is grounded in tested principles and strictly constructive. The book takes a long view for the nation, beginning with steps that can be taken today.

The project is illustrative of Shultz's unwavering focus on the tough work of making policy. "Upon entering office, the next administration and Congress will have to switch off campaign mode and instead go about their jobs of leadership and governance," he explains. "Our effort here takes a scholarly approach to the biggest and hardest challenges that they should collectively get to work on."

Each *Blueprint* author contributes a chapter tackling a defining issue within his or her area of

expertise. Senior Fellows Michael J. Boskin and John H. Cochrane, Leonard and Shirley Ely Senior Fellow John F. Cogan, and George P. Shultz Senior Fellow in Economics John B. Taylor offer market-based assessments of economic issues. David and Joan Traitel Senior Fellow Scott W. Atlas, MD, discusses incentive-based health care reform. Paul and Jean Hanna Senior Fellow Eric Hanushek addresses K-12 education. Davies Family Distinguished Visiting Fellow General Jim Mattis, Annenberg Distinguished Visiting Fellows Admiral James O. Ellis and Ambassador James Goodby, and Research Fellow Kori Schake explain measures for strengthening US national security and diplomacy. Throughout the book, Shultz offers interludes that color meticulous policy analyses with the wisdom of a master statesman.

Strategically released in the final months of the 2016 election cycle, *Blueprint* provides a handbook for governance that is intended to resonate through the presidential transition and into the next administration. Hoover is also extending the book's reach to national media coverage through Media Roundtables and other outreach vehicles and directly to the public through online educational videos.

"Upon entering office, the next administration and Congress will have to switch off campaign mode and instead go about their jobs of leadership and governance."

GEORGE P. SHULTZ THOMAS W. AND SUSAN B. FORD
DISTINGUISHED FELLOW, ON BLUEPRINT FOR AMERICA

EDUCATING AMERICANS IN PUBLIC POLICY

The Mary Jo and Dick Kovacevich Initiative at the Hoover Institution

IN RECENT YEARS, serious social, economic, and political challenges have raised the stakes of democratic participation. The sources of information available to Americans for evaluating policy alternatives, however, are increasingly difficult to navigate.

Educating Americans in Public Policy (EAPP), the Mary Jo and Dick Kovacevich Initiative at the Hoover Institution, taps into the teaching abilities of Hoover fellows—many of whom are professors at Stanford and other top universities—to carry out policy education on a massive scale. EAPP uses creative online media to reach new audiences—particularly our nation’s youth—with the facts and analytic tools they need to participate constructively in America’s civic and democratic institutions.

EAPP pilot projects such as the *Just the Fracts* video series delivered promising initial results. That series, which applies lessons about property rights and markets to the debate surrounding hydraulic fracturing regulation, generated more than 1.2 million online views—double the objective—principally among the target audience of eighteen- to thirty-four-year-olds.

Building from this experience and insights from market research, Hoover recently expanded EAPP into a major new educational initiative. Hoover fellows developed numerous new policy education projects offering succinct yet precise perspectives on topics ranging from public pensions to the history of US foreign policy. Hoover also launched a path-breaking new website devoted to policy education: PolicyEd.org. The site offers the full spectrum of EAPP content in a way that encourages learning and discovery. It pairs EAPP videos with complementary study materials, links to related Hoover research, and classroom resources. Visitors can create accounts, track their progress through EAPP materials, participate in guided group discussions with Hoover fellows, and share educational content with friends through social media.



Hoover’s new PolicyEd.org website features engaging educational videos and other interactive resources based on the work of Hoover fellows.

POLICY EDUCATION IN ACTION

IT'S A WONDERFUL LOAF

John and Jean De Nault Research Fellow Russell Roberts, who famously pitted fictional versions of John Maynard Keynes and Friedrich Hayek against each other in the *Fear the Boom and Bust* rap video, is one of the most creative minds in economic education. *It's a Wonderful Loaf* is a charming animated poem written by Roberts that uses the supply of bread to illuminate the economic wonders underlying everyday life. Its whimsical explorations of economic principles make it a perfect video for young people.



INTELLECTIONS



The *Intellections* series addresses trending issues in national policy debates through concise, frequently released animated videos based on Hoover research. Titles such as “Socialism’s Empty Promises,” “No Vacancy: The Consequences of Rent Control,” and “Growth Is Good” addressed major issues in the 2016 election cycle that younger audiences were unlikely to find elsewhere.

DEBT AND DEFICIT PRIMER

This introduction to the economics of deficit spending is the first in a series of animated videos adapted from George P. Shultz Senior Fellow in Economics John B. Taylor’s free and open online Principles of Economics course. The videos use Taylor’s Stanford University-quality instruction to explain key economic policy issues affecting individual and national prosperity.



BLUEPRINT FOR AMERICA VIDEO SERIES



The authors of *Blueprint for America* wrote the book for a specific audience: national policy makers up to the president of the United States. Its insightful and straightforward analyses, however, offer important information for the general public. The *Blueprint* video series presents the book’s solutions through short, animated videos that retain the project’s intellectual rigor and professional tone.

COMMUNICATIONS

THE HOOVER INSTITUTION'S cross-channel communications program amplifies the voice of Hoover fellows beyond the academy and into policy discussions affecting individual well-being and national interests.

Innovative outreach strategies give Hoover a comparative advantage in earning high-profile coverage in traditional media channels. Social media engage online communities in sharing Hoover research throughout new networks. A rich catalog of digital publications connects online audiences directly to commentary and analysis by Hoover fellows.

These efforts activate Hoover scholarship in national dialogues, pointing policy makers, opinion leaders, and the public toward solutions to the challenges that define our time.

MEDIA OUTREACH

Media outreach features prominently in the Hoover Institution's communications strategy, using traditional and digital platforms to shape influential policy dialogues and national discussions.

Hoover fellows have authored more than one thousand op-eds and appeared in more than seven hundred broadcasts in the preceding year.

Hoover's media relations team consistently secures high-profile placements and appearances for Hoover fellows in top broadcast, print, and online outlets, including more than one thousand op-eds and more than seven hundred broadcast appearances by Hoover fellows in the preceding year. An active and growing social media presence on platforms such as Facebook and Twitter keeps Hoover engaged in developing policy debates and extends the institution's reach to younger audiences. In addition, unique programs such as Media Roundtables and the William and Barbara Edwards Media Fellows Program set Hoover apart from other policy research centers.

Spring Media Roundtable: Applied Lessons in Cyber Security Strategy

Media Roundtables offer journalists intensive face-to-face briefings on Hoover research that increase their understanding of policy issues and introduce the institution as a resource for future reporting. This year's successful Media Roundtables included a cyber security-focused program that—for the first time—moved beyond theory to practice, exposing national security reporters to the challenges of guarding against cyber attacks and reacting when cyber security measures fail.



Davies Family Senior Fellow Amy Zegart, joined by technology sector leaders, briefing reporters on cyber security challenges. PHOTO: ROD SEARCEY

The program attracted twenty-five national security journalists and producers from the *New York Times*, *Wall Street Journal*, CNN, and numerous other top-tier outlets. Davies Family Senior Fellow Amy Zegart, Senior Fellow Jack Goldsmith, and Research Fellow Herbert Lin briefed participants on information technology, hacking, the law and ethics of cyberspace, and other complexities reporters encounter in covering cyber security. Zegart also led a simulation that placed participants in the role of a major information technology firm balancing the internal fallout of a cyber attack with external relations with shareholders, media, and the public. Hoover introduced private-sector cyber expertise to the exercise by inviting a panel of industry leaders to critique

participants' mock responses to the simulated breach. Hoover also convened a second panel of Silicon Valley information technology executives to share their experiences at the front lines of security compromises and candidly discuss media coverage of cyber issues.

In addition to equipping journalists with the latest technical and policy information about cyberspace and introducing them to Hoover experts, the program sought to promote greater empathy and dialogue between media and the technology sector. It also helped reporters understand the rationale behind industry reactions to cyber attacks. As a result, national security journalists are better equipped to advance a productive public conversation about threats and strategy in the digital world.

The William and Barbara Edwards Media Fellows Program

The William and Barbara Edwards Media Fellows Program is a key source of visibility for Hoover research. Hoover targets top-tier media talent as potential fellows, identifying their principal areas of focus and connecting them with Hoover scholars specializing in those topics. The program forms close personal bonds between Hoover fellows and media leaders and helps reinforce awareness of the institution among East Coast-based media professionals. Hoover hosted twenty-six media fellows in 2016, including:

- *Weekly Standard* founder Bill Kristol, who spoke to a group of forty young professionals in San Francisco as part of Hoover’s response to heightened interest in policy ideas among Silicon Valley business leaders

- Deputy editorial page editor at the *Washington Post* Jackson Diehl, who—after participating in the program—invited Peter and Helen Bing Senior Fellow Michael McFaul to join the paper as a regular contributor
- Senior producer for *Meet the Press* Shawna Thomas, who—after working with him during her fellowship—booked David and Diane Steffy Research Fellow Lanhee J. Chen as a panelist on the show



The William and Barbara Edwards Media Fellows Program is a key source of visibility for Hoover research.

TOP Radio host Hugh Hewitt, shown here interviewing Tad and Dianne Taube Director Tom Gilligan, broadcast several shows live from Hoover’s in-house studio during his visit as a media fellow.

PHOTO: ROD SEARCEY

BOTTOM David and Diane Steffy Research Fellow Lanhee J. Chen appears on a June 2016 episode of NBC’s *Meet the Press*. PHOTO: NBC



PHOTO: JOEL SIMON

DIGITAL PUBLICATIONS

Broadcast and print media are still the preeminent channels for reaching large audiences. Complex policy challenges are most thoroughly explored, however, without the editorial filters of reporters and producers. Digital communications connect the institution directly to audiences, allowing Hoover fellows to set the agenda of important policy topics and tackle them in depth and in real time.

Hoover fellows and working groups have embraced the ability to publish digitally at a pace that matches their prolific research and analysis. The Working Group on the Role of Military History in Contemporary Conflict, for example, published more than 125 commentaries, book reviews, and in-depth policy essays this year. The working group’s four regular publications include the periodic online journal *Strategika*, featuring such recent editions as “New Perspectives on the Iran Deal” and “The Strategic Ramifications of a Fractured EU.” In addition to numerous other online journals, Hoover maintains a diverse portfolio of audio podcasts, a thriving medium for news and information.

Hoover’s digital publications have generated a sizable circulation through Hoover.org, the Hoover Institution iPad application, and e-mail subscriptions. Hoover is also increasingly reaching beyond its proprietary platforms to engage new audiences through their preferred online sources for news and information. This platform-independent model includes distribution through popular third-party blogs, news aggregators, podcast feeds, and social media channels.

Online Hoover Institution Journals

Defining Ideas

Our most-read online publication, *Defining Ideas*, focuses on the work of individual fellows, collecting their best analyses on issues spanning the full spectrum of Hoover research areas.



Strategika

This monthly publication from the Working Group on the Role of Military History in Contemporary Conflict analyzes national security and diplomacy by pointing to parallels from past conflicts.



Aegis Paper Series

Aegis provides an outlet for the Jean Perkins Foundation Working Group on National Security, Technology, and Law to publish in-depth analyses of the complex legal and policy issues that arise when new technology confronts national security.



Eureka

Eureka pairs Hoover fellows with other experts to examine developments in California politics and policy—including data from Hoover’s *Golden State Poll*—and what they mean for the state and the country at large.



Hoover Podcasts

The Libertarian

Peter and Kirsten Bedford Senior Fellow Richard A. Epstein’s weekly podcast applies the razor-sharp insights of one of the most respected modern scholars of law and economics to critical issues in the news as they unfold.



The Classicist

In the *Classicist* podcast, Martin and Illie Anderson Senior Fellow Victor Davis Hanson uses his unique expertise as a scholar of military history and ancient societies to analyze current events ranging from foreign policy to campus politics.



Poll Position

The *Poll Position* podcast opens the discussions of Hoover’s top political scientists and pollsters to the general public. It helps make sense of the 2016 election cycle and explores larger trends affecting political institutions and the American electorate.



Security by the Book

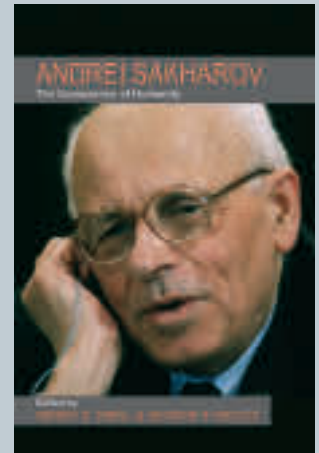
Hoover’s monthly events featuring authors of major new books on national security issues in conversation with scholars from the Jean Perkins Foundation Working Group on National Security, Technology, and Law are a popular forum for Washington-based policy professionals and strategists. The *Security by the Book* podcast makes those exclusive conversations available to listeners around the world.



HOOVER INSTITUTION PRESS

Books Published September 2015–August 2016

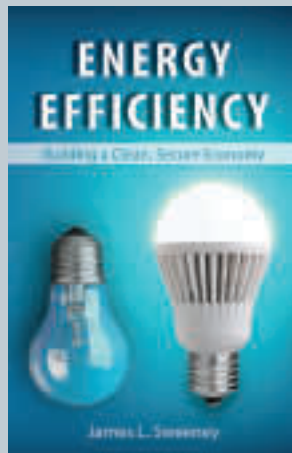
The Hoover Institution Press develops the research of Hoover fellows into scholarly publications and promotes their work in the worlds of academic and popular literature. In addition to books, the Hoover Press increasingly publishes digital content, including essays, online journals, and other short-format publications. This year, the press produced nine books available in multiple print and electronic formats, nineteen essays, and fourteen online journals.



Andrei Sakharov: The Conscience of Humanity, edited by Sidney D. Drell and George P. Shultz



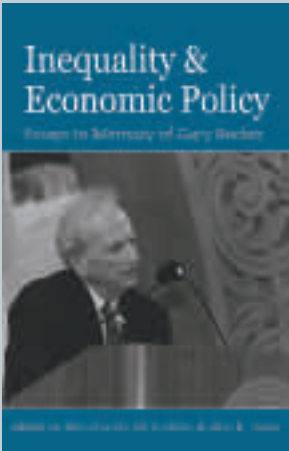
Central Bank Governance and Oversight Reform, edited by John H. Cochrane and John B. Taylor



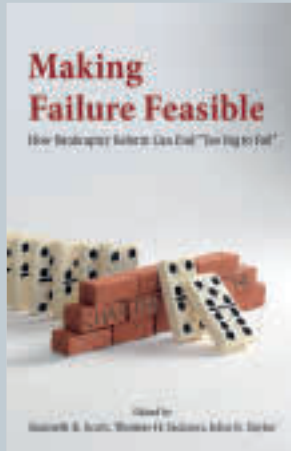
Energy Efficiency: Building a Clean, Secure Economy, by James L. Sweeney



Helena Paderewska: Memoirs, 1910–1920, edited by Maciej Sikiński



Inequality and Economic Policy: Essays in Memory of Gary Becker, edited by Tom Church, Chris Miller, and John B. Taylor



Making Failure Feasible: How Bankruptcy Reform Can End "Too Big to Fail," edited by Kenneth E. Scott, Thomas H. Jackson, and John B. Taylor



One Day We Will Live Without Fear: Everyday Lives Under the Soviet Police State, by Mark Harrison



Restoring Quality Health Care: A Six-Point Plan for Comprehensive Reform at Lower Cost, by Scott W. Atlas, MD



Warriors and Citizens: American Views of Our Military, edited by Kori Schake and Jim Mattis

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The Hoover Press also published numerous new titles in the following essay series:

- *Reinventing Nuclear Power Essay Series* (Shultz-Stephenson Task Force on Energy Policy)
- *The Protection of US Allies* essay series (Working Group on the Role of Military History in Contemporary Conflict)
- *Aegis Paper Series* (Jean Perkins Foundation Working Group on National Security, Technology, and Law)
- *Tactical Success vs. Strategic Victory* essay series (Working Group on the Role of Military History in Contemporary Conflict)

LIBRARY & ARCHIVES

FOUNDED by Herbert Hoover in 1919, the Hoover Institution Library & Archives make up the world’s largest private organization dedicated to documenting war, revolution, and peace in the twentieth and twenty-first centuries. Their nearly one million library volumes and more than six thousand archival collections from 171 countries support the research of our fellows, an international community of scholars, and the public at large, contributing to a broad understanding of political, economic, and social change.

With such unique items as the abdication letter of Tsar Nicholas II, the diaries of twentieth-century figures such as Chiang Kai-shek and General Joseph Stilwell, the papers of Nobel laureates such as Milton Friedman, and original footage of the Hiroshima bombing, the Library & Archives are an invaluable resource to the Hoover Institution, Stanford University, and the world.

The following pages confirm 2016 as a banner year for the Library & Archives, with new records set for use of Hoover collections both on-site and

online; the expansion of public events and exhibition programs; the publication of award-winning books that drew on Library & Archives’ collections; the creation of online repositories for thousands of newly digitized materials; the acquisition of significant new collections; and the endowment of a curatorship for Hoover’s world-renowned Russian and Eurasian Collections. Collaborative digitization projects, staff-taught classes, outreach efforts, workshops, and a research fellowship program continue to bring international attention to the



The Hoover Institution Library, located in Hoover Tower and open to the public, holds nearly one million volumes. PHOTO: TIM GRIFFITH

richness of the Library & Archives' holdings. With generous donor support, 2016 has been a year in which the Library & Archives have been able to draw new and significant audiences to their reading room, website, exhibitions, and events. Looking forward, the Library & Archives will continue to make a visionary investment in Herbert Hoover's founding principles for the institution: improve the human condition by advancing ideas that promote economic opportunity and prosperity, while securing and safeguarding peace for America and all mankind.

“Here is a rare, rich, and easily accessible collection of critical sources from some of the most important political voices of modern Afghan society during tumultuous periods of transition.... This indispensable collection of primary sources from forces in that society allows us to hear, read, analyze, and understand their unmediated voices.”

ABBAS MILANI RESEARCH FELLOW AND THE HAMID AND CHRISTINA MOGHADAM DIRECTOR OF IRANIAN STUDIES AT STANFORD UNIVERSITY, ON THE AFGHAN PARTISAN SERIALS COLLECTION

DIGITIZATION

In 2016 the Library & Archives launched several significant digitization initiatives. The new eMuseum interface enhances access by remote researchers to Hoover collections, and enables collaboration with private-sector partners, archival institutions abroad, and other humanities organizations to build online repositories for previously unavailable materials and expand the audience for Library & Archives holdings.

The Afghan Partisan Serials Collection

In June the Library & Archives launched an online database that allows users access to one of the most significant collections of twentieth-century Afghan periodicals in the world. The Afghan Partisan



The new, digitally preserved collection of Afghan partisan serials is one of the most extensive and rare in the world. AFGHAN PARTISAN SERIALS COLLECTION, HOOVER ARCHIVES

Serials Collection includes more than four thousand publications by groups including the Taliban, anti-Soviet mujahedeen, communists, and others, making it an invaluable resource for scholars and policy makers.

RFE/RL Russian Service Collection

Hoover's extensive Radio Free Europe/Radio Liberty Russian Service (Radio Svoboda) Collection was made available through an online database built in collaboration with the Vera and Donald Blinken Open Society Archives. The archive includes more than twenty-six thousand audio clips broadcast to the Soviet Union and the Russian Federation from 1953 to 1995.

The Frederick L. Anderson Collection

After receiving a fifth grant from the National Film Preservation Foundation, the Library & Archives have digitized and made available color films from the Frederick L. Anderson Collection. The films include never-before-seen footage of Winston and Clementine Churchill in Cuba, as well as World War II-era footage of English actors Vivien Leigh and Sir Laurence Olivier.



In September 2016 the History Channel featured the Library & Archives' recently preserved footage of Winston and Clementine Churchill in Cuba.

FREDERICK L. ANDERSON COLLECTION, HOOVER ARCHIVES

RECENT ACQUISITIONS

Hoover's robust acquisition initiatives continued throughout the past year. New collections include the papers of Ardeshir Zahedi, one of the most important Iranian diplomats of the 1960s and 1970s and ambassador to the United States from 1960 to 1962 and 1970 to 1979. In September, the Library & Archives added material to the Boris Pasternak Collection—the largest in the world—and cohosted, along with Stanford's Department of Slavic Languages and Literatures, a conference entitled "Poetry and Politics in the Twentieth Century: Boris Pasternak, His Family, and His Novel *Doctor Zhivago*." The conference—the largest ever dedicated to the works of the Nobel Prize-winning Russian author—brought together leading scholars in the fields of literature and history, as well as Pasternak's family members. In conjunction with the conference, the Library & Archives provided a display of rare Pasternak artifacts and a lecture by Paolo Mancosu, a professor of philosophy at the University of California at Berkeley, a visiting fellow at Hoover, and author of the September 2016 Hoover Institution Press book *Zhivago's Secret Journey: From Typescript to Book*.

"Today, when Russians are again turning to RFE/RL and Radio Svoboda to discover the news the Kremlin seeks to deny them, these archived programs take on a new and deeper meaning."

NENAD PEJIC RFE/RL VICE PRESIDENT AND EDITOR IN CHIEF OF PROGRAMMING,
ON HOOVER'S RFE/RL RUSSIAN SERVICE COLLECTION



Three of the 830 photographs in the Philippe Pétain Collection, showing Douaumont cemetery near Verdun in 1932 (top); Pétain and his wife, Annie, meeting Minister of War André Maginot during a stroll through the park (bottom left); and Pétain greeting supporters in Vichy in 1944 (bottom right).

MARSHAL PÉTAIN PHOTOGRAPH COLLECTION, HOOVER ARCHIVES

Other significant acquisitions of the past year include the papers of William Patrick Clark, one of former US president Ronald Reagan’s most trusted advisers on foreign affairs; those of Gerald Warren, newspaperman and deputy press secretary to Presidents Richard Nixon and Gerald Ford; and those of Chen Bulei, Chiang Kai-shek’s confidential assistant who helped formulate the policies of the Chinese Nationalist Party and the government

under Chiang. The Library & Archives also acquired a collection of 830 photographs related to the life and career of Philippe Pétain, one of the most controversial figures in the history of France. Pétain became a national hero after leading the French Army to victory in the Battle of Verdun during World War I but emerged as a reviled member of the Vichy government after advocating concessions to Hitler during World War II.

CURATORIAL ACHIEVEMENTS

The past year has seen Hoover’s curators honored in a number of ways, including endowments, awards, and book publications based on Hoover collections.

In March, Research Fellow **Anatol Shmelev** was named the inaugural Robert Conquest Curator for Russia and Eurasia at the Hoover Institution Library & Archives. Shmelev’s new position is supported by a generous endowment from John Stephan, professor emeritus of history at the University of Hawaii, to honor the late Robert Conquest, a Hoover research fellow, former curator at the Library & Archives, poet, and historian.



Robert Conquest Curator for Russia and Eurasia Anatol Shmelev leads a class for student delegates of Stanford’s US-Russia Forum.
 PHOTO: HOOVER LIBRARY & ARCHIVES

The endowed curatorship for Russian and Eurasian Collections is one of the few currently existing in the United States and ensures the legacy of research and scholarship in Slavic studies at Hoover.

Hoover research fellow and cocurator of the East Asia Collections **Hsiao-ting Lin** released his book *Accidental State: Chiang Kai-shek, the United States, and the Making of Taiwan* (Harvard University Press, 2015), the product of years of research in the Hoover Archives.



Cocurator for East Asia Collections Hsiao-ting Lin shows archival Chinese documents to visitors. PHOTO: HOOVER LIBRARY & ARCHIVES

Herbert Klein, research fellow and curator of the Latin America Collection, was the 2015 recipient of the Conference on Latin American History’s Distinguished Service Award. The award marks Klein’s long engagement in the field of Latin American studies across a career during which he has published twenty-six books and 165 articles.

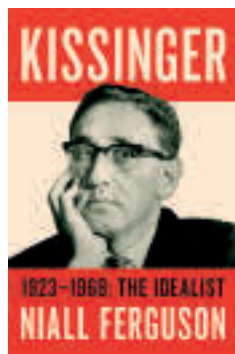
Maciej Siekierski, research fellow and curator of the Eastern European Collections, released *Helena Paderewska: Memoirs, 1910–1920*, an edited edition of the diaries of Helena Paderewska, wife of the celebrated pianist Ignacy Jan Paderewski.

SCHOLARSHIP AND PUBLICATIONS

In the past year the Library & Archives have hosted nearly three thousand visitors in their reading room, and tens of thousands of additional patrons have used their online collections. The Library & Archives' unique materials have served as the foundations of books, articles, films, physical and online exhibitions, course curricula, dissertations, and television programs. As long as concerns of war and peace remain central to the human condition, Hoover's treasure trove of print, graphic, manuscript, and audiovisual materials will serve as an indispensable resource for scholars, students, filmmakers, journalists, teachers, and policy makers.

Since 2000 nine books based on Hoover collections have won Pulitzer Prizes. Significant publications from 2015–16 to use Hoover collections include:

- Robert Service, *The End of the Cold War* (PublicAffairs, 2015)
- Robert Crews, *Afghan Modern* (Harvard University Press, 2015)
- Niall Ferguson, *Kissinger* (Penguin Press, 2015)



PROGRAMS, WORKSHOPS, LECTURES, AND EVENTS

Contributing to the dynamic climate of the institution and Stanford, the Hoover Library & Archives actively seek to reach a broad audience of students, scholars, and interested citizens through a robust schedule of workshops, lectures, classes, tours, and events.

The Library & Archives host four annual workshops that bring together scholars from around the globe to discuss their research and use the rich collections in the Library & Archives reading room. The workshops, organized by Hoover fellows as well as Stanford professors, are the Workshop on Authoritarian Regimes, the Workshop on Political Economy, the Workshop on Modern China, and the Workshop on Latin America. Each workshop is accompanied by a lecture from a leading scholar or policy maker in the field. Speakers in the past year have included historians Frank Dikötter, an expert on the Chinese Cultural Revolution, and Michelle Nickerson, who discussed her groundbreaking work on feminism and conservatism.

In addition to the workshop series, the Library & Archives continue their monthly History and Policy Lecture Series; speakers in 2015–16 included Senior Fellow Emeritus Sidney Drell as well as Allen Stam, dean of the Frank Batten School of Leadership and Public Policy at the University of Virginia.

The Library & Archives also participated in innovative collaborative events to promote the institution's rich holdings, including the screening of a film based on the Jan Karski Collection (in collaboration with Stanford's Center for Russian, East European, and Eurasian Studies) and San Francisco Bay Area music performances by violinist and concert master Stuart Canin, who as a nineteen-year-old GI in World War II played for Joseph Stalin, Harry S. Truman, and Winston Churchill at the Potsdam Conference. Canin's story and his archive, recently acquired by Hoover, were the source of the documentary film *The Rifleman's Violin*, released by Citizen Film.



Stuart Canin, whose collection was acquired by the Hoover Archives last year, played violin for the "Big Three"—Truman, Stalin, and Churchill—at the 1945 Potsdam Conference. STUART CANIN COLLECTION, HOOVER ARCHIVES

ART IN THE ARCHIVES

During the course of its almost century-long history, the Hoover Institution Library & Archives have been the recipient of hundreds of pieces of Asian (principally Chinese), American, European (notably Russian), and Mesoamerican and South American fine



The Nicolas de Basily Room features portraits by eighteenth-century Russian masters, who painted four generations of Romanovs.

PHOTO: STEVE GLADFELTER

and decorative arts, pictorial materials, and fine art books. During the course of the past year, the Library & Archives have sought to identify, describe, and provide access to this material. In March 2016 Hoover convened a two-day symposium for art experts from universities and museums across the country to examine the paintings, decorative arts, and sculpture of the Nicolas de Basily Collection. In June Hoover hosted Stanford scholars and colleagues from the Cantor Arts Center as they began planning an exhibition in 2017-18 to coincide with the anniversary of the Russian Revolution. Additionally, an academic journal will publish a series of articles on Hoover's art collection this year; an academic conference in late 2016 will feature two panels on the collections. These scholarly activities lay the groundwork for the outreach that will take place with students, exhibits, and digitization.



When the secretly held archive of the Russian Imperial Secret Police was finally unveiled to the public in October 1957, readers of the front page of the *Stanford Daily* enjoyed mug shots of a young Leon Trotsky (top left). OKHRANA COLLECTION, HOOVER ARCHIVES

EXHIBITIONS

During the past year the Library & Archives have provided visitors with a wide assortment of exhibitions based on archival holdings, with a new emphasis on student-curated exhibitions. The exhibitions were enhanced by companion catalogs, lectures, collaborative events with other humanities institutions, and, in the case of students, Stanford coursework built around the holdings at the Library & Archives.

Double Exposure: Russia’s Secret Police under the Last Tsars

(October 29, 2015–March 12, 2016)

Based on one of the most extraordinary collections held in the Hoover Library & Archives, *Double Exposure* featured the never-before-displayed records of the Paris headquarters of the Russian

imperial secret police, known as the Okhrana. The Okhrana Collection, consisting of once-secret files and photographs of many of the most wanted Russian revolutionaries of the early twentieth century, documents the tsarist government’s surveillance of its political enemies throughout Europe, including many who would become leading figures of the Soviet regime after 1917—most notably Vladimir Lenin, Leon Trotsky, and Joseph Stalin.



A photograph of Natalia Klimova is among many images of female communists and anarchists in Hoover’s Okhrana Collection. OKHRANA COLLECTION, HOOVER ARCHIVES



Civil Discourse: William F. Buckley Jr.’s Firing Line, 1966–1999

(April 19–August 20, 2016)

Commemorating the fiftieth anniversary of the launch of William F. Buckley Jr.’s legendary public affairs television program *Firing Line*, *Civil Discourse* highlighted the inimitable Buckley’s conversations with many of the most remarkable—and often the most radical—public figures of his day. For this exhibition Hoover produced a companion catalog and keepsake DVD of the show’s greatest moments and joined the National Review Institute in hosting fiftieth anniversary events in Dallas, New York, and Washington, DC.



The Hoover Institution Library & Archives have preserved approximately 700 of the 1,505 episodes of Firing Line, including the episodes shown here featuring Margaret Thatcher (top) and Thomas Sowell, the Rose and Milton Friedman Senior Fellow (bottom). FIRING LINE COLLECTION, HOOVER ARCHIVES



IN THE NEWS

The diverse and dynamic programs and events of the past year have brought a great deal of media attention to the Library & Archives and their holdings. In addition to press coverage on the Stanford campus, Hoover collections were twice featured in the *New York Times*: an article entitled “China Maintains Respect, and a Museum, for a U.S. General” quoted the diaries of General Joseph “Vinegar Joe” Stilwell, which are held at Hoover and available online; a review of Adam Hochschild’s *Spain in Our Hearts* featured Hoover’s Harry Milton Papers. Tess Johnston, a former diplomat who donated her archive of books and documents relating to her experiences in Shanghai to Hoover this year, was featured in an interview on National Public Radio that aired in April. Finally, emphasizing the Archives’ power to inform the understanding of the present, the *Daily Beast* featured Hoover’s Eric Hoffer Collection in an article entitled “The American Prophet Who Predicted Trump: The Uncanny Insights (and Incredible Life) of the American Longshoreman and Political Prophet.”



Great Love in the Great War, an exhibition curated by Stanford undergraduate Alex Kelly, featured photographs and love letters sent between Truman Smith, a First World War soldier, and his wife. TRUMAN SMITH COLLECTION, HOOVER ARCHIVES

Glimpses: British Visions of War and Peace

(June 2–August 4, 2016)

Produced by students in a spring 2016 Stanford Department of History class taught by Peter Stansky, the Frances and Charles Field Professor of History Emeritus and Hoover’s honorary curator of British Labour Collections, *Glimpses* offered a selection of topics on twentieth-century British history that demonstrated the richness and variety of the Library & Archives’ holdings on modern Britain.

Great Love in the Great War

(March 4–August 4, 2016)

Curated by Stanford undergraduate and current Hoover student intern Alex Kelly, *Great Love in the Great War* featured letters, photographs, and ephemera from the Library & Archives’ Truman Smith Collection, telling the story of a World War I soldier through his correspondence with his wife. In May Kelly was interviewed about her curatorship for a video that was featured on Stanford University’s home page.



The exhibition *Glimpses: British Visions of War and Peace* included archival materials selected and arranged by students in a Stanford history class.

PERCY BROWN PAPERS, HOOVER ARCHIVES

THE HOOVER INSTITUTION IN WASHINGTON

REINFORCED by the newly expanded Johnson Center headquarters, the Hoover Institution in Washington is becoming an authoritative presence in Washington, DC, policy circles. The Johnson Center is a primary forum for policy makers, Capitol Hill staffers, and media to meet and exchange ideas with one another and Hoover fellows. The office serves as Hoover's headquarters for educational outreach to Congress, the executive branch, Beltway-based media, and other policy experts.

Hoover scholars also use the Johnson Center as an outpost for conducting research and connecting their recommendations to emerging policy initiatives. In addition, the center hosts promising young students and professionals as interns, educating them about Hoover research and establishing relationships with them during the formative stages of their careers.

EVENT HIGHLIGHTS

International Security Challenges and US Preparedness: A Look at the Year Ahead

On February 23, 2016, the Hoover Institution in Washington hosted a panel featuring three esteemed national security experts: Robert and Marion Oster Distinguished Military Fellow Admiral Gary Roughead, USN (ret.); Davies Family Distinguished Visiting Fellow General Jim Mattis; and Senator John McCain (R-AZ). Tad and Dianne Taube Senior Fellow Peter Berkowitz moderated the discussion, which focused on international security challenges in the year ahead, including the Middle East and Indo-Pacific regions, and whether the United States is prepared to address them. In addition to McCain,

the Hoover Institution in Washington hosted eight current and former members of Congress at events this year.

Security by the Book Series

Hoover's Security by the Book series features Jean Perkins Foundation Working Group on National Security, Technology, and Law principals Jack Goldsmith, senior fellow at Hoover, and Benjamin Wittes, senior fellow in governance studies at the Brookings Institution, in conversation with authors of recently released books on national security. The series attracts a loyal audience of national security experts, including many Capitol Hill staff members.



Left to right: General Jim Mattis, Admiral Gary Roughead, Senator John McCain, and Senior Fellow Peter Berkowitz. PHOTO: JAY MALLIN

General Michael Hayden's June 2016 discussion of his book *Playing to the Edge: American Intelligence in the Age of Terror* (Penguin Press, 2016) drew an audience of more than 130 guests. Those interviews also reach large online audiences via Hoover's *Security by the Book* podcast and Goldsmith and Wittes's *Lawfare* blog.

CONGRESSIONAL FELLOWSHIP PROGRAM

Recognizing the influential role of congressional staff in the policy-making process, the Hoover Institution in Washington recently launched the Congressional Fellowship Program. The program introduces senior Capitol Hill staffers to Hoover scholars and their research and teaches the philosophical and practical underpinnings of sound policy through a wide-ranging, multiday seminar at Hoover's Stanford University campus. The initial call for applications triggered an overwhelming, bipartisan response from a wide cross section of Washington policy staff, signaling strong interest in the program.

“There has got to be a way for the US to engage more and lead more. That doesn't mean we intervene militarily more; it means when we do intervene, we do it right.”

GENERAL JIM MATTIS *DAVIES FAMILY DISTINGUISHED VISITING FELLOW, AT THE “INTERNATIONAL SECURITY CHALLENGES AND US PREPAREDNESS” EVENT*



Congressional fellows and Director of Washington, DC, Programs Mike Franc meet with Thomas W. and Susan B. Ford Distinguished Fellow George P. Shultz in Hoover's Nicolas de Basily Room. PHOTO: ROD SEARCEY

CAPITOL HILL BRIEFINGS

In addition to promoting Hoover research through Johnson Center events, the Hoover Institution in Washington regularly brings Hoover fellows directly to Capitol Hill. More than thirty fellows visited the Johnson Center this year. Hoover's Washington-based outreach team capitalizes on their presence by arranging full schedules of educational meetings and briefings with congressional staff and policy makers.

During a recent visit to Washington, David and Joan Traitel Senior Fellow Scott W. Atlas, MD, met with nine members of the GOP Doctors Caucus, more than twenty senior health policy staffers, and Representative Pat Tiberi (R-OH) of the House Ways and Means Subcommittee on Health. Senior Fellow Stephen D. Krasner briefed a group of senior foreign policy staffers and three Senate committees. Senior Fellow John Cochrane's recent trip included discussions with Speaker of the House Paul Ryan (R-WI) and his top staff, several dozen senior Capitol Hill economists, and Senator Dan Sullivan (R-AK), who requested the meeting after reading one of Cochrane's *Wall Street Journal* opinion pieces.

THE DAVID AND JOAN TRAITEL BUILDING

LAST YEAR, Hoover announced plans to make its long-envisioned addition to the institution’s Stanford University campus: the David and Joan Traitel Building. This year Hoover’s staff, fellows, and supporters looked on with excitement as the building began to materialize alongside Hoover Tower.

Since lead project donors and then-Director John Raisian broke ground on the building in July 2015, construction has proceeded rapidly. The foundation was completed at the beginning of 2016. In April lead project donors toasted the building’s “topping out” as crews hoisted the final steel I-beam into the building’s frame. By the summer of 2017, the David and Joan Traitel Building will be the vibrant new center of Hoover operations, conferences, and gatherings for supporters.

The Traitel Building will help Hoover’s facilities catch up with the institution’s transformational growth since the last new building was constructed in 1978. New event spaces will comfortably accommodate Hoover supporters and increase the institution’s capacity for educational talks and conferences. Modern work and meeting spaces will add new resources in which to advance public policy research. The building will also provide a new entrance to the institution within the Stanford University campus, welcoming students and faculty to engage with Hoover research and scholars.



Lead project donors and other Hoover supporters attended a “topping out” ceremony for the David and Joan Traitel Building, signing the final steel I-beam before its installation. PHOTO: DON FERIA



After the signing, construction crews lifted the 1,500-pound beam into place, carrying with it a traditional tree and American flag. PHOTO: DON FERIA



TOP Hoover supporters and leadership at the “topping out” ceremony. Left to right: (back row) Everett “Sparky” Hauck, Kathleen “Cab” Rogers, Jane Hauck, Jill Smith, Boyd Smith, Duncan Matteson, Shirley Matteson, Deedee McMurtry, Burt McMurtry, Christie Skinner, Tom Gilligan; (front row) Janet Ball, Bill Blount, Charlotte Shultz, George Shultz, Claudia Morgan, John Raisian. PHOTO: DON FERIA

BOTTOM LEFT Lead project donors David and Joan Traitel during a recent site visit. PHOTO: ERIC DRAPER

BOTTOM RIGHT Distinguished overseer and project donor Steve Bechtel participates in a tour of the construction site. PHOTO: ERIC DRAPER





PEOPLE AND SUPPORT

IT HAS BEEN nearly a hundred years since Herbert Hoover pledged fifty thousand dollars to document the experience of war, initiating the archival and scholarly activity that would become the Hoover Institution. In the years since, countless others have joined in improving the human condition by supporting Hoover’s policy research, Library & Archives, and educational programs.

This section acknowledges those who have helped advance the institution’s mission in the preceding year. In particular, we recognize the generosity of the individuals, families, and foundations that comprise the Hoover Council, the Hoover Council Leadership Circle, the Director’s Circle, and the Board of Overseers. These pages also honor members of the Hoover Legacy Society, whose planned gifts and other arrangements

provide enduring support for Hoover programs. In addition, this section lists the fellows and staff who work with donors to advance sound and principled scholarship.

We thank each Hoover Institution supporter—members of our extended family—for helping create a freer, safer, and more prosperous world.

SENIOR ADMINISTRATION

AS OF SEPTEMBER 1, 2016

- | | |
|---|--|
| <p>Tad and Dianne Taube Director
Thomas W. Gilligan</p> <p>Deputy Director
Eric Wakin
<i>Robert H. Malott Director of the Library & Archives, Research Fellow</i></p> <p>Senior Associate Director
Stephen Langlois</p> <p>Associate Directors
Christopher S. Dauer
<i>Marketing and Strategic Communications</i></p> <p>Colin Stewart
<i>Development</i></p> <p>Eryn Witcher Tillman
<i>Bechtel Director of Public Affairs</i></p> | <p>Director of Washington, DC, Programs
Michael Franc</p> <p>Assistant Directors
Denise Elson
<i>Research Initiatives</i></p> <p>Mary Gingell
<i>Development Events and Services</i></p> <p>Jeffrey M. Jones
<i>Operations</i></p> |
|---|--|

SCHOLARS

AS OF SEPTEMBER 1, 2016

- | | |
|--|--|
| <p>NAMED DISTINGUISHED FELLOW</p> <p>George P. Shultz
<i>Thomas W. and Susan B. Ford Distinguished Fellow</i></p> <p>NAMED SENIOR FELLOWS</p> <p>Terry L. Anderson
<i>John and Jean De Nault Senior Fellow</i></p> <p>Scott W. Atlas
<i>David and Joan Traitel Senior Fellow</i></p> <p>Peter Berkowitz
<i>Tad and Dianne Taube Senior Fellow</i></p> <p>David W. Brady
<i>Davies Family Senior Fellow</i></p> | <p>John F. Cogan
<i>Leonard and Shirley Ely Senior Fellow</i></p> <p>Richard A. Epstein
<i>Peter and Kirsten Bedford Senior Fellow</i></p> <p>Stephen H. Haber
<i>Peter and Helen Bing Senior Fellow</i></p> <p>Robert E. Hall
<i>Robert and Carole McNeil Senior Fellow</i></p> <p>Victor Davis Hanson
<i>Martin and Illie Anderson Senior Fellow</i></p> <p>Eric A. Hanushek
<i>Paul and Jean Hanna Senior Fellow in Education</i></p> <p>Kenneth L. Judd
<i>Paul H. Bauer Senior Fellow</i></p> |
|--|--|

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*Keith and Jan Hurlbut
Senior Fellow*

Edward P. Lazear
*Morris Arnold and Nona Jean Cox
Senior Fellow*

Michael McFaul
Peter and Helen Bing Senior Fellow

John Raisian
Boyd and Jill Smith Senior Fellow

Condoleezza Rice
*Thomas and Barbara Stephenson
Senior Fellow*

John Shoven
*Buzz and Barbara McCoy
Senior Fellow*

Thomas Sowell
*Rose and Milton Friedman
Senior Fellow on Public Policy*

Shelby Steele
*Robert J. and Marion E. Oster
Senior Fellow*

John B. Taylor
*George P. Shultz
Senior Fellow in Economics*

Amy B. Zegart
Davies Family Senior Fellow

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Robert J. Barro
Russell A. Berman
Michael J. Boskin
James W. Ceaser
John H. Cochrane
William Damon
Larry J. Diamond
Niall Ferguson
Chester E. Finn Jr.
Morris P. Fiorina
Timothy Garton Ash
Jack Goldsmith
Caroline M. Hoxby
Bobby Inman
Shanto Iyengar
F. Scott Kieff
Stephen D. Krasner
Thomas E. MaCurdy
Harvey C. Mansfield
Michael McConnell
Terry M. Moe
Kevin M. Murphy
Norman M. Naimark
Lee E. Ohanian

William J. Perry
Paul E. Peterson
Joshua D. Rauh
Douglas Rivers
Jonathan A. Rodden
Thomas J. Sargent
Amit Seru
Robert Service
Michael Spence
James L. Sweeney
Barry R. Weingast

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Lanhee J. Chen
*David and Diane Steffy
Research Fellow*

Timothy Kane
*JP Conte Fellow
in Immigration Studies*

Henry I. Miller
*Robert Wesson Fellow in Scientific
Philosophy and Public Policy*

Toshio Nishi
Tadahiro Ogawa Fellow

Russell D. Roberts
*John and Jean De Nault
Research Fellow*

Kiron K. Skinner
*W. Glenn Campbell
Research Fellow*

Tunku Patanjali Varadarajan
*Virginia Hobbs Carpenter Fellow
in Journalism*

DISTINGUISHED RESEARCH FELLOW

Margaret (Macke) Raymond

RESEARCH FELLOWS

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David Berkey
Clint Bolick
Carson Bruno
Jeremy Carl
Tom Church
Elizabeth Cobbs
David Davenport
Williamson M. Evers
Joseph Felter
Tammy Frisby

Daniel Heil
David R. Henderson
Alice C. Hill
Charles Hill
Ayaan Hirsi Ali
Jeffrey M. Jones
Herbert S. Klein
Stephen Kotkin
Tai-chun Kuo
Stephen Langlois
Gary D. Libecap
Herbert Lin
Hsiao-ting Lin
Tod Lindberg
Shavit Matias

Rachel M. McCleary
Abbas Milani
Alice L. Miller
Charles Nicas
Peter M. Robinson
Kori Schake
Anatol Shmelev
Maciej Siekierski
David Slayton
Richard Sousa
Bruce Thornton
William L. Whalen
Adam J. White

(Continued on next page)



ERIC WAKIN APPOINTED DEPUTY DIRECTOR

This year, Eric Wakin, the Robert H. Malott Director of the Library & Archives and a Hoover research fellow, was appointed deputy director of the Hoover Institution.

“I’m incredibly honored to be asked to take on this role, following the deputy directorship of an earlier Library & Archives director Charles Palm, who is a friend and mentor,” said Wakin in discussing his new position. Like Palm, Wakin will act as deputy director of the institution at large while continuing to lead the Library & Archives.

“The two positions are perfectly complementary,” he explained. “Herbert Hoover famously noted that the institution must both ‘study’ the records in the Library & Archives and at the same time ‘constantly and dynamically point the road to peace, to personal freedom, and to the safeguards of the American system.’ This fundamental duality of the use of archival material in all its forms and of breakthrough research in policy areas is what makes the Hoover Institution unlike any other think tank.”

SCHOLARS *continued*

**ANNENBERG
DISTINGUISHED
VISITING FELLOWS**

James O. Ellis Jr.
James E. Goodby
Adele Hayutin
Jim Hoagland
Raymond Jeanloz
Peter Jones
Sam Nunn
Christopher William Stubbs
James Timbie

**NAMED DISTINGUISHED
VISITING FELLOWS**

James N. Mattis
*Davies Family Distinguished
Visiting Fellow*
Gary Roughead
*Robert and Marion Oster
Distinguished Military Fellow*
Samuel Tadros
*Distinguished Visiting Fellow
in Middle Eastern Studies*
Kevin M. Warsh
*Shepard Family Distinguished
Visiting Fellow in Economics*

**DISTINGUISHED
VISITING FELLOWS**

Michael D. Bordo
Charles Calomiris
Arye Carmon
Toomas Hendrik Ilves
Josef Joffe
Henry A. Kissinger
Edwin Meese III
Allan H. Meltzer
David Mulford
Pete Wilson

VISITING FELLOWS

Charles Blahous
Mary Elisabeth Cox
Rajesh De
Ekaterina Drozdova
Paul R. Gregory
Laurie Simon Hodrick
Jamil Jaffer

Edward Kasinec
Markos Kounalakis
Irving Lachow
David L. Leal
Nanyang Li
Huping Ling
H. R. McMaster
Michael J. Petrilli
Charles I. Plosser
Philipp Renner
Simon Scheidegger
George S. Tavlas
Etienne Wasmer
Yuri Yarim-Agaev

**W. GLENN CAMPBELL
AND RITA RICARDO-
CAMPBELL NATIONAL
FELLOWS**

Faisal Z. Ahmed
Daniel Corstange
Mark Dincecco
Yoel Guzansky
Nathaniel G. Hilger
Claire S. H. Lim
Sonal S. Pandya
Arturas Rozenas
Yuma Totani

**NATIONAL SECURITY
AFFAIRS FELLOWS**

Lieutenant Colonel
E. Lincoln Bonner III
US Air Force
Captain Kurt Clarke
US Coast Guard
Lieutenant Colonel
Kurt Helphinstine
US Air Force
Lieutenant Commander
Leonard Leos
US Navy
Paul Narain
US Department of State
Lieutenant Colonel Eric Reid
US Marine Corps
Colonel Michael J. Turley
US Army National Guard
Colonel Dave Zinn
US Army

**AWARDS RECEIVED BY HOOVER FELLOWS
SEPTEMBER 2015–AUGUST 2016**

George P. Shultz, the Thomas W. and Susan B. Ford Distinguished Fellow at Hoover, along with **Senior Fellow Emeritus Sidney D. Drell**, received the American Nuclear Society’s inaugural Dwight D. Eisenhower Award, recognizing their work on nuclear nonproliferation.

John B. Taylor, the George P. Shultz Senior Fellow in Economics, received the Association of Private Enterprise Education’s Adam Smith Award, the organization’s highest honor. Taylor also received the Truman Library Institute’s 2015 Truman Award for Economics, as well as Central Banking’s 2016 Central Banking Award for Economics.

Stephen Haber, the Peter and Helen Bing Senior Fellow at Hoover and the A.A. and Jeanne Welch Milligan Professor in the School of Humanities and Sciences at Stanford University, received the university’s Lloyd W. Dinkelspiel Award for Outstanding Service to Undergraduate Education.

Larry Diamond, senior fellow at Hoover and the Peter E. Haas Faculty Codirector of the Haas Center for Public Service at Stanford, received the university’s Kenneth M. Cuthbertson Award for Exceptional Service to Stanford University.

In Memoriam

The Hoover Institution mourned the loss of several distinguished colleagues this year. They are listed here in recognition of their extraordinary scholarship and remarkable friendship.

John E. Chubb <i>Distinguished Visiting Fellow</i>	Rita Ricardo-Campbell <i>Senior Fellow</i>
Ramon H. Myers <i>Senior Fellow</i>	Henry S. Rowen <i>Senior Fellow</i>
Douglass C. North <i>Bartlett Burnap Senior Fellow</i>	Kenneth E. Scott <i>Senior Research Fellow</i>

BOARD OF OVERSEERS

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 his 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 2016 fiscal year are listed here.

CHAIR

Thomas J. Tierney†
Boston, Massachusetts

VICE CHAIRS

Boyd C. Smith†
Palo Alto, California

Thomas F. Stephenson†
Atherton, California

MEMBERS

Marc L. Abramowitz
Palo Alto, California

Barbara Barrett
Paradise Valley, Arizona

Robert G. Barrett
Vero Beach, Florida

Donald R. Beall
Corona del Mar, California

Peter B. Bedford†
Napa, California

Bruce Benson
Denver, Colorado

Peter S. Bing
Los Angeles, California

Walter E. Blessey Jr.
Mandeville, Louisiana

Joanne Whittier Blokker
Palo Alto, California

William K. Blount
Portland, Oregon

James J. Bochnowski
Atherton, California

William K. Bowes Jr.
Menlo Park, California

Dick Boyce
Portola Valley, California

Jerome V. "Jerry" Bruni
Colorado Springs, Colorado

James J. Carroll III†
Los Angeles, California

Robert H. Castellini
Cincinnati, Ohio

Rod Cooper
Trophy Club, Texas

Paul Lewis "Lew" Davies III†
Dallas, Texas

John B. De Nault
Boulder Creek, California

(Continued on next page)



WELCOMING JOEL C. PETERSON AS THE NEW CHAIRMAN OF THE BOARD OF OVERSEERS

This year, the Hoover Institution welcomed longtime friend and supporter Joel C. Peterson to the role of chairman of the Board of Overseers. Peterson succeeds former chairman Tom Tierney, whose experience as a leader in both private enterprise and the nonprofit sector proved a critical asset during the institution's search for and transition to a new director. With that process successfully completed, Peterson is ideally equipped to take the lead as the board redoubles its focus on the institution's long-term strategic direction.

An entrepreneur and educator, Peterson has served as a Hoover overseer for more than a decade. He holds an MBA from Harvard Business School and was the CEO of what was then the world's largest private commercial real estate development firm, Trammell Crow. He serves as chairman of the board of JetBlue Airways and is the founding partner and chairman of Peterson Partners, a Salt Lake City-based investment management firm. He is also a professor at Stanford's Graduate School of Business, a director at Stanford's Center for Leadership Development and Research, and a member of the Dean's Advisory Group.

"I've spent my life building brands and teaching students how to lead and manage businesses that delight customers, show respect for employees, and contribute meaningfully to society," said Peterson in discussing his new role as chairman. "As the core mission of Hoover is to educate—to provide trusted information—I hope to help it extend its reach."

BOARD OF OVERSEERS *continued*

Steven A. Denning† <i>Greenwich, Connecticut</i>	Arthur E. Hall <i>Minden, Nevada</i>	Gail A. Jaquish <i>Austin, Texas</i>	Howard H. Leach <i>Palm Beach, Florida</i>
Herbert M. Dwight† <i>Healdsburg, California</i>	Everett J. Hauck† <i>Lake Forest, Illinois</i>	Charles B. Johnson† <i>Palm Beach, Florida</i>	Walter Loewenstern Jr. <i>Los Angeles, California</i>
Jeffrey A. Farber <i>San Francisco, California</i>	W. Kurt Hauser† <i>Greenbrae, California</i>	Franklin P. Johnson Jr. <i>Palo Alto, California</i>	E. A. "Al" Maas <i>Saratoga, California</i>
Henry A. Fernandez <i>New York, New York</i>	John L. Hennessy† <i>Stanford, California</i>	Mark Chapin Johnson <i>Ladera Ranch, California</i>	Hamid Mani <i>La Jolla, California</i>
Carly Fiorina <i>Lorton, Virginia</i>	Warner W. Henry <i>Pasadena, California</i>	John Jordan <i>Healdsburg, California</i>	Frank B. Mapel <i>San Marino, California</i>
James E. Forrest <i>Bloomfield Hills, Michigan</i>	Sarah P. "Sally" Herrick <i>Atherton, California</i>	Steve Kahng <i>Los Altos Hills, California</i>	Richard B. Mayor <i>Houston, Texas</i>
Stephen B. Gaddis <i>Reno, Nevada</i>	Heather R. Higgins <i>New York, New York</i>	Mary Myers Kauppila† <i>Boston, Massachusetts</i>	Craig O. McCaw <i>Santa Barbara, California</i>
Samuel L. Ginn <i>Hillsborough, California</i>	Allan Hoover III <i>Castle Rock, Colorado</i>	Raymond V. Knowles Jr. <i>La Jolla, California</i>	Burton J. McMurtry† <i>Palo Alto, California</i>
Michael W. Gleba <i>Pittsburgh, Pennsylvania</i>	Margaret Hoover <i>New York, New York</i>	Richard Kovacevich <i>San Francisco, California</i>	Mary G. Meeker <i>New York, New York</i>
Cynthia Fry Gunn <i>Palo Alto, California</i>	Preston B. Hotchkis <i>Santa Barbara, California</i>	Carl V. Larson Jr. <i>Cupertino, California</i>	Roger S. Mertz <i>Hillsborough, California</i>
Paul G. Haaga Jr. <i>La Cañada, California</i>	Philip Hudner <i>San Francisco, California</i>	Allen J. Lauer <i>Portola Valley, California</i>	Harold M. "Max" Messmer Jr. <i>Woodside, California</i>



A policy briefing dinner at Hoover's 2016 Summer Board of Overseers Meeting. The annual meeting, which features talks by fellows, social events, and discussions of institution business, is among the most anticipated of Hoover's dozens of annual events for supporters. PHOTO: ERIC DRAPER

Jeremiah Milbank III
New York, New York

Mitchell J. Milias
San Marino, California

David T. Morgenthau Sr.
Palo Alto, California

Charles T. Munger Jr.
Palo Alto, California

George E. Myers
Saint Helena, California

Robert G. O'Donnell
Atherton, California

Robert J. Oster†
Atherton, California

Joel C. Peterson†
Salt Lake City, Utah

Stan Polovets
New York, New York

Jay A. Precourt
Edwards, Colorado

George J. Records
Oklahoma City, Oklahoma

Christopher R. Redlich Jr.
Hillsborough, California

Kathleen "Cab" Rogers
Oakland, California

James N. Russell
Northfield, Illinois

Peter O. Shea
Newport Beach, California

Roderick W. Shepard
Atherton, California

Thomas M. Siebel
Redwood City, California

George W. Siguler†
New York, New York

William E. Simon Jr.
Los Angeles, California

James W. Smith, M.D.
Boise, Idaho

William C. Steere Jr.
Bonita Springs, Florida

David L. Steffy
Newport Beach, California

Stephen K. Stuart
Brandon, Florida

W. Clarke Swanson Jr.
Oakville, California

Curtis Sloane Tamkin
Los Angeles, California

Tad Taube†
Woodside, California

Robert A. Teitsworth
Laguna Beach, California

L. Sherman Telleen
San Marino, California

David T. Traitel†
San Francisco, California

Victor S. Trione
Santa Rosa, California

Don Tykeson
Eugene, Oregon

Nani S. Warren
Washougal, Washington

Jack R. Wheatley
Salt Lake City, Utah

Paul H. Wick
Portola Valley, California

Richard G. Wolford
Glenbrook, Nevada

Marcia R. Wythes
Atherton, California

† Executive Committee members
‡ Ex officio members of the board

In Memoriam

We honor the memory of the following overseers and former overseers who died during the 2016 fiscal year.

Robert Hockey
James G. "Skip" Law
E. A. "Al" Maas

David T. Morgenthau Sr.
Pauline Crowe Naftzger
John R. Norton III

ANNOUNCING THE APPOINTMENT OF TWO NEW DISTINGUISHED OVERSEERS

Two members of the Board of Overseers, Stephen D. Bechtel Jr. and Peyton M. Lake, were awarded the title of distinguished overseer this year in honor of their extraordinary service and leadership on the board. Hoover commemorates this distinction by presenting a framed print of *Freedom's Face Imprinted on the Sky*, a Sumi-e drawing of Hoover Tower by master painter Drue Kataoka.



Stephen D. Bechtel Jr. (left) and Peyton M. Lake (right) receive their Distinguished Overseer Awards. PHOTOS: ERIC DRAPER

DISTINGUISHED OVERSEERS

Martin Anderson
Palo Alto, California

Stephen D. Bechtel Jr.
San Francisco, California

Wendy H. Borchardt
Los Angeles, California

William C. Edwards
Atherton, California

Peyton M. Lake
Tyler, Texas

Robert H. Malott
Chicago, Illinois

Shirley Cox Matteson
Palo Alto, California

Bowen H. McCoy
Los Angeles, California

OVERSEERS EMERITUS

Frederick L. Allen
San Marino, California

Susanne Fitger Donnelly
Los Angeles, California

Joseph W. Donner
New York, New York

Bill Laughlin
Atherton, California

John R. Stahr
Corona del Mar, California

Robert J. Swain
Tulsa, Oklahoma

Dody Waugh
Santa Barbara, California

FINANCIAL REVIEW

For the 2015–16 fiscal year ending August 31, 2016, the Hoover Institution had total revenues of \$64.2 million and expenses of \$63.6 million, resulting in a \$535,000 surplus in operating activities. Hoover has successfully managed its budget for many years, and entered the 2016–17 fiscal year with a healthy cash position.

The institution is funded primarily through two sources: expendable gifts and endowment payout. In 2015–16 Hoover donors made contributions totaling \$34.8 million to support the work of Hoover scholars, the Library & Archives, and outreach and communications activities. Endowment payout totaled \$27.1 million. Hoover also earned \$1.5 million in interest income, sponsored project revenue, and revenue from periodicals and publications. Stanford University contributed \$723,000 in general funds to Hoover, which the institution has designated for the Library & Archives.

Hoover continues to build on the strategic growth recently achieved in its program areas and support functions. 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 expenses were \$63.6 million in fiscal year 2015–16 and are expected to grow to \$68.3 million in 2016–17. Much of the growth in expenses is driven by new programs funded with restricted gifts.

Construction remains on schedule for Hoover's new building on the Stanford campus, the David and Joan Traitel Building. The project is estimated to cost \$65 million. Hoover has received \$52.4 million in gifts for the new building, with \$17.4 million received during the last year. The remaining funds needed for the project have been pledged.

The institution's invested funds are held in Stanford's Merged Pool for endowment funds. As of August 31, 2016, Hoover had \$469 million invested in the Merged Pool, down from \$478 million at the beginning of the year. Net new gifts of \$6.6 million and the \$27.1 million in payout transferred to the operating budget, the endowment gained \$12.4 million. The invested total includes \$28.9 million in reserve funds and an additional \$151 million in funds functioning as endowment (FFE). FFE funds are gifts that were originally cash and have since been designated as an endowment by the institution. FFE funds benefit from the investment returns of the Merged Pool, along with more flexible withdrawal rules.

In addition to funds invested in the endowment, Hoover had \$45.5 million in expendable cash reserve funds. Of that total, \$31 million was restricted to specific programs or scholars, with the remaining \$14.5 million providing the flexibility to invest in new opportunities.

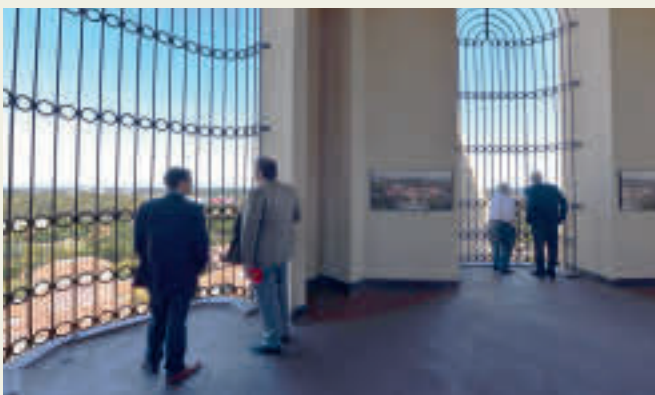


PHOTO: ROD SEARCEY

FUNDING SOURCES, 2015-2016

CONSOLIDATED BUDGET (IN MILLIONS)

TOTAL \$64.167 MILLION



EXPENDITURES, 2015-2016

CONSOLIDATED BUDGET (IN MILLIONS)

TOTAL \$63.633 MILLION

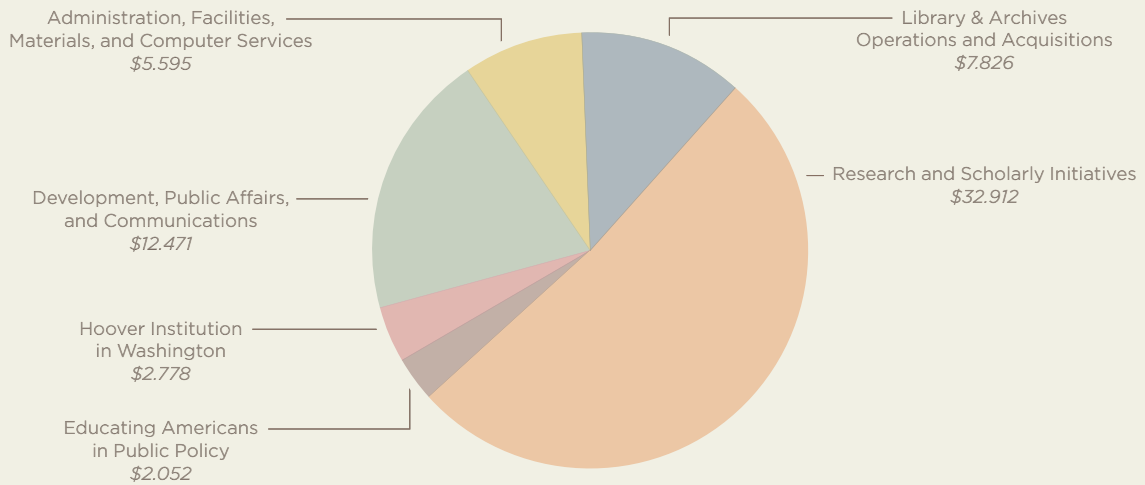




PHOTO: LINDA A. CICERO/STANFORD NEWS SERVICE

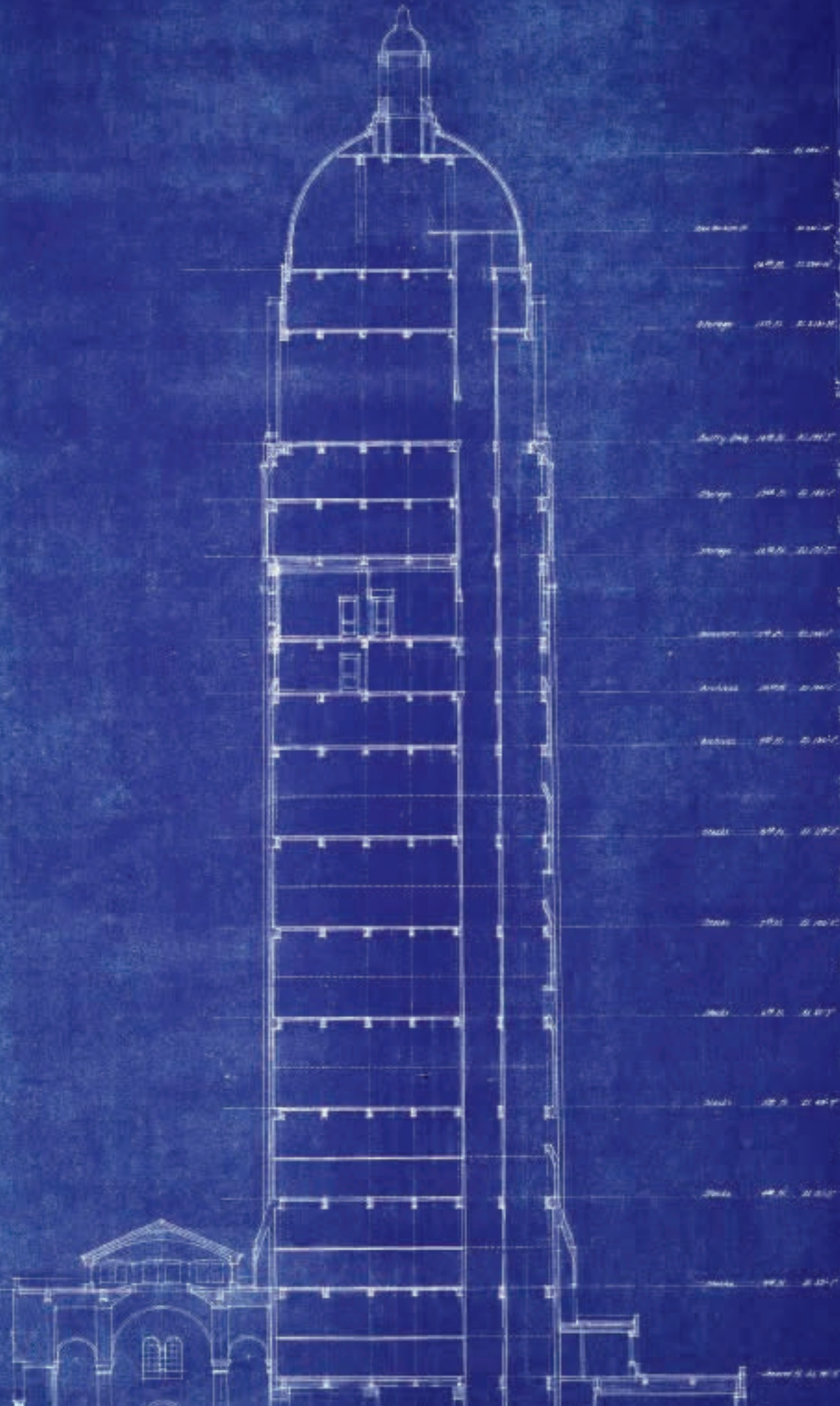
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To learn more about joining the community of supporters and scholars working together to promote opportunity, prosperity, and peace, contact Hoover's Office of Development or visit Hoover.org/get-involved.

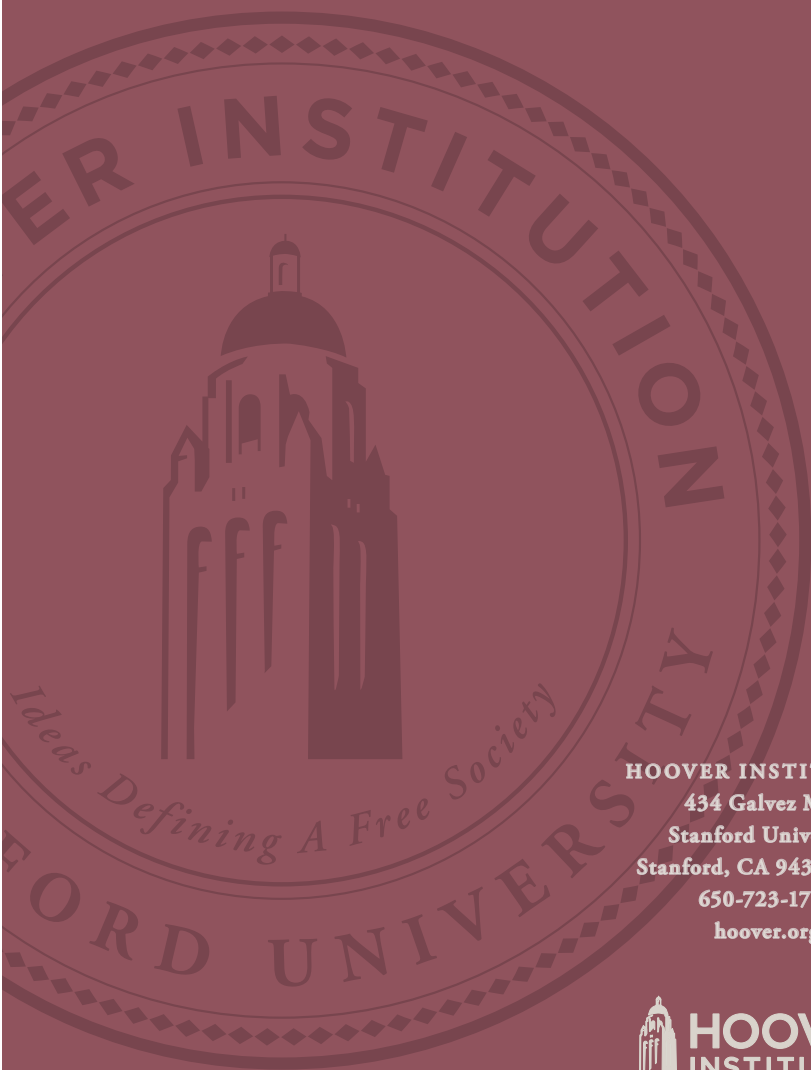
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