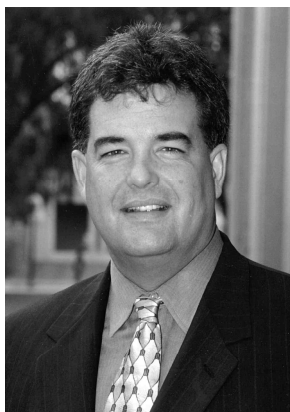


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As associate director for communications at the Hoover Institution, Jeff Bliss oversees all communications and outreach efforts. Before joining the Hoover Institution in 2002, he served as director of public affairs at California State University, San Luis Obispo. Previous to his work at Cal Poly, he was director of public information at Pepperdine University. He has written and spoken on crisis management, and his op-eds and photography have appeared in numerous regional and national publications. Jeff Bliss received his degree in journalism from Pepperdine.