



GEORGE P. SHULTZ @ 100:
A LASTING IMPACT

A Virtual Celebration

December 11, 2020 | 10:00AM – 12:00PM (PST)

Hosted by the Hoover Institution, Stanford University





GEORGE P. SHULTZ

Thomas W. and Susan B. Ford Distinguished Fellow

George Pratt Shultz has had a distinguished career in government, in academia, and in the world of business. He is one of two individuals who have held four different federal cabinet posts; he has taught at three of this country's great universities; and for eight years he was president of a major engineering and construction company.

Shultz was born in New York City on December 13, 1920, and grew up in Englewood, New Jersey. He attended Princeton University, graduating in 1942 with a BA in economics. Shortly after graduation, he enlisted in the US Marine Corps and served through 1945. He then resumed his studies, this time at the Massachusetts Institute of Technology (MIT), where he earned a PhD in industrial economics in 1949. From 1948 to 1957 he taught at MIT, taking a leave of absence in 1955 to serve as a senior staff economist on President Eisenhower's Council of Economic Advisers.

In 1957, Shultz joined the faculty of the University of Chicago's Graduate School of Business as a professor of industrial relations.

He was named dean five years later. From 1968 to 1969 he was a fellow at the Center for Advanced Study in the Behavioral Sciences at Stanford University. He returned to government when he was appointed secretary of labor by President Nixon in 1969. In June 1970, he became the first director of the newly formed Office of Management and Budget. In May 1972, he was named secretary of the Treasury, a post he held for two years. During this period, Shultz also served as chairman of the Council on Economic Policy, negotiated a series of trade protocols with the Soviet Union, and represented the United States at the Tokyo meeting on the General Agreement on Tariffs and Trade.

Shultz left government service in 1974 to become president and director of the Bechtel Group, where he remained until 1982. While at Bechtel, he maintained close ties with the academic world by joining the faculty of Stanford University.

Shultz held two key positions in the Reagan administration: chairman of the President's Economic Policy Advisory Board (1981–82) and secretary of state (1982–89). As secretary of state, he played a key role in implementing a foreign policy that led to the successful conclusion of the Cold War and the development of strong relationships between the United States and the countries of the Asia-Pacific region including China, Japan, and the Association of Southeast Asian Nations.

After leaving office, Shultz rejoined the Bechtel Group as director and senior counselor. He also rejoined Stanford as professor of international economics at the Graduate School of Business and as a distinguished fellow at the Hoover Institution. In 2001, Shultz was named the Thomas W. and Susan B. Ford Distinguished Fellow at the Hoover Institution.

In January 1989, Shultz was awarded the Medal of Freedom, the nation's highest civilian honor. He is also a recipient of the Seoul Peace Prize (1992), the West Point Sylvanus Thayer Award (1992), and the Eisenhower Medal for Leadership and Service (2001). The George Shultz National Foreign Affairs Training Center in Arlington, Virginia, was dedicated in a ceremony on May 29, 2002, and the Ronald Reagan Presidential Foundation dedicated the Global Issues and Reagan-Gorbachev Summits Galleries in his honor in June 2012.

Shultz's recent books include *A Hinge of History: Governance in an Emerging New World* (Hoover Institution Press, 2020), co-authored with James Timbie; *Choose Economic Freedom* (2020), co-authored with John Taylor; *Thinking about the Future* (2019); *Blueprint for America* (2016); *Learning from Experience* (2016); *Issues on My Mind* (2013); and *The Nuclear Enterprise: High-Consequence Accidents* (2012), coedited with Sidney Drell.

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100TH

A Virtual Celebration

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10:00AM – 10:10AM

GEORGE P. SHULTZ TRIBUTE VIDEO

A short video which recognizes the life and legacy of the Honorable George P. Shultz.

10:10AM – 10:15AM

OPENING REMARKS

Welcoming remarks from the Hoover Institution's Chairman of the Board of Overseers followed by remarks from the Director of Hoover who is hosting and moderating the event.

PRESENTERS:

AMB. THOMAS STEPHENSON

Former U.S. Ambassador to Portugal &
Chairman of the Hoover Board of Overseers

HON. CONDOLEEZZA RICE

Tad and Dianne Taube Director, Hoover Institution
& Former U.S. Secretary of State

10:15AM – 10:25AM

PART I:

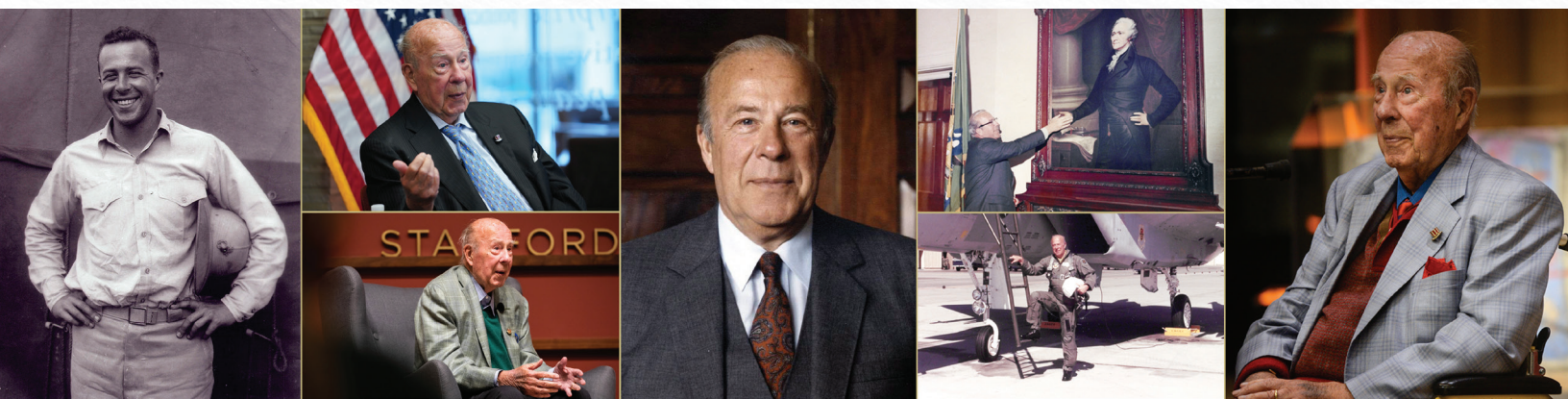
The United States Marine Corps

Stories about George P. Shultz's love for, and impact on, the United States Marine Corps.

PRESENTER:

GEN. JIM MATTIS (USMC, RET.)

Former U.S. Secretary of Defense &
Hoover Institution Davies Family
Distinguished Senior Fellow



10:25AM – 10:50AM

PART II:

Career in Economics

Stories about George P. Shultz's impact on America's economic policy throughout his many roles in public service and academia.

PRESENTERS:

HON. NICHOLAS BRADY

Former U.S. Secretary of the Treasury

HON. PEDRO ASPE

Former Mexican Minister of Finance &
Public Credit

HON. HANK PAULSON

Former U.S. Secretary of the Treasury

HON. ALAN GREENSPAN

Former Chairman of the U.S. Federal Reserve

10:50AM – 11:20AM

PART III:

The State Department

Stories about George P. Shultz's impact on America's foreign policy and the institution of the State Department.

PRESENTERS:

HON. JAMES BAKER

Former U.S. Secretary of State

HON. THOMAS PICKERING

U.S. Career Ambassador &
Former U.S. Under Secretary of State
for Political Affairs

HON. CARLA HILLS

Former U.S. Trade Representative



AGENDA (Continued)

December 11, 2020 | 10:00AM – 12:00PM (PST)

11:20AM – 11:55AM

PART IV:

Nuclear Security and Non-Proliferation

Stories about George P. Shultz's impact on global nuclear security.

PRESENTERS:

SEN. SAM NUNN (RET.)

Former U.S. Senator from Georgia &
Hoover Institution Annenberg Distinguished
Visiting Fellow

HON. WILLIAM PERRY

Former U.S. Secretary of Defense &
Hoover Institution Senior Fellow

PERSIS DRELL

Provost of Stanford University

HON. HENRY KISSINGER

Former U.S. Secretary of State &
Hoover Institution Distinguished Visiting Fellow

11:55AM – 12:00PM

CLOSING REMARKS

PRESENTERS:

HON. CONDOLEEZZA RICE

Tad and Dianne Taube Director, Hoover Institution
& Former U.S. Secretary of State

THOMAS GILLIGAN

Former Director of the Hoover Institution &
Hoover Institution Senior Fellow

JOHN RAISIAN

Former Director of the Hoover Institution &
the Boyd and Jill Smith Senior Fellow



SPEAKER PROFILES



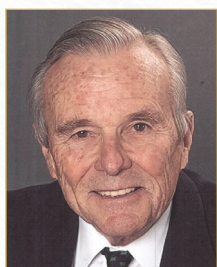
PEDRO ASPE

Pedro Aspe is an economist and chair of Insignia Capital. He is the former cochair of Evercore Partners, a global independent investment advisory firm. Aspe has served as professor and chair of the economics department at the Instituto Tecnológico Autónomo de México (ITAM). Aspe has held a number of high-level positions within the Mexican government, most notably as minister of finance and public credit. In addition, he was the founding president of the National Institute of Statistics in Mexico and served as the country's secretary of budget and secretary of the treasury. Aspe has served on the investment committee and as chair of the advisory board of the Mexican private equity fund Discovery Americas LLP. In addition, Aspe has served on the advisory board of Stanford University's Institute of International Studies, the Visiting Committee of the Department of Economics of the Massachusetts Institute of Technology, and the board of the Institute of the Americas.



HON. JAMES BAKER III

James A. Baker III has served in senior government positions under three US presidents. He served as the nation's sixty-first secretary of state under President George H. W. Bush. Baker served as the sixty-seventh secretary of the Treasury under President Ronald Reagan. As Treasury secretary, he was also chair of the President's Economic Policy Council. He served as White House chief of staff to President Reagan. Baker's record of public service began in 1975 as under secretary of commerce to President Gerald Ford. It concluded with his service as White House chief of staff and senior counselor to President Bush. Baker is presently a senior partner in the law firm of Baker Botts. He is the honorary chair of the James A. Baker III Institute for Public Policy at Rice University and serves on the board of the Howard Hughes Medical Institute.



HON. NICHOLAS BRADY

Nicholas F. Brady currently serves as chair of Choptank Partners Inc. and has been chair for many other companies and organizations. He served as a US senator from New Jersey and later as secretary of the Treasury. Brady enjoyed a thirty-four-year career at Dillon Read & Co., serving as chief executive officer for seventeen of those years. He is also the former chair of Darby Overseas Investments, Ltd. Brady is a director of Holowesko Partners Ltd. During his tenure as secretary of the Treasury, he designed and implemented the "Brady Plan" to solve the Latin America debt crisis and is credited with resolving the savings and loan industry crisis. He headed the Presidential Task Force on Market Mechanisms following the market crash of 1987, leading to the introduction of market-based circuit breakers by the New York Stock Exchange and the Chicago Mercantile Exchange.



PERSIS DRELL

Persis Drell is a physicist, the James and Anna Marie Spilker Professor and former dean of the Stanford School of Engineering, and former director of the US Department of Energy's SLAC National Accelerator Laboratory at Stanford. In addition to performing administrative responsibilities, Drell teaches a winter-quarter companion course to introductory physics each year for undergraduate students who had limited exposure to the subject in high school. Drell is a member of the National Academy of Sciences and the American Academy of Arts and Sciences, and is a fellow of the American Physical Society. She has been the recipient of a Guggenheim Fellowship and a National Science Foundation Presidential Young Investigator Award.



THOMAS GILLIGAN

Thomas W. Gilligan is a senior fellow at the Hoover Institution, where he served as the Tad and Dianne Taube Director until fall 2020. He is a scholar in economics and political science. Gilligan served as a Hoover national fellow and a visiting faculty member at Stanford's Graduate School of Business. Prior to joining the Hoover Institution, Gilligan was dean of the McCombs School of Business at the University of Texas at Austin. Before that, Gilligan held key administrative roles at the Marshall School of Business at the University of Southern California, including interim dean, vice dean of undergraduate education, director of the PhD program, and chair of the Finance and Business Economics Department. Gilligan holds the Centennial Chair in Business Education Leadership at McCombs. He was a staff economist for the Council of Economic Advisers in the White House. He also served in the US Air Force.



HON. ALAN GREENSPAN

Alan Greenspan served five terms as chair of the Board of Governors of the Federal Reserve System. He originally took office as chair on August 11, 1987, to fill an unexpired term as a member of the Board of Governors. He was appointed chair by four presidents. Greenspan was chair and president of Townsend-Greenspan & Co. Inc., an economic consulting firm in New York City. He has also served as chair of the President's Council of Economic Advisers under President Gerald Ford, and as chair of the National Commission on Social Security Reform. In addition, he served as a member of President Ronald Reagan's Economic Policy Advisory Board and was a consultant to the Congressional Budget Office. After leaving the Board of Governors, Greenspan began his own Washington, DC-based consulting firm, Greenspan Associates LLC.



HON. CARLA HILLS

Ambassador Carla A. Hills served as US trade representative. As a member of George H. W. Bush's cabinet, Hills was the president's principal advisor on international trade policy. She was also the nation's chief trade negotiator, representing American interests in bilateral and multilateral trade negotiations throughout the world. Carla negotiated and concluded the North American Free Trade Agreement and also led the US negotiations on the Uruguay Round of the World Trade Organization. Earlier, Hills served as secretary of the Department of Housing and Urban Development and as the assistant attorney general, Civil Division, of the US Department of Justice. Presently, Hills is chair of the National Committee on US-China Relations; cochair of the Inter-American Dialogue and of the advisory board of the Center for Strategic and International Studies; chair emeritus of the Council on Foreign Relations; honorary director of the Peterson Institute for International Economics; and Executive Committee member of the Trilateral Commission.



HENRY KISSINGER

Henry A. Kissinger is a distinguished visiting fellow at the Hoover Institution. He served as the fifty-sixth secretary of state and also served as assistant to the president for national security affairs. Kissinger was appointed by President Reagan to chair the National Bipartisan Commission on Central America. He has also served as a member of the president's Foreign Intelligence Advisory Board, the Commission on Integrated Long-Term Strategy of the National Security Council and Defense Department, and the Defense Policy Board. At present, Kissinger is chair of Kissinger Associates Inc., an international consulting firm. He was a member of the faculty of Harvard University, in both the Department of Government and the Center for International Affairs, and the director of the Harvard International Seminar.



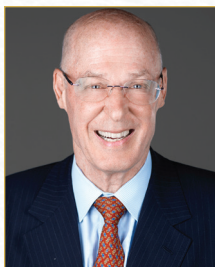
GENERAL JIM MATTIS

General Jim Mattis, US Marine Corps (ret.), is the Hoover Institution's Davies Family Distinguished Fellow, after having served as the nation's twenty-sixth secretary of defense in the administration of President Donald J. Trump. After being nominated by Trump for this position and confirmed one month later, Mattis left Hoover to apply his knowledge and experience to help the president shape his national defense policy. General Mattis commanded at multiple levels in his forty-three-year career as an infantry Marine. As a general, he served concurrently as the commander of US Joint Forces Command and as NATO's Supreme Allied Commander for Transformation. Before retiring in 2013 he was the commander of US Central Command, directing military operations of more than two hundred thousand soldiers, sailors, airmen, Coast Guardsmen, Marines, and allied forces across the Middle East.



SAM NUNN

Sam Nunn is an Annenberg Distinguished Visiting Fellow at the Hoover Institution and cochair and chief executive officer of the Nuclear Threat Initiative (NTI), a charitable organization working to reduce the global threats from nuclear, biological, and chemical weapons. He served as a US senator from Georgia for twenty-four years and has retired from the law firm of King & Spalding. During his tenure in the US Senate, Senator Nunn served as chair of the Senate Armed Services Committee and the Permanent Subcommittee on Investigations. He also served on the Intelligence and Small Business Committees. In addition to his work with NTI, Senator Nunn has continued his service in the public policy arena as a distinguished professor in the Sam Nunn School of International Affairs at Georgia Tech and as board chair of the Center for Strategic and International Studies in Washington, DC.



HON. HANK PAULSON

Hank Paulson is the founder and chair of the Paulson Institute, which aims to foster a US-China relationship that maintains global order in a rapidly evolving world. He is also the cochair of the Aspen Economic Strategy Group and of the Bloomberg New Economy Forum Advisory Board. Paulson served as the seventy-fourth secretary of the Treasury under President George W. Bush. Prior to that, he had a thirty-two-year career at Goldman Sachs, serving as chair and chief executive officer beginning in 1999. Paulson was chair of the Nature Conservancy Board of Directors and, prior to that, founded and cochaired the organization's Asia-Pacific Council. In 2011, he founded the Latin American Conservation Council, formed of global business and political leaders. He also cochaired the Risky Business Project, a nonpartisan initiative that quantified and publicized the economic risks of climate change in the United States.



WILLIAM PERRY

William Perry is a senior fellow at the Hoover Institution and at the Freeman Spogli Institute of International Studies. He is the Michael and Barbara Berberian Professor at Stanford University and serves as codirector of the Nuclear Risk Reduction initiative and the Preventive Defense Project. Perry was the nineteenth secretary of defense for the United States. He previously served as deputy secretary of defense and as under secretary of defense for research and engineering. Perry currently serves on the Defense Policy Board, the International Security Advisory Board, and the Secretary of Energy Advisory Board. Perry was an enlisted man in the Army Corps of Engineers and served in the Army of Occupation in Japan. He joined the Reserve Officer Training Corps in 1948 and was a second lieutenant in the Army Reserves from 1950 to 1955.



AMB. THOMAS PICKERING

Ambassador Pickering served as under secretary of state for political affairs and as US ambassador to the Russian Federation, India, Israel, El Salvador, Nigeria, and Jordan. He also was the US ambassador and representative to the United Nations in New York, where he led the US effort to build a coalition in the UN Security Council during and after the first Gulf War. After retiring from the State Department in 2000, Ambassador Pickering joined the Boeing Company as senior vice president of international relations and member of the Executive Council. He currently is a vice chair of Hills and Company.



JOHN RAISIAN

John Raisian is the Boyd and Jill Smith Senior Fellow of the Hoover Institution, where he served as associate director and deputy director before serving as the Tad and Dianne Taube Director. In 1980 he entered public service as a senior economist in the Office of Research and Evaluation, US Bureau of Labor Statistics. He then joined the US Department of Labor, Office of the Assistant Secretary for Policy, as special assistant for economic policy, and director of research and technical support. Raisian also served the labor department as executive director of the President's Task Force on Food Assistance. His current policy interests and expertise include the application of economic principles to public policy formation, the appropriate role of government in society, and the importance of human capital accumulation for productivity growth and economic prosperity.



CONDOLEEZZA RICE

Condoleezza Rice is the Tad and Dianne Taube Director of the Hoover Institution and the Thomas and Barbara Stephenson Senior Fellow on Public Policy. In addition, she is a founding partner of Rice, Hadley, Gates & Manuel LLC, an international strategic consulting firm. Rice served as the sixty-sixth secretary of state of the United States. She also served as President George W. Bush's assistant to the president for national security affairs (national security adviser). Rice served as Stanford University's provost from 1993 to 1999. She has served on President George H. W. Bush's National Security Council staff, and while an international affairs fellow of the Council on Foreign Relations, Rice also served as special assistant to the director of the Joint Chiefs of Staff. Rice has been on the Stanford faculty since 1981.



THOMAS STEPHENSON

Thomas F. Stephenson began transitioning into the world of policy after a nearly forty-year career in venture capital. He helped found Fidelity Ventures in Boston before joining Sequoia Capital, where he remains a limited partner. Stephenson joined the State Department and served as the US ambassador to Portugal. Upon his return stateside, he re-engaged at the Hoover Institution, where he currently serves as chair of the Board of Overseers. Stephenson cofounded and cochairs, with Secretary Shultz, the Shultz-Stephenson Task Force on Energy Policy. Stephenson is also involved with Business Executives for National Security (BENS), where he is a board member. Other current involvements include the board of advisors of the Stanford Institute for Economic Policy Research, the Precourt Institute Energy Advisory Council at Stanford, the Stanford Global Energy Council, the MIT Energy Initiative External Advisory Board, and the Council of American Ambassadors.