



**HOOVER**  
INSTITUTION

## STRATEGIC PLAN 2018







# THE HOOVER INSTITUTION

The Hoover Institution is the nation's preeminent research center dedicated to generating policy ideas that promote economic prosperity, national security, and democratic governance. Throughout our nearly one-hundred-year history, our work has directly led to policies that have produced greater freedom, democracy, and opportunity in the United States and the world.

## HOOVER MISSION & VALUES

The principles of individual, economic, and political freedom; private enterprise; and limited representative government were fundamental to the vision of the founder of the Hoover Institution—Herbert Hoover—and remain as compelling to us now as they were a century ago. What began as a library in 1919 has become one of the leading academic public policy research centers in the world. It remains unique in being the only such institution composed of both a fellowship of scholars and a world-renowned Library & Archives.

Our focus is on scholarly and empirical research that asks bold questions, offers powerful solutions for policymakers, and has an impact by advancing ideas that improve people's lives.

We advance the principles of freedom through the wide-ranging policy scholarship of an interdisciplinary group of Hoover fellows and through access to the greatest archival collections on war, revolution, and peace assembled in the modern era. Our focus is on scholarly and empirical research that asks bold questions, offers powerful solutions for policymakers, and advances ideas that improve people's lives. The work of creating, preserving, and disseminating the best knowledge of recent generations through our scholarship, teaching, publishing, and outreach ensures the preservation of the freedoms we hold dear. This was the vision of our founder, and we remain true to it.

## THEORY OF IMPACT: TOP-DOWN & BOTTOM-UP

Hoover seeks to affect public policy via a “top-down, bottom-up” process. The summit of the policy-making apparatus consists of policy-makers, both in

Congress and the Executive branch; the elite media; advocacy groups; and other policy “influencers.” In a top-down approach to impacting policy, Hoover seeks to educate these key constituents about our ideas via a broad portfolio of communication and dissemination programs, including articles in academic journals, opinion pieces in high profile publications, and in face-to-face meetings and conferences.

The broader attentive public also plays a significant role in policy formation. Their preferences ultimately “percolate up” via elections and public opinion polling. Hoover has expanded upon its traditional reliance on print and broadcast media to reach this audience with new forays in social media and the Educating Americans in Public Policy program.

## COMPETITIVE LANDSCAPE: THE THINK TANK SPACE

The think tank space has changed dramatically in the past few decades. From a mere handful of institutions that sought to clarify policy alternatives while not choosing among them, the landscape is now congested with over 1,800, with a significant majority engaged almost exclusively in advocacy. The field is littered with centers that do not generate original ideas and lack scholarly credibility. Within this increasingly populist and partisan milieu, developing and disseminating scholarly policy ideas has become more challenging.



Photo Credit: Rod Searcey

## HOOVER'S COMPETITIVE ADVANTAGES

The Hoover Institution occupies an eminent place in the think tank landscape. By bringing together qualities that other institutions cannot match, we will be leaders in the marketplace of ideas.

**Our Fellows:** Hoover scholars form the Institution's core and create breakthrough ideas aligned with our mission and ideals. What sets Hoover apart from all other policy research organizations is its status as a center of scholarly excellence, its locus as a forum of a scholarly discussion of public policy, and

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its ability to bring the conclusions of this scholarship to a policy audience. Hoover's hallmark has been and

remains rigorous, independent policy scholarship, distinguished by its empirical and intellectual rigor and grounded in history, data, and logic.

Our fellows are an interdisciplinary group of humanists, social and political scientists, and natural scientists, who study economics, education, energy, foreign

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affairs, health care, history, law, national security and politics. Our renowned fellows have both academic and practical experience, whether at Stanford and other top universities, serving

at the highest levels of government—including as members of the US cabinet—or leading ventures in the private sector. Hoover uniquely combines policy-oriented academics with scholarly policy practitioners.

In economics, Hoover fellows study the principles and practice of free markets, price stability, and free enterprise, as well as policy issues such as regulation, monetary policy and public finance. In politics, Hoover fellows focus not only on democratic institutions, but also on the rule of law and federalism. On national security, Hoover fellows study subjects such as alliances, actual and potential rivals to the United States, cybersecurity, nuclear arms proliferation, and terrorism.

**Library & Archives:** The second pillar of Hoover's core is its Library & Archives, which is committed to collecting, preserving, providing access to, and supporting engagement with the most vital material related to global political,

Our collection is one of the largest in the world and our access programs are driven by technology.

social, and economic change. Our collection is one of the largest in the world and our access programs are driven by technology. With a focused

collecting program aligned with our institutional mission, digital access, research and fellowship programs, academic events, exhibitions, and teaching, the Library & Archives continue to support a vibrant international community of scholars and a broader public interested in the meaning and role of history in policy.

**Stanford University:** The Hoover Institution, although fully part of Stanford University, also operates independently with its own director, board of overseers, and financial support. Many of our senior fellows hold joint appointments at Stanford and teach both graduates and undergraduates. We draw on the spirit, people, and thinking in our location in Silicon Valley, an epicenter of innovation.

**Loyal and Generous Supporters:** In addition to our global reputation, Hoover is strong thanks to our robust financial health. Generous and loyal supporters have helped the Hoover Institution build an endowment of nearly half a billion dollars to support our mission. These resources enable us to maintain our broad impact.





## STRATEGY

Given the increasingly competitive, crowded policy landscape buffeted by rising polarization and partisanship, how can Hoover continue to improve the human condition with our policy ideas? Quite simply by competing as a highly differentiated premium alternative to those think tanks that are part of the partisan echo chamber and do not expand the range of innovative policy options under consideration.

The Hoover Institution aspires to be the most impactful source of innovative public policy ideas enacted for the betterment of humanity. We will be the top resource for policymakers seeking breakthrough solutions to the challenges of the day. Beyond the policy community, Hoover will be recognized by the attentive public as a premier source of educational material that equips them to be informed, engaged citizens. Hoover's vast Library & Archives will become increasingly digitized and widely accessible to researchers seeking to apply our knowledge in pursuit of a better world.



Photo Credit: Eric Draper

To achieve these aspirations, Hoover has a straightforward three-part strategy: ***invest*** in our core, ***leverage*** our core, and ***sustain*** our core.

## INVEST IN THE CORE

We will invest significantly in the vitality of the fellowship to fortify our core research areas of economic prosperity, national security, and democratic governance. Hoover will become the preeminent private special collection and digital network addressing war, revolution, and peace in the twentieth and twenty-first centuries.

### Fellow Human Capital Plan

1. **Revitalize Senior Fellows:** The senior fellowship is Hoover's indispensable asset, combining academic excellence with policy influence. We will expand and invest in the vitality of the senior fellowship, attracting leading academics and practitioners to engage in effective applied policy research. Our human capital plan envisions a gradual expansion of the full-time equivalent senior fellow count over time.
2. **Re-focus Research Fellows and Visiting Fellows:** Actively writing impactful papers and books, Research Fellows conduct cutting-edge research. The Visiting Fellow category will be strategically used to "audition" potential Senior Fellow candidates at Hoover. Senior policy practitioners will work at Hoover as Distinguished Visiting Fellows, writing books and articles and developing policy plans.
3. **Initiate "Hoover Fellows" Program:** Hoover will create a new fellow track for younger scholars that offers, in cases of exceptionally high performance, the possibility of internal promotion to senior fellow.

### Library & Archives

1. **Collections:** Grow specific collecting areas in support of the mission, building on core strengths and expanding into new areas of strategic interest to our fellows, scholars, and policymakers, both geographically and thematically. Support a significant output of scholarship and education through conferences, workshops, and fellowship programs that lead to concrete outputs.
2. **Technology:** Transform the way people interact with archival knowledge. Access to the greatest collections on social, economic, and political change by the greatest number of people is only possible with superb technology. Deploy a robust digital program to deliver collections to a broad public online through our own efforts and partnerships with peer institutions.



## LEVERAGE THE CORE

The excellence of Hoover's core scholarship will be reflected in the quality of our education and communications programs. We will focus on reaching key constituents: policy makers, policy influencers, and the attentive public.

1. **Research Programming:** We will greatly expand our hosting of conferences and seminars not only on the Stanford campus and in our Washington, DC offices, but around the country as well. All research gatherings will produce output intended to have a significant measurable impact on the formation and implementation of public policy.
2. **Educating Americans in Public Policy (EAPP):** EAPP is intended to transform the policy research of our fellows into accessible shareable programming for the informed public. We will establish EAPP as the demonstrably best-in-class platform for public policy educational content.
3. **Traditional Dissemination:** We will significantly increase Hoover's visibility among policy influencers and the attentive public via a focused and targeted op-ed program and fellow broadcast appearances in leading media. We will dramatically increase Hoover's impact by extending our print, digital, and social media platforms to engage policy influencers and the informed public, focusing on channels that have proven effective and cutting back on those that are less so.
4. **Programming for Students:** We will use the new, centrally located Traitel Building to engage and inform the broader Stanford community, especially undergraduates, with lecture series and summer policy immersion programs. As we develop and refine these Stanford-based programs, we will scale them to reach hundreds of thousands of students beyond the campus.
5. **Professional Outreach:** In order to achieve its mission, the Hoover Institution must reach those individuals and organizations involved in developing, enacting, and implementing public policy. We will greatly expand upon our current portfolio of educational programs (cyber boot camp, Congressional fellowships, Leadership Forum, media fellowships and roundtables) to reach new audiences and build new partnerships, including the military, corporate executives, the Silicon Valley technology community, and professional organizations.

## SUSTAIN THE CORE

To support this ambitious strategy, we will significantly build our endowment, modernize and expand our facilities, and consistently operate in the black.

- 1. Development Income - Growth and Diversification:** As we head into our second century, the Hoover Institution will diversify and expand its base of support for its research, educational, and archival activities, building for the future. We will cultivate new constituencies of supporters beyond our traditional geographic and demographic base who share our mission and values.
- 2. Financial Stewardship:** The Hoover Institution is funded through the generosity of its supporters. We must continue to respect our supporters and display exemplary stewardship by adopting planning and reporting processes that are effective and transparent. Outcomes and budgets for both existing and new initiatives will be reviewed regularly to assure meaningful return on investment. These processes must also match the philanthropic capacity of the Hoover Institution and the financial performance of its endowment with the resources required to support the strategic initiatives so critical to the advancement of our mission and the sustainability of our business model.
- 3. Infrastructure:** The Hoover Institution has physical locations on the campus of Stanford University and in Washington, D.C. We must continue to modernize and expand to provide world-class facilities to support Hoover's values and mission. In particular, our facilities should complement our efforts to produce and disseminate impactful public policy research and archive an ever-growing collection of materials on the causes of war, revolution and peace.



Photo Credit: Eric Draper





## CONCLUSION

As we enter our next century, we will reinforce our strengths in research and education and accelerate our pace of innovation to extend our reach and impact. We will build a fellowship and collections to focus on the challenges and opportunities of the future. Our fellows will generate ideas that will improve the human condition; our education programs will engage vast new audiences; our collections will serve as an accessible platform for ever more scholars; and our institution will be strengthened and secure. The combined result will be a Hoover Institution that is recognized as the world's most relevant and revered public policy research center on issues of liberty, prosperity and peace.

With its eminent scholars and world-renowned library and archives, the Hoover Institution seeks to improve the human condition by advancing ideas that promote economic opportunity and prosperity, while securing and safeguarding peace for America and all mankind.

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