

Hoover Institution 2008 Report



ideas defining a free society • Hoover Institution, Stanford University

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mission statement

The mission statement of the Hoover Institution, authored by Herbert Hoover on the purpose and scope of the Institution, continues to guide and define the Institution in the twenty-first century:

*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**.*

The principles of individual, economic, and political freedom; private enterprise; and representative government were fundamental to the vision of the Institution's founder. By collecting knowledge, generating ideas, and disseminating both, the Institution seeks to secure and safeguard peace, improve the human condition, and limit government intrusion into the lives of individuals.

letter from...



John Raisian
*Tad and Dianne Taube Director,
Hoover Institution*

We were extremely honored that the Hoover Institution was awarded the 2006 National Humanities Medal. President George W. and First Lady Laura Bush presented the medal to the Hoover Institution in an official ceremony in the Oval Office on November 9, 2006.

Since its inauguration in 1997, the National Humanities Medal has typically honored individuals but only a handful of organizations. As a public policy research center, the Hoover Institution is the first of its kind to receive this prestigious honor. The Institution was indirectly honored in other years when Hoover fellows Victor Davis Hanson, Thomas Sowell, and Shelby Steele were awarded this distinction individually.

The inscription on the award reads “The President of the United States of America awards this National Humanities Medal to the Hoover Institution for its responsible stewardship and its promotion of liberty and peace. For more than four decades, it has supported many of our leading thinkers and enriched public discourse on the most vital and consequential issues facing our Nation.”

As an institution dedicated to advancing the principles of individual, economic, and political freedom; private enterprise; and representative government, a tribute of this magnitude is especially meaningful, giving us significant pride in our role in advancing our institutional mission. By collecting knowledge, generating ideas, and disseminating both, the Institution seeks to secure and safeguard peace, improve the human condition, and limit government intrusion into the lives of individuals. Ideas have consequences, and we are proud of our vigilance in promoting *ideas defining a free society*. As a great tribute to the entire Institution, we stress our appreciation to our friends and supporters who play a crucial role in our success.

In the pages that follow, we expound on the activities of Hoover's research program, archival initiatives, and communication efforts. These are exciting times at Hoover on all fronts. To exemplify the significance of new thinking about how to leverage our efforts to obtain greater impact, be sure to read about the task forces that are now being conceived and implemented. Hoover has a core of superb scholars, concentrated in economics and political science, each of whom has an aggressive individual research agenda. The Institution is also uniquely able to convene excellent scholarly talent from Stanford and other universities. The task force recipe is to combine these intellectual ingredients from within and elsewhere to form teams of scholars to work collectively for five years as a virtual faculty, following an agreed-on charter, to contribute to the debate on contemporary policy issues of importance.

Such issues range from international conflict and resolution to domestic policy concerns such as health, education, energy, taxation, property regulation, and government spending and from philosophic principles of freedom, prosperity, and security pertaining to Americans to the appropriate role of government within our society and possible procedural reforms of governance. Research in these entities is focused, and the outcomes of their efforts are geared toward pushing the national dialogue and debate forward with diligence and competitive purpose.

The Hoover Institution continues to pursue *ideas defining a free society*, with a long-term commitment toward developing enduring solutions for the challenges that face our nation and the world.



John Raisian



Peter B. Bedford



Peter B. Bedford
Chairman, Board of Overseers

As a public policy research center devoted to the study of politics, economics, domestic and foreign political economy, and international affairs, the Hoover Institution contributes to the world marketplace of *ideas defining a free society*.

Ideas have consequences, and a free flow of competing ideas is important for society to consider in its assessment of the policy options that could improve the human condition. To this end, the Hoover Institution endeavors to prominently contribute ideas directed at positive policy formation, converting conceptual insights into practical policy initiatives.

The strength of Hoover's research program lies in recruiting scholars of exceptional ability, typically within the traditional disciplines of economics, history, law, and political science. Over the years, the Hoover Institution has flourished as a prominent generator of ideas. Scholars are often appointed because they are esteemed generalists, capable of speaking to and writing about broad policy applications; others have specialties and expertise in more-narrow areas of policy inquiry.

An added feature of Hoover's success is convening scholars from within Stanford and elsewhere to participate with Hoover fellows in the ongoing research enterprise. During the past ten years, Hoover has augmented its research programs by adding numerous joint appointments with Stanford schools and departments, as well as with other exceptional academic institutions.

Scholarly output is at an all-time high, in terms of both quality and quantity. Hoover scholars produce an impressive body of books, articles, and essays that explore the policy landscape, offering ideas to benefit society. During the years, Hoover fellows have focused their research and writing on a breadth of topics, including

- *National Priorities, International Rivalries, and Global Cooperation*—domestic and foreign considerations of national and international security; trade and commerce; the rule of law among nations; and the role of international organizations, security unions, and multilateral trade agreements
- *Diminishing Collectivism and Evolving Democratic Capitalism*—studies and analyzes the end and aftermath of communism, as well as how collectivist societies make the

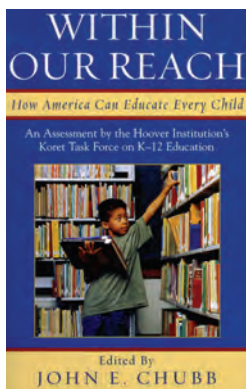
transition to free and representative government and private enterprise, integrating the archival and research functions of the Institution

- *Economic Prosperity and Fiscal Responsibility*—U.S. productivity growth; human, financial, and intellectual capital accumulation; and the impact of tax, monetary, and fiscal policies
- *American Educational Institutions and Academic Performance*—education policy as it relates to government provision and oversight versus private solutions (both within and outside the public school system) that stress choice, accountability, and transparency; that include systematic reform options such as vouchers, charter schools, and testing; and that weigh equity concerns against outcome objectives
- *Individual Freedom and the Rule of Law*—the coexistence of well-defined intellectual and physical property rights, individual liberty, economic development, environmental issues, and the regulation of commerce and industry within the framework of the Constitution and, hence, of a free society

1. April 2005 At the National Press Club in Washington, D.C., Hoover's Koret Task Force on K-12 Education releases *Within Our Reach*, an assessment by the task force of the No Child Left Behind legislation at the midpoint of its authorization period. Since its launch in 1999, the task force has issued ten books and reports addressing education reform in the United States.

2. May 2005 The work of Austrian photographer Erich Lessing was the basis of the exhibition entitled *Free Again! Liberation and Sovereignty: Austria 1945-1955*, which is presented in the Herbert Hoover Memorial Exhibition Pavilion. This photo from the exhibit shows military caps from the four countries (France, Great Britain, the Soviet Union, and the United States) that occupied Austria after the war hanging peacefully together during a session of the Allied Council in Vienna.

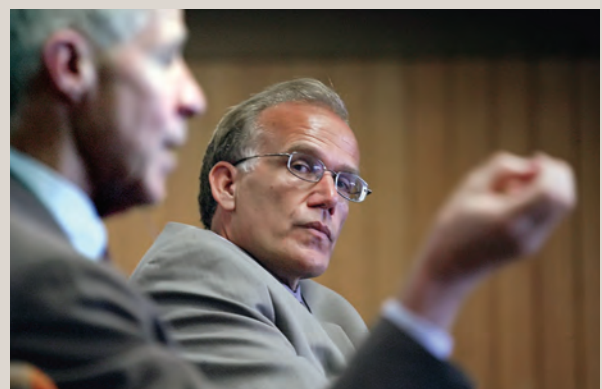
3a. July 2005 Victor Davis Hanson, the Martin and Illie Anderson Senior Fellow, listens intently as Hoover fellow Charles Hill (foreground) makes a point to the overseers at a fellows session at the board meeting.



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- *The Growth of Government and Accountability to Society*—the government’s performance on behalf of citizens as it provides public services and regulates private enterprise and the scope of government activity in areas such as health care, social services, and the environment
- *American Individualism and Societal Values*—societal behavior based on individuals rather than groups, thus confronting issues of, for example, race, gender, and ethnicity; the role of culture and values in society; and the interaction of wealth distribution policies, such as social welfare and social security, with demographic and cultural trends and individual responsibility

Disseminating ideas beyond published books and articles is extremely important. Hoover’s op-ed program is particularly noteworthy, as each year more than one thousand popular articles and commentaries (op-eds) authored by Hoover fellows appear in newspapers, news magazines, and journals (the number of such appearances has more than doubled in the past five years). Specific topics have included

3b. July 2005 The annual Dinner on the Quad, hosted by the Board of Overseers, is a highlight at Hoover. Here, noted author Christopher Buckley provides a perceptive and witty commentary on political and world affairs in his keynote address at the dinner.

4. July 2005 Hoover fellow James Bond Stockdale, the “philosophical fighter pilot,” passes away. He had been a Hoover fellow for sixteen years before retiring in 1996. The author of numerous books on courage in the face of adversity and on the Greek philosophers, Stockdale was awarded the Congressional Medal of Honor in 1976.

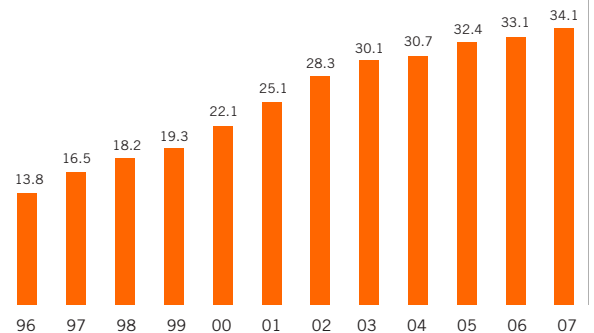
5. August 2005 Fiscal year 2005 culminates a decade of the Institution’s extended growth. During that period, the average annual growth rate exceeded 10 percent, with every year marked by operating budget surpluses. The growth and surpluses continue through fiscal year 2007.



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ANNUAL BASE BUDGET EXPENDITURES
(BY FISCAL YEAR IN MILLIONS OF DOLLARS)

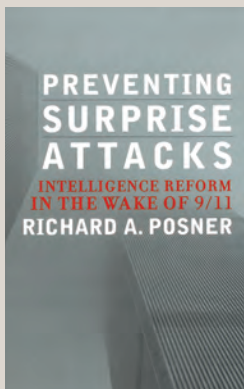
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- Modern-day conflict in relation to twentieth-century experiences
- The necessity of reforming U.S. intelligence
- Terrorism and the laws of war
- The fatwas of radical Islam and the duty to jihad
- Varieties of progressivism and conservatism in America
- The interface between private markets and government regulation
- The importance of property rights to American liberty and free enterprise
- The interrelationship of economic prosperity and environmental quality
- Tax simplification and burden
- Specific assessments of education policy
- Reform of the U.S. health-care system

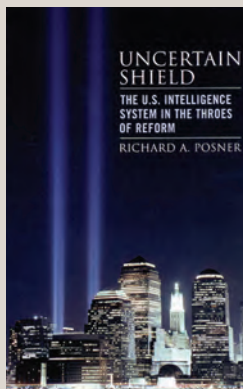
Hoover fellows have also received numerous prestigious awards and honors. Our select group includes four Nobel Prize laureates, one National Medal of Science recipient, four Presidential Medal of Freedom honorees, one Jefferson Lecturer in the Humanities, four National Humanities Medal winners (including the one awarded in November 2006 to the Hoover Institution), thirty-one fellows of the American Academy of Arts and Sciences, seven members of the National Academy of Sciences, five members of the American

6a–6c. August 2005 Copublished with Rowman and Littlefield, the Hoover Studies in Politics, Economics, and Society, a book series addressing timely topics, including terrorism, intelligence, and American politics, is launched. Included in the series is a trilogy on intelligence reform by Richard A. Posner: *Preventing Surprise Attacks: Intelligence Reform in the Wake of 9/11* (2005), *Uncertain Shield: The U.S. Intelligence System in the Throes of Reform* (2006), and *Countering Terrorism: Blurred Focus, Halting Steps* (2007).

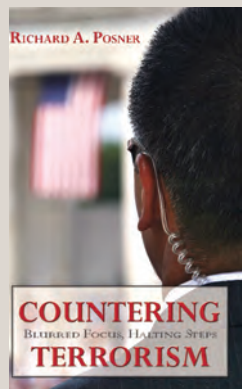
7. September 2005 Hoover fellow Kevin Murphy receives a coveted MacArthur Fellowship, which is awarded annually to a small group of individuals who exhibit exceptional creativity, have a track record of significant achievement, and show future potential. Hoover fellow Sidney Drell received the award in 1984.



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6b



6c



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Philosophical Society, six members of the National Academy of Education, and thirteen fellows of the Econometric Society.

LOOKING TO THE FUTURE

As an enterprise steeped in academic tradition, the Hoover Institution, as an academic organization, seeks to effectively provide input to society by gathering pertinent information, analyzing prevailing policy circumstances, and advising on matters of public policy. By recruiting extraordinary intellectual talent, the Hoover Institution has developed the ability to convene scholars willing to combine their efforts in the form of task forces—or “virtual faculties”—with specific research and dissemination objectives. These task force strategies represent new ways to organize the Institution’s research, with a view toward synthesizing current thinking, offering new perspectives, and conveying results to a broad constituency.

Through the task forces, Hoover combines its existing intellectual assets with recruited specialists, thus forming scholarly teams that work on commonly defined topics and projects. This methodology contrasts with that of individual fellows working independently

8. September 2005 Guests have the rare opportunity to hear from three Nobel laureates at a Hoover breakfast briefing; from left to right: Milton Friedman, Gary Becker (the Rose-Marie and Jack R. Anderson Senior Fellow), and Michael Spence. Hoover fellow Douglass North is also a Nobel laureate economist.

9. September 2005 Diane Ravitch wins the Institution’s Uncommon Book Award for *The Language Police: How Pressure Groups Restrict What Students Learn*. The award acknowledges a publication that makes a significant contribution to public policy and meets the highest quality standards. Ravitch is a member of Hoover’s Koret Task Force on K–12 Education and was appointed a senior fellow at Hoover in September 2005.



8



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on complementary research agendas. Task force teams are led by a scholarly chair and facilitated by the Institution, which allocates its human and financial resources to the task force effort. The new task forces will allow Hoover to concentrate on prevailing policy issues and empower the team of scholars to participate strategically with the director to define the ideas to flow from the task force.

The Institution's experience in the area of task force development is noteworthy. As a pilot effort, the Institution launched the Task Force on K–12 Education in 1999, initially as a five-year effort. The ongoing goal of that task force was to identify and convey information about the state of American education, as well as generate ideas that would enhance children's educational opportunities. Because of its success, this task force was reauthorized for five additional years.

The achievements of the education task force are noteworthy, including scholarly writings, position papers, opinion essays, and advice (testimony and written policy platforms) to national and state governments. Its collaborative efforts also spawned a successful journal on education reform titled *Education Next*TM. This quarterly journal, now in its seventh year of publication, fills a gap in education-related publications by

10a. September 2005 Romanian president Traian Basescu is one of many distinguished visitors to the Hoover Institution.

10b. September 2005 Russian foreign minister Sergey Lavrov delivers a major address to an audience of Hoover fellows and friends. In his remarks, he stresses the need for a U.S.-Russian partnership to undertake positive action on the problems of international terrorism, drug trafficking, and organized crime.

10c. September 2005 Latvian foreign minister Artis Pabriks (left) arrives at the Institution with Senior Associate Director Richard Sousa.



10a



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10c

offering high-quality content from top scholars in the fields of education, economics, political science, sociology, psychology, and medicine. The work of the Task Force on K–12 Education exemplifies the type of scholarly output to be conducted within the new task forces.

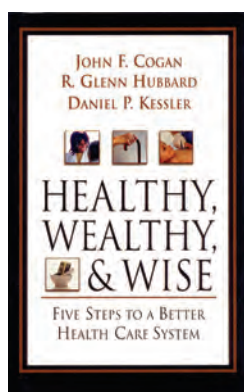
Extending this model of task force activity to other important policy issues within the Institution’s research priorities will serve us well by producing multiples of output in relative terms and leveraging existing scholarly and administrative assets already in place.

In addition to the Task Force on K–12 Education, new task forces under consideration include

- Ideology and Terror—to seek an in-depth understanding of the cultural, social, religious and political differences between non-Western and Western ideologies and societies as they affect fundamentalism and terrorism and to gain a better understanding of those complex and difficult issues so as to identify policy strategies—economic and political as well as diplomatic and military—that may serve to reduce the risks to American security and our principles.

11. October 2005 Problems with the American health-care system generate great concern. Hoover fellows John Cogan and Daniel Kessler, along with Glenn Hubbard, describe challenges facing the system and offer commonsense reforms in *Healthy, Wealthy, and Wise: Five Steps to a Better Health Care System*.

12. November 2005 Robert Conquest (shown here with President and Mrs. Bush) receives the Presidential Medal of Freedom. He joins a select group of Hoover fellows who have been so honored, including Gary Becker, Milton Friedman, William Perry, George Shultz, and Edward Teller. *Photo courtesy of the White House.*



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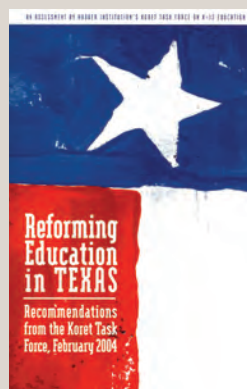


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- **National Security and Law**—to provide practical proposals for striking an optimal balance between individual freedom and the vigorous defense of the nation against terrorists both abroad and at home by relating the classical rule of law and the specific laws of war to an understanding of the rule of law and its role in Western civilization. Also addressed will be the role of international law and organizations, the laws of war, and the U.S. criminal law through a systematic study of the constellation of issues—social, economic, and political—on which striking a balance depends.
- **Virtues of a Free Society**—to address how America’s core values are evolving and whether the moral basis of America’s founding is threatened or sufficiently preserved by identifying the enduring virtues and values on which liberty depends; charting the change in how Americans have practiced virtues and values over the course of our nation’s history; assessing the ability of contemporary associations and institutions—particularly schools, family, and religion—to sustain the necessary virtues; and offering comments on how society might nurture the virtues and values on which liberty depends.

13a–13c. December 2005 At the invitation of Governor Mike Huckabee, Hoover’s Koret Task Force on K–12 Education delivers, at a news conference in Little Rock, its report on proposed reforms to the Arkansas public school system. This followed an assessment of the Texas public school system (completed in 2004) and was followed by a similar assessment of the Florida public school system, which was presented in 2006.

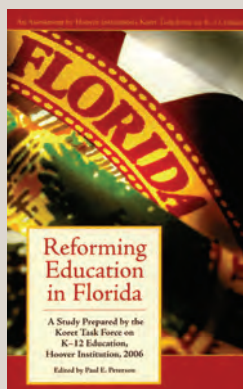
14. January 2006 Arnold Rüütel, president of Estonia, visits the Hoover Institution. Here, he looks at a display of historical materials relating to Estonia held in the Hoover Library and Archives. Hoover fellow William Perry, who hosted the president, is in the background.



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13b



13c



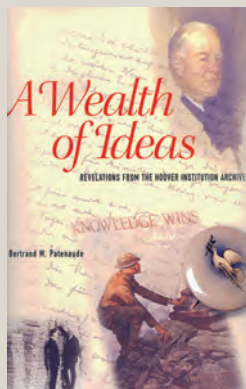
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- Property Rights, Freedom, and Prosperity—to address the philosophical, historical, legal, and economic foundations of property rights and the role they have played in our history and quality of life and how those rights foster economic development, the stewardship of natural resources, investment in intellectual and physical capital, sound business practices, and, above all, individual liberty.
- Procedural Reform of Government—to examine the framers’ commitment to individual freedom invoking a set of political and economic institutions that limit government and guarantee rights that have persisted over our history despite significant challenges; to assess doubts raised about the capacity of our institutions to meet contemporary challenges as well as serious questions about the long-term viability of the American system of government; and to affirm as appropriate the resiliency of the American system, studying current challenges, the contemporary evolution of American governance, and reforms to sustain the American way of life.

15a. January 2006 Coinciding with the release of *A Wealth of Ideas: Revelations from the Hoover Institution Archives*—a coffee-table book by Hoover fellow Bertrand Patenaude that highlights selected collections from the Hoover Archives—some never-before-shown artifacts from the archives are displayed in the Wealth of Ideas Exhibition.

15b. January 2006 Patenaude offers remarks at the exhibition’s opening.

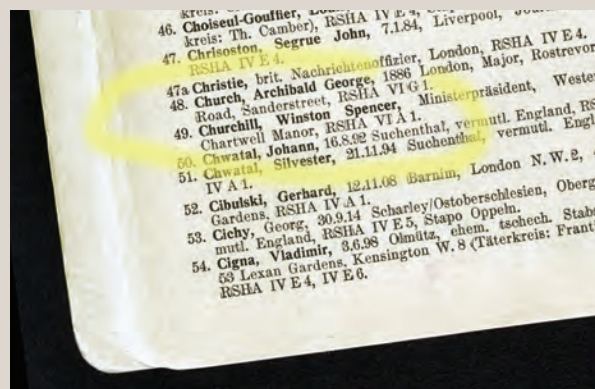
15c. January 2006 One of the many items on display is a small leather booklet containing a Gestapo arrest list of some 2,400 British citizens (including Winston Churchill, John Maynard Keynes, and H.G. Wells) whom the Germans planned to arrest after invading England during World War II. *Photo by Heather Wagner*



15a



15b



15c

- **Tax and Budget Policy**—to begin a dialogue on the appropriate size of government and how government shall be financed by assessing the current tax policies of American governance and their efficiency and effect on American productivity and growth; to consider issues related to the breadth of the tax base and whether tax policy should be a centerpiece for redistribution of income and the extent of deficit financing and its limitations for the prudent operation of American society.
- **Health-Care Reform**—to focus on two related policy areas: reforming the health-care industry and reforming Medicare entitlement, the government's system of health-care support for the elderly, by confronting the looming crisis of a failed industry fraught with government intervention and a bankrupt government program saddled with the responsibility for providing health care to the elderly and indigent and assessing the difficult politics of health-care reform and the major challenges to adopting sound reforms.
- **Energy Policy**—to address concerns related to energy policy in the United States, given that strong economic growth worldwide will contribute to increased use of energy,

16. January 2006 Edward Lazear, the Morris Arnold Cox Senior Fellow, is appointed chairman of the President's Council of Economic Advisers; he joins a long list of Hoover fellows who have served on the council, including Michael Boskin, Thomas Moore, and John Taylor.

17a–17c. January 2006 The *Hoover Digest* is recognized again for its outstanding presentation and content; the journal wins three Gold Ink Awards from *PrintMedia* and *Printing Impressions* magazines.



straining the capacity to supply desired amounts at a reasonable price. As a result of volatile and rising prices, two related compelling issues—a plausible threat to national security and a plausible adverse impact on global climate change—will also be addressed. To gather comprehensive information on current scientific and technological developments, survey the contingent policy actions (e.g., massive subsidies for corn-based ethanol), and offer a range of prescriptive policies.

- **Economic Development**—to investigate the role of the rule of law, property rights, and economic growth around the world, including international competitiveness and productivity; to review the disparity of economic growth across countries and the associated international policy issues; and to assess the performance of the American economy in competing with other leading economies evolving in the world such as China and India.

18. January 2006 Florida governor Jeb Bush (center) meets with Hoover's Koret Task Force on K-12 Education, which includes Hoover fellows Williamson Evers (foreground) and Eric Hanushek (right). As part of his visit, Governor Bush makes a major address to Hoover fellows and friends.

19. January 2006 Senator George Allen (center) shares a humorous moment in his meeting with Hoover fellows; Director John Raisian is on the left; fellow Michael Boskin is on the right.

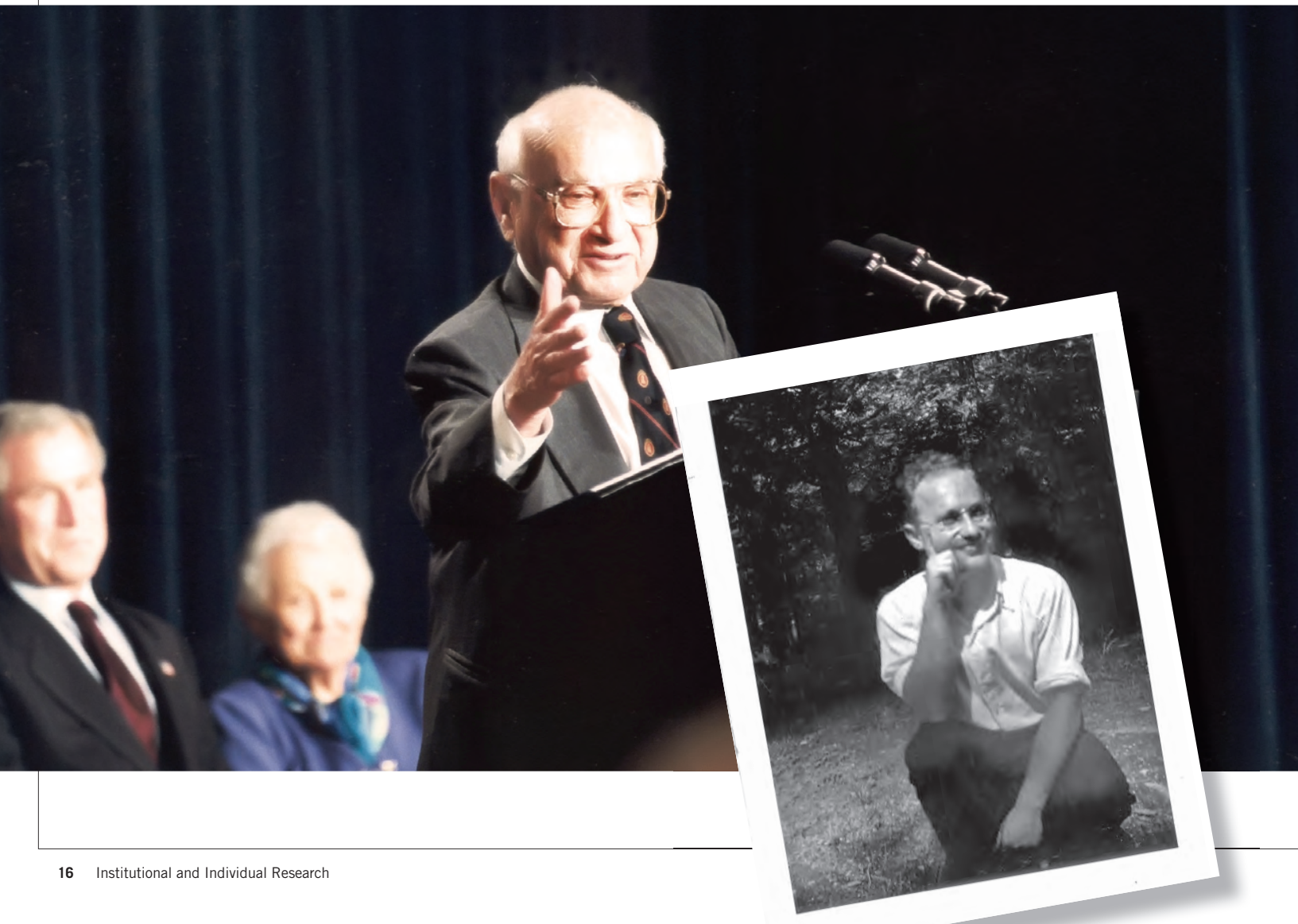


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Milton Friedman was a rarity in that he reached the pinnacle of his profession and then furthered the public good by using his prestige to raise the level of public policy discourse. It is hard to imagine that the ideas of an academic economist could affect thinking so profoundly and light the path for many to economic and political freedom.



Milton Friedman 1919-2006

Friedman was one of the leaders of the Chicago school of economics at the University of Chicago, where he was a professor for thirty years. A founding member of the Mont Pelerin Society, Friedman was awarded the Nobel Memorial Prize for Economic Sciences in 1976 for his achievements in the fields of consumption analysis, monetary history, and theory and for his demonstration of the complexity of stabilization policy. In 1988, he received the Presidential Medal of Freedom as a teacher, scholar, and theorist who restored common sense to the world of economics and for his belief that man's economic rights are as vital as his civil and human rights. He was a fellow at the Hoover Institution from 1977 to 2006.

The author of numerous articles and books, Friedman presented his ideas in an understandable and appealing format conducive to learning his theories on economics and public policy. His appeal grew with his regular columns in *Newsweek* magazine and with his books *Capitalism and Freedom* and *Free to Choose* and the related PBS television series, which brought economics down from the ivory tower and made him a household name. His clear-headed thinking and lucid exposition made sense to and resonated with economists and noneconomists alike.

Friedman based his public policy analysis on the ideals of preserving and extending individual freedom, and no one was a more ardent or articulate advocate of free markets and personal liberty than he was. Educated in public schools, Friedman and his wife, Rose, were leading supporters of school choice as a way to raise the level of public education in the United States.

Former chairman of the Federal Reserve System Alan Greenspan believes Friedman's emphasis on a stable monetary framework was instrumental in guiding central banks in Europe and the United States toward low inflation during the past two decades. Many believe that China's conversion to a market economy, the conquest of double-digit inflation in the United States and elsewhere, the decisions of countless governments to sell nationalized industries, and the flat tax can all be traced back to Friedman. The *Washington Post* wrote that Friedman belongs on the list of the one hundred most important people to emerge since World War II.

Milton Friedman's death in 2006 has not stopped his ideas from continuing to have influence. Although Friedman is sorely missed, his ideas remain.

"A society that
puts equality
before freedom
will get neither.
A society that
puts freedom
before equality
will get a high
degree of both."

MILTON FRIEDMAN

Milton Friedman speaking at the White House on the occasion of his ninetieth birthday in 2002 (with President Bush and Mrs. Friedman in the background). Inset: Friedman in 1938. Photos courtesy of the White House and the Friedman family

The Hoover Library and Archives continue their robust program of acquisitions, preservation, access and outreach, and publications. The library and archives attract a large local, national, and international clientele, and the archives is viewed by many as the premier private archive in the world.

During the past ten years, the library and archives have evolved from a repository with equal emphases on collecting and making accessible published trade and secondary books (in the library) and on acquiring and preserving ephemeral holdings (in the archives) to focusing primarily on acquiring and preserving archival holdings and special collection books. The changed library and archives are now concentrating their efforts on fulfilling their original mission as articulated by the founder, Herbert Hoover.

In that vein, a realignment of the Hoover Library with the Stanford University Library system began in 2000. During the past several years, the entire East Asian Collection and a substantial number of general-use books, newspapers, government documents, serials, and society publications from the general collection in the Hoover Tower were transferred to the university's main library. Remaining at Hoover are 750,000 rare and, in many cases, unique titles fostering in-depth research on twentieth- and twenty-first-century history.

Collecting unique and rare materials continued in earnest throughout the period, as the archives sought to strengthen and build on its strongest collections and to expand its collecting into new areas consistent with the mission of the Institution to “constantly and dynamically point the road to peace, to personal freedom, and to the safeguards of the American system.” In addition, changing technologies and a new focus on collecting audio, video, and electronic media have led to far-ranging acquisition opportunities that had been previously limited or simply out of reach.

Although foot traffic to the library and archives has remained relatively constant, the advent of the Internet—through e-mail requests—has greatly boosted reference requests and, hence, use of the collections. The archives handles approximately five thousand requests annually—five times the number fielded ten years ago.

ACQUISITIONS

As a repository known worldwide for its international scope, the Hoover Institution continues to acquire collections in all curatorial areas, with a focus on supplementing stronger collections with materials that complement them and on making significant and noteworthy additions in new, but related, areas. As Herbert Hoover said, the Institution must be dynamic; expanding collections within the scope of the mission remains paramount.

The Institution's long and distinguished reputation has helped obtain significant collections. Highlights of important collections acquired during recent months follow.

Some of the most impressive recent acquisitions have been in the **East Asian Collection**, including the deposit of the papers of H. H. K'ung, who served as finance minister in the Nationalist Chinese government (1933–1938) and as premier (1939–1945). K'ung, brother-in-law to both Chiang Kai-shek and T. V. Soong, was among the most influential leaders of Nationalist China during that period; his papers complement the Chiang, Soong, and Kuomintang (KMT) Collections at Hoover. These papers, of principals from

20. January 2006 José María Aznar, president and prime minister of Spain from 1996 to 2004, meets with Hoover fellows to discuss the role of NATO in fostering world peace.

21a–21e. February 2006 The Board of Overseers are hosted at the White House, meeting with President Bush; Stephen Hadley, assistant to the president for National Security Affairs; and Karl Rove, the president's deputy chief of staff and senior adviser. While in Washington, Vice President Dick Cheney, Secretary of Defense Donald Rumsfeld, Director of the Office of Management and Budget Joshua Bolten, Secretary of Energy Samuel Bodman, and Director of the National Economic Council Allan Hubbard meet with the board. *Photo credits: Goodman Van Riper*

From left to right: Dick Cheney, Donald Rumsfeld, Joshua Bolten, Samuel Bodman, Allan Hubbard



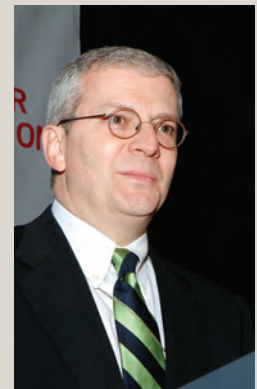
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the three leading families in the twentieth-century history of China and Taiwan and from the Nationalist Party, are also a magnet for other significant acquisitions.

The **Russian and Commonwealth of Independent States Collection** has been the backbone of the Hoover Library and Archives since their founding in 1919. The papers of Yuri Yarim-Agaev, a physicist and a leader of the human rights movement in the Soviet Union, were added. Forced into exile before the 1980 Olympic Games in Moscow, Yarim-Agaev founded the Center for Democracy in the USSR, an advocacy organization for persecuted dissidents in the Soviet Union. The center's papers are part of this acquisition. Those collections enhance Hoover's large body of materials from such Soviet dissidents as Alexander Ginzburg and Andrei Siniavskii and poets Joseph Brodsky and Boris Pasternak.

Other important additions document the 1917 Russian Revolution and ensuing civil war. Most important may be the Soviet propaganda films collected by the Union of Soviet Friendship Societies, which are a fitting complement to the Axelbank Collection of film that documents activities in Russia and the Soviet Union dating from the last tsar through World War II.

22. February 2006 U. S. secretary of commerce Carlos Gutierrez, in a talk following the president's State of the Union Address, discusses the president's competitiveness and innovation agenda in a roundtable discussion at the Hoover Institution.



21d



21e



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Central and Eastern Europe under the Soviet yoke remains a focus of the **East European Collection**. Recently obtained was a large collection of correspondence, diaries, official documents, and photographs that illuminate the history of Béla Kun (the former communist dictator of Hungary, shot by Stalin in 1939) and his Hungarian-Soviet family. The original handwritten memoirs and other material from Enver Hoxha, Albania's leader for forty years following World War II, were added to the archives' expanding collection of cold war leaders.

A prominent acquisition in the **West European Collection** was the collection of French diplomat Jacques Leprette (1920–2004). An eyewitness to and participant in many major events of the twentieth century, he had a long and distinguished career, serving in French diplomatic missions around the world in the 1960s and 1970s, as well as being present at the creation of the Council of Europe in 1949. His papers document a variety of events and political trends within and outside France: cold war tensions, African independence movements of the early 1960s, the political campaigns of Charles de Gaulle in the mid-1960s, and the growing movement toward European unification in the 1980s and 1990s.

23. March 2006 Ma Ying-Jeou (right), chairman of the Kuomintang and mayor of Taipei, Taiwan, shown here with Hoover fellows George Shultz (left) and Ramon Myers (background), spends the day at Hoover. In addition to touring the Institution, Ma makes remarks at the ceremony opening the Chiang Kai-shek diaries (covering the period 1917 to 1931) to researchers. The diaries, held in the Hoover Archives, are an integral part of Hoover's Modern China Research Project, which focuses on collecting materials from China and on conducting research on the political and economic evolution of China in the twentieth and twenty-first centuries. In March 2008, Ma was elected president of Taiwan

24a–24b. April 2006 Hoover fellows Shelby Steele (left) and Clint Bolick (right) are awarded the annual Bradley Prize, given to dedicated individuals who have made contributions in areas strengthening American democratic capitalism and its institutions, principles, and values. Steele, the Robert J. and Marion E. Oster Senior Fellow, received the award for



23



24a



24b

The **Americas Collection** added the papers of a number of American political figures, intellectuals, and organizations. Hoover senior fellow Richard V. Allen's papers document his lengthy and distinguished career in Washington, where he served as a foreign policy adviser to presidential candidates Richard Nixon and Ronald Reagan and was President Reagan's first national security adviser. Richard Wirthlin, one of President Reagan's closest advisers, served as the president's pollster through all three of his presidential campaigns and during his presidency. His collection includes copious data and analysis of his polling throughout the Reagan presidency.

Laissez-Faire Books promotes and distributes libertarian-oriented books worldwide. The papers of this organization, dating back to its founding in 1971, provide a record of this enterprise, which is considered to be the launching pad for many of the most influential libertarian thinkers of the late twentieth century.

The **African Collection** added the papers of George Loft, an American aid worker with the American Friends Service Committee, who was active in southern Africa from the

his contribution to the study of race in America and his devotion to equality. Bolick is acknowledged for his fight for the rights of low-income parents to choose where they send their children to school and his defense of the constitutionality of school choice programs across the United States. Steele and Bolick join their Hoover colleague Thomas Sowell, who was awarded the initial Bradley Prize in 2004. *Photos provided by the Lynde and Harry Bradley Foundation*

25a–25b. April 2006 President George W. Bush meets with a small group of Hoover fellows and overseers and senior university administrators in an informal setting for an off-the-record discussion. Included in the meeting are Director John Raisian, Chairman of the Hoover Board of Overseers Peter Bedford, Stanford president John Hennessy, Stanford provost John Etchemendy, and Chairman of the Stanford Board of Trustees Burt McMurtry. *Photos courtesy of the White House*



25a



25b

late 1950s through the 1970s. Loft built relationships with many activists who later became key leaders in the countries of Malawi, Zambia, and Zimbabwe, and his papers include extensive correspondence with longtime Zambian president Kenneth Kaunda, as well as Robert Mugabe of Zimbabwe.

PRESERVATION

As the Institution increases its audiovisual collections and digital content, it must advance its preservation techniques and make substantial equipment upgrades. With an extensive renovation in the Hoover Tower, the Institution now has preservation and conservation labs that will help make material available to generations of future researchers.

The remodel of six thousand square feet included the total reconstruction of the microfilm room and conservation lab (now capable of supporting more complex treatments for a greater variety of materials) and the construction of new audio, video/motion picture, and digital imaging labs. The space is designed to maximize flexibility to handle the

26. May 2006 Brigadier General Mark T. Kimmitt, deputy director, plans and strategy, U.S. Central Command, is met by Director John Raisian before meeting with Hoover fellows. Kimmitt served as a leading spokesperson for coalition forces in Iraq.

27a–27b. July 2006 As part of the Fellows Program at the semiannual Board of Overseers meeting, John Taylor, the Bowen H. and Janice Arthur McCoy Senior Fellow (left), and Research Fellow H. R. McMaster make presentations.



26



27a



27b

materials that arrive in various sizes and that use a wide variety of formats and to properly house the outstanding collection of more than 100,000 posters, among the archives' most frequently used collections.

Results have been immediate. In a race against time to transfer the content of decaying and obsolete tapes from the Radio Free Europe/Radio Liberty Collection, eighty thousand audiotapes are being digitized using the state-of-the-art equipment now on-site.

ACCESS AND OUTREACH

The digital revolution is changing the way people use the library and archives—remote access research is on the rise.

To reach as wide an audience as possible, the archives continues to post finding aids to its collections on the Online Archive of California; with more than one thousand guides already available, they are viewed by many thousands each year. On-site, a secure digital

28a. July 2006 The Stanford Memorial Church provides a spectacular backdrop for the Board of Overseers' Dinner on the Quad.

28b. July 2006 In his keynote address at the Dinner on the Quad, noted historian and Pulitzer Prize-winning author David McCullough speaks on his best-selling book *1776*.



28a



28b

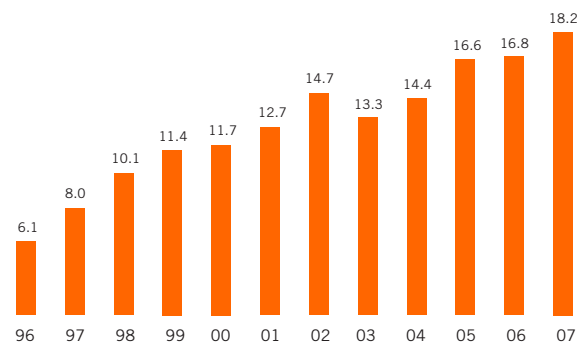
workstation is available to researchers seeking access to copyrighted digital content that cannot be displayed over the Internet. Among the first collections made available using this technology are the KMT files and the records of the Polish Council of Ministers.

Audiovisual material is also being made more widely accessible. In 2005—the first year they were available—selected video clips from the *Firing Line* Collection of broadcast tapes were viewed on Hoover's website by nearly 1,500 users. The digital files have made the collection available to a new, younger audience that did not have a chance to see William F. Buckley's television program when it first aired.

For a variety of reasons, collection owners may ask to retain the original documents but wish to provide high-quality use copies or to loan materials to Hoover. Noteworthy in this group are the diaries of Chiang Kai-shek and Chiang Ching-kuo, on loan and with microfilming completed; the records of the KMT, housed and being microfilmed in Taipei; and the papers of Eduard Shevardnadze, former Soviet foreign minister and president of Georgia, being digitized, with finding aids, in Tbilisi. Advances in technology now make these collections more easily accessible and readily obtainable.

29. July 2006 Hoover launches into Webcasting (in partnership with FORA.tv, which specializes in public affairs programming) with a roundtable discussion on trade policy and immigration issues among Hoover fellows and U.S. undersecretary of commerce David McCormick. The Hoover channel on FORA.tv brings Hoover fellows and distinguished visitors to the desktop of a wide audience.

30. August 2006 Annual fund-raising for expendable gifts reaches a record high of \$16.8 million. The annual growth rate of giving during the preceding ten years was 11 percent. The record is eclipsed again in fiscal year 2007, when \$18.3 million is raised.



EXPENDABLE GIFTS FOR BASE BUDGET
(BY FISCAL YEAR IN MILLIONS OF DOLLARS)

The Institution's in-house exhibit program helps publicize the holdings of the library and archives. Recent exhibitions in the Herbert Hoover Memorial Exhibition Pavilion include *A Wealth of Ideas*, based on Hoover fellow Bert Patenatude's book by the same name, which showcased some of the most important and valuable material found in the archives—much on display for the first time. *An American Friendship: Herbert Hoover and Poland*, a modified version of a Hoover exhibit on Herbert Hoover's role in the American aid provided to Poland and other countries following World War I, toured Poland, to great acclaim, in 2004 and 2005.

Coinciding with the fiftieth anniversary of the uprising, *A Tear in the Iron Curtain: The Hungarian Uprising of 1956* chronicled the revolt with vintage photos and recordings and with flyers and leaflets produced by the freedom fighters. *Sharply Drawn: The Political Cartoons of Louis Raemaekers, 1914–1941*, featured drawings of the Dutch artist known as the Great Cartoonist of the Great War.

Using the latest technology, the archives provided high-quality duplicate images to the U.S. embassy in Belgium for its large-scale exhibit *Remembering Herbert Hoover and the*

31. October 2006 On the twentieth anniversary of the Reykjavik summit between President Reagan and Soviet general secretary Gorbachev, some of those present at that historic meeting convene to discuss its impact and the prospects for nuclear nonproliferation. Among the results of this two-day symposium was a statement by Hoover fellows William Perry and George Shultz and Henry Kissinger and Sam Nunn (published in the *Wall Street Journal*) that calls for the United States to take the lead in nuclear disarmament. The statement was endorsed by symposium participants, including Hoover fellows Martin Anderson, Michael Armacost, Sidney Drell, James Goodby, Thomas Henriksen, Henry Rowen, and Abraham Sofaer. Pictured at the symposium are (from left) symposium organizers George Shultz and Sidney Drell and Martin Anderson (the Keith and Jan Hurlbut Senior Fellow).

32. October 2006 Massachusetts governor Mitt Romney (left) with Director John Raisian arriving at the Hoover Institution before a meeting with Hoover fellows and overseers.



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Commission for Relief in Belgium. Opened in Brussels and touring several other Belgian cities, the exhibit highlighted the historic bond between the United States and Belgium forged through Herbert Hoover's heroic relief work during and after World War I. The Cantor Arts Center at Stanford recently mounted an exhibit entitled *Revolutionary Tides: The Art of the Political Poster: 1914–1989* featuring nearly one hundred posters from the Hoover collection, as well as Hoover's large piece of the Berlin Wall.

PUBLICATIONS

The scholarly and popular press publications of those using the archives for their research serve as effective marketing tools for the Hoover Library and Archives; the wide range of topics these publications cover reflects the wealth of material in the holdings.

Among the highlights are *Comrades! A History of World Communism*, by Hoover fellow and noted historian Robert Service, which benefits from his extensive research in the Russian and Soviet material in the archives. Eastern European curator Maciej Siekierski

33. October 2006 Facts on Policy™, a semimonthly offering on the Hoover website, is launched. The series presents relevant data, succinctly and graphically, on current public policy issues related to economics, demographics, health care, and politics. Providing readers with data—not commentary—Facts on Policy equips readers to engage in informed discussion on policy issues.

34. November 2006 Following his presentation at the Technet Innovation Summit held at Stanford University, California governor Arnold Schwarzenegger meets privately with a small group of Hoover fellows to discuss globalization, trade issues, and sustainability.



coedited *I Saw the Angel of Death*, which publishes the testimonies of 170 Polish Jews who survived the Soviet Gulag and emigrated to Palestine in 1943.

The multiauthored seven-volume *History of Stalin's Gulag* was awarded the 2005 Silver Medal for Human Rights from the Russian Federation. Hoover researcher Katya Drozdova drew extensively from the Hoover Archives for "Subversive Networks Then and Now," which was recognized as the best paper at the 2007 North American Association for Computation Social and Organization Sciences.

Niall Ferguson used Hoover's poster collection as a resource in *The War of the World*, his latest work in the popular press. Laura Tyson Li drew on the Hoover Archives for her well-received biography *Madame Chiang Kai-shek*.

In another acknowledgment to multimedia, filmmakers also mined the Hoover Archives. *The Power of Choice: The Life and Ideas of Milton Friedman*, a television documentary broadcast by PBS, used the *Free to Choose* Collection and Milton Friedman's papers. *Nanking*, which first aired at the Sundance Film Festival, drew extensively from the Iris Chang Collection.

35. November 2006 Former Peruvian president Alejandro Toledo (speaking at the Fall Retreat) is appointed a distinguished visiting fellow. President Toledo holds multiple degrees from Stanford and was the first of indigenous descent to be democratically elected president of Peru.

36. December 2006 Senior Fellow Seymour Martin Lipset, a Hoover fellow for more than thirty years, dies. The only person to serve as president of both the American Political Science Association and the American Sociological Association, Lipset was a prolific, award-winning author whose works on democracy, politics, American exceptionalism, Canadian and American politics and society, and trade unions are among the most often cited in both disciplines.

37. January 2007 Qubad Talabani, representative to the United States of the Kurdistan regional government in Iraq, discusses Iraq's future in a meeting with Hoover fellows.



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The stewardship of the Institution's assets—in the form of the library and archives' collections—dictates aggressive action to preserve those materials for future generations of researchers. Behind the scenes, Hoover staff work diligently to fight off the cumulative effects of time, weather, and repeated use that threaten to destroy the accumulated history Hoover has collected.



Preservation Lab

Collections arrive in various media. Moisture, mold, insects, and pests; damage to fragile recording material; fused audiotapes and videotapes; and bit degradation of digital media bedevil conservators and undermine their continual battle to preserve the valuable assets entrusted to the Institution. Protecting these materials, which range from early twentieth-century printed publications and handwritten correspondence to audio and video recordings on disc and tape to the latest digital content, poses serious challenges that require complex solutions.

“Collecting, preserving, disseminating, and researching our archival holdings are essential in our approach to the investment of knowledge and scholarship.”

JOHN RAISIAN,
TAD AND DIANNE TAUBE DIRECTOR
OF THE HOOVER INSTITUTION

A staff member in the paper conservation lab uses a high-powered microscope to identify insects that have infiltrated some archival materials. The staff follow well-established procedures that eradicate all pests and, hence, protect the valuable material. Photo credit: Rayan Ghazal and Tim LaVerne

To take advantage of the new preservation techniques that rely on emerging technologies, the Institution has developed a new conservation and preservation program, thanks to a generous gift from a donor. That program involved constructing new preservation labs, expanding and enhancing current facilities, and purchasing state-of-the-art preservation, conservation, digitization, and audiovisual equipment.

The new digital imaging laboratory includes flatbed scanners and a sophisticated digital camera system to accommodate posters and other large-format materials. The paper conservation lab added a water treatment system to remove impurities and neutralize acidity and a combination suction table and fume hood to clean mold and pollutants from oversized material.

In the audio lab, high-resolution digital copies for preservation and low-resolution surrogates for access by researchers can now be produced, and a digital mass-storage system is in place to create backups of the large audio and video materials received. Because the most cost-efficient and reliable method to preserve paper is still microfilming, that area has been renovated to optimize the microfilming process.

Donors to Hoover acknowledge the care the Institution takes to protect the gifts entrusted to it. The new preservation and conservation programs and equipment ensure that the trust is well placed.

Hoover's communications and outreach team connects the Institution with interested publics: lawmakers, policy and opinion leaders, news media, universities, and think tanks. It advances the fellows' ideas and scholarship, publicizes library and archival holdings, and promotes the Institution's mission.

During the past decade, the Institution's communications and outreach efforts have been expanded and honed, not only because of Hoover's growth in size, reputation, and influence but also because rapidly changing technologies are allowing it to reach audiences in new and more efficient ways. The scholarship of the Institution is disseminated to broad and varied publics, and the intellectual products are distributed via attractive, enticing, and accessible formats.

In short, whether the vehicle is print, broadcast, or specifically web based, all platforms are part of a dissemination strategy. For example, video and audio were formerly the unique domain of broadcasts. Now they are also produced with web-based uses in mind (such as podcasting and webcasting). Likewise, most Hoover publications—books and journals—are available in part or whole on the web and are often excerpted in Hoover journals. All vehicles and efforts cross-promote one another to the fullest extent possible.

HOOVER'S WEB PRESENCE

Hoover's website, www.hoover.org, continues to be sought out by a growing clientele, having evolved from a handful of text-only pages that simply reproduced published information about the Institution to a dynamic site consisting of more than 12,000 unique web pages linked to Hoover's publications and videos. Users can download or link to audio and video podcasts of Institution programs, events, and interviews featuring fellows, authors, media fellows, and distinguished visitors.

Users' accessing Hoover's homepage can obtain information on the library and archives, research programs, and events; watch or listen to episodes of *Uncommon Knowledge*TM (Hoover research fellow Peter Robinson serves as moderator-interviewer; those programs use web and nonweb video as well as podcasting); browse *Hoover Digest*; purchase Hoover Press books; take a virtual tour of exhibitions in the Herbert Hoover Exhibit Pavilion; and engage in an in-depth review of a public policy issue covered in

one of the Institution's topical subject pages. The site also offers an extensive archive of articles published in *Policy Review*® and *Education Next*.

FACTS ON POLICY™

The Institution continues to expand its Internet offerings with the addition of Facts on Policy™ (www.factsonpolicy.org), which debuted in 2006. It appears twice each month, highlighting facts relevant to current issues of public interest, adding context to the world of opinion, commentary, and policy dialogue. The site is intended as an objective provider of factual information that allows interested browsers to become better informed on contextual facts that relate to public policy concerns.

FOCUS ON ISSUES

During the last several years, the Institution and a number of its fellows have explored the ever-expanding world of weblogs (or blogs, as they're better known). As the

38a–38b. January 2007 The Hoover Institution honors Milton Friedman during a “Reflection on the Life of Milton Friedman,” held at Stanford’s Memorial Auditorium. More than five hundred guests hear Director John Raisian and Hoover fellows Gary Becker, Michael Boskin, Richard Epstein (left photo), Eric Hanushek, Edward Lazear, George Shultz, Thomas Sowell (right photo), and John Taylor laud Friedman’s life and his impact on modern economics and public policy.



38a



38b

“blogosphere” has grown in numbers and breadth, it also has grown in terms of importance, particularly in the realm of opinion shaping and public policy. Blogs are playing an increasingly visible role on the leading edge of today’s new media.

Hoover’s entry into this arena, Focus on Issues™, was recently launched as a weekly offering. It addresses one specific issue at a time, providing a brief outline of the chosen current event, examining pertinent data, and, more important, linking to what Hoover fellows have written or said about the prevailing issue. Like Facts on Policy, Focus on Issues is intended to provide information to those interested in current affairs as part of an analytic perspective on important issues of the day.

“PUSH” COMMUNICATIONS

Hoover’s communications team also reaches out to each of the Institution’s constituencies through messages that are actively “pushed” out to users. Foremost among these are Hoover’s web-based tools: *The Daily Report* (a daily e-mail compendium of news clips with Internet links featuring news stories about or quoting Hoover fellows as well

38c. January 2007 Also at the memorial, California governor Arnold Schwarzenegger, using a pencil as a prop, makes a point about free market economics, which was at the core of Milton Friedman’s economic way of thinking. The governor proclaims January 29, 2007, as Milton Friedman Day in California.

39a–39b. January 2007 In a multiyear project with the Brookings Institution, Hoover fellows David Brady and Morris Fiorina study polarization among the U. S. electorate and politicians. One of the earliest results of their research is *Red and Blue Nation?* (edited by David Brady and Pietro Nivola). At a symposium organized by Brady (pictured here), contributors to the project speak to a Hoover audience.

Brady was presented with the Lyman Award from the Stanford Alumni Association for exceptional volunteer service to the university in 2005.



38c



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39b

as op-ed articles by Hoover fellows), *What's New at Hoover* (a biweekly e-mail news briefing), Hoover experts lists, news releases (distributed to as many as twenty thousand news outlets per issuance), and the twice-monthly electronic newsletter.

HOOVER CLUBS IN WASHINGTON (AND NEW YORK)

The Hoover Clubs in Washington program brings Hoover fellows to Washington, D.C., three times a year for luncheon and dinner programs with Washington-based media fellows, opinion leaders, and policymakers. Recent club events have seen key representatives from government joining regular members of the clubs. The informal setting allows for open-ended discussions with Hoover fellows, covering topics that range from the war in Iraq to Social Security and tax reform to the U.S. Supreme Court. Like the Media Fellows Program, Hoover Clubs have proven successful in terms of both participation and impact. This effort has proven sufficiently successful that Hoover expanded its club program to New York City, allowing the Institution to reach its second-largest contingent of media fellows.

40a–40b. February 2007 Former New York mayor Rudy Giuliani (shown with Director John Raisian) and former White House chief of staff Andy Card give keynote addresses at the semiannual Board of Overseers meeting in Washington, D.C. *Photo credits: Goodman Van Riper*

40c–40d. February 2007 Senior members of the Bush administration speak at the Board of Overseers meeting: John Bolton, U.S. permanent representative to the United Nations (left photo) and Joshua Bolten, White House chief of staff (right photo) *Photo credits: Goodman Van Riper*



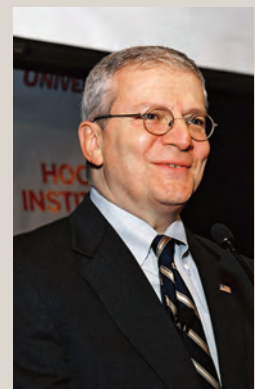
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MEDIA FELLOWS

One distinctly different aspect of Hoover's outreach to members of the news media has been the William and Barbara Edwards Media Fellows Program, which allows print, broadcast, and web media professionals to spend time in residence at the Institution. Media fellows have the opportunity to exchange information and perspectives with Hoover and Stanford scholars through seminars and informal meetings, as well as public lectures. As fellows, they have access to the full range of research tools that Hoover offers. Importantly, the program creates and solidifies long-lasting relationships between Hoover scholars and media professionals.

During the past ten years, the numbers of participating media have tripled, going from twenty-five per academic year to more than seventy-five annually. During the academic year 2006–7, Hoover reached a new high of eighty-six media visits.

40e. February 2007 Fred Barnes, executive editor of the *Weekly Standard* and a Hoover media fellow, addresses the overseers Photo credit: Goodman Van Riper

41. April 2007 *The Flat Tax* by Hoover fellows Robert Hall and Alvin Rabushka is reissued as the first volume in the Hoover Classics series, which features best-selling books published by the Hoover Press over the years.

42. May 2007 Senator John McCain makes a major policy address on U.S. foreign policy in Hoover's Stauffer Auditorium. During his visit, McCain meets privately with Hoover fellows and holds a news conference attended by scores of national and local journalists.



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MEDIA RELATIONS AND PUBLIC AFFAIRS

The news media's primary contact with Hoover is through its Office of Public Affairs, which also generates *The Daily Report*, an e-mail summary of news stories by or about Hoover fellows and the Institution, with direct links to the articles. In addition, lists of experts willing to discuss and provide background to breaking news stories are distributed regularly to news media outlets around the world. Public Affairs also writes and publishes the *Hoover Newsletter* and, with the assistance of the White House Writers Group in Washington, D.C., coordinates Hoover's op-ed program, which is considered among the best in its peer group. More than one thousand opinion pieces by Hoover scholars are placed in newspapers and online annually. The e-mail offering *What's New at Hoover* is also distributed by Public Affairs.

43. May 2007 Hoover's newly designed website—more colorful, more vibrant, more timely, and with more interactive features and functions—is launched.

44. May 2007 Australian foreign minister Alexander Downer examines a document from the Hoover Archives; Deputy Archivist Linda Bernard is on the right. Photo courtesy of Mark Stewart, U.S. Department of State.

45. May 2007 Former commander of the U.S. Central Command General John Abizaid is appointed the first Annenberg Distinguished Visiting Fellow at the Hoover Institution. A four-star general holding an advanced degree from Harvard, Abizaid served as commandant of the U. S. Military Academy at West Point. He previously visited Hoover as a National Security Affairs Fellow in 1992–93.



HOOVER BOOKS, PERIODICALS AND SCHOLARLY ARTICLES

Books

The Hoover Press, a mainstay of Hoover's dissemination efforts, publishes and markets books under the Hoover Press imprint. The press highlights the work of Hoover scholars, and publishes volumes related to Hoover's institutional initiatives.

The press also works closely with the publishing firm of Rowman & Littlefield in copublishing its new series of single-author books, the Hoover Studies in Economics, Politics and Society. Although typically shorter (25,000 words or less) than the volumes commonly published, these offerings are approachable, timely, and accessible.

The press has also begun publishing books under its newest imprint, Education Next Books, which features works by Hoover's Koret Task Force on K-12 Education. The first titles serve to further ongoing national and local debates regarding adequate school funding and the charter school movement.

46. June 2007 Secretary of Veterans Affairs R. James Nicholson meets with Hoover fellows to discuss the strains and stresses facing the military and veterans as a result of the conflicts in Afghanistan and Iraq. Kori Schake (in background) was one of the fellows who met with the secretary.

47. June 2007 Senator Fred Thompson is interviewed by Peter Robinson for *Uncommon Knowledge*, Hoover's successful PBS television series, which is now a multimedia production available on the Hoover web page.



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Beginning spring 2007, the press issued its newest imprint, Hoover Classics. Repackaged and marketed under the new imprint, these timeless books continue to make a significant impact on public policy and are in constant demand. The first six titles in the Hoover Classics series are

- *The Flat Tax*
- *Free Markets under Siege: Cartels, Politics, and Social Welfare*
- *Anti-Americanism in Europe: A Cultural Problem*
- *Property Rights: A Practical Guide to Freedom and Prosperity*
- *Seeking Middle Ground on Social Security Reform*
- *Remaking Domestic Intelligence*

Periodicals

Policy Review, Hoover's bimonthly public policy journal, continues to grow in terms of circulation and prominence. A "must read" within the Washington Beltway for many

48. June 2007 Israeli ambassador to the U.S. Sallai Meridor meets with Hoover fellows in a roundtable discussion. Ambassador Meridor is on the right; Abraham Sofaer, the George P. Shultz Senior Fellow, is on the left; and Director John Raisian is in the center of the photo.

49a. June 2007 Michael McFaul, Peter and Helen Bing Senior Fellow, has the unique distinction of giving the Class Day lecture to the Stanford class of 2007 in Maples Pavilion during Stanford's graduation week ceremonies. Selected by the graduating class, the Class Day lecture is the undergraduates' culmination of their four-year journey on "the Farm."

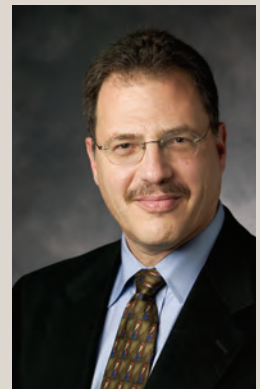
49b. June 2007 Larry Diamond is selected teacher of the year for 2007 by the Associated Students of Stanford University and also receives the Lloyd W. Dinkelspiel Award for Distinctive Contributions to Undergraduate Education for 2007.



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years, it provides in-depth analyses of politics, domestic policy, and foreign affairs, as well as incisive social criticism. It promises to continue as an influential source of deep thinking on public policy matters.

Another noteworthy publishing success for the Hoover Institution has been *Education Next: A Journal of Opinion and Research*. With Hoover's Koret Task Force on K-12 Education serving as the editorial board, it is devoted to education reform issues.

As Hoover's "flagship" publication, the *Hoover Digest* features selected writings of Hoover fellows and appeals to a general audience interested in a wide variety of public policy issues. When it first appeared more than nine years ago, the *Digest* consisted almost entirely of reprinted material. Today, approximately half of every issue is made up of original material by Hoover fellows. It also includes adaptations and excerpts from Hoover Press books and brief articles about various collections in the Hoover Archives.

50a. July 2007 Chairman of the Board of Overseers Peter Bedford welcomes guests to the annual Dinner on the Quad.

50b. July 2007 Michael Beschloss addresses the Board of Overseers and their guests at Dinner on the Quad. Beschloss focuses his remarks on presidential courage, the topic of his latest book, *Presidential Courage: Brave Leaders and How They Changed America, 1789-1989*.



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On November 9, 2006, President George W. Bush presented the Hoover Institution with the National Humanities Medal, making Hoover the first think tank to receive that prestigious award.



National Humanities Medal 2006

The National Endowment for the Humanities (NEH) awards the medal to individuals or organizations whose work has deepened the nation's understanding of the humanities, broadened citizens' engagement with the humanities, or helped preserve and expand Americans' access to important resources in the humanities.

In making the award, NEH cited Hoover for "its responsible stewardship and its promotion of liberty and peace. For more than eight decades, it has supported many of our leading thinkers and enriched the public discourse on the most vital and consequential issues facing our nation." NEH further recognized Hoover as one of the "most distinguished

academic centers in the United States dedicated to public policy research."

As an award to the fellows and staff of the Institution, the medal is a tribute to an organization that supports the ideals of political and economic freedom, enriches and enlightens current and future generations, and spreads the message of liberty and peace around the world.

The community of scholars of the Hoover Institution joins a select group of only six organizations to have received this award. Hoover fellows Victor Davis Hanson, Thomas Sowell, and Shelby Steele also received the medal.

"With its world-renowned group of scholars and ongoing programs of policy-oriented research, the Hoover Institution puts its accumulated knowledge to work as a prominent contributor to the world marketplace of ideas defining a free society."



NATIONAL ENDOWMENT
FOR THE HUMANITIES

Those awarded the 2006 National Humanities Medal met with President and Mrs. Bush in the Oval Office before the awards ceremony. Director John Raisian (to Mrs. Bush's right) accepted the medal on behalf of the Hoover Institution. Photo courtesy of the White House)

financial review

In the last decade the size, scope, and financial strength of the Institution have grown tremendously. During this period the annual operating budget has doubled, the total number of donors and the total contributions to the Institution have tripled, and the endowment has grown by more than \$200 million. Perhaps most significantly, through the generosity of the Institution's supporters and prudent management, expendable reserves have grown over the past decade from essentially zero to nearly \$30 million.

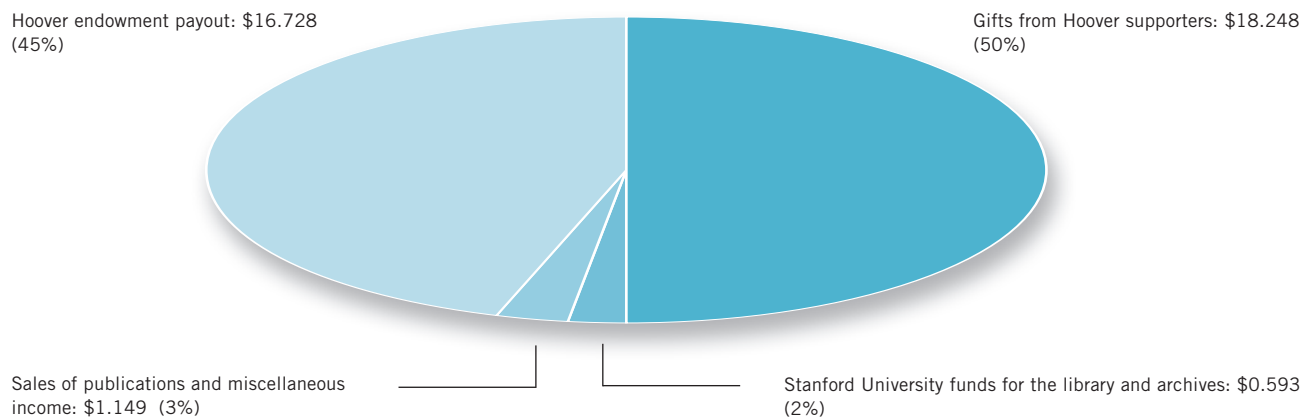
The Hoover Institution's fiscal year runs from September 1 through August 31 of the following calendar year, coincident with Stanford University's fiscal year and academic calendar. The Institution's base budget covers ongoing operating expenses such as salaries, publications, facilities, forums, and other expenses for the Institution's scholars and staff and the operations of the library and archives. During the 2006–7 fiscal year (ending August 31, 2007), the Hoover Institution had \$34.1 million in base budget expenses, \$1.6 million under the annual budget. Funding for the base budget totaled \$36.7 million, yielding a \$2.6 million base budget surplus. Major sources of funding were \$18.2 million from expendable gifts and \$16.7 million from the endowment payout. The 2006–7 fiscal year marked the thirteenth straight year that the Institution's expenses were under its budget and that revenue exceeded the target. In addition to the annual operating expenses, the Institution expended \$1.9 million on capital and other projects not considered part of the base budget. Funding received during the year for these special and capital projects totaled \$2.7 million.

At the end of the year, the Institution had \$9.4 million cash on hand available for the base budget and a further \$26.9 million in expendable reserves invested in the endowment. The Institution ended the fiscal year with \$9.9 million in cash reserves for special and capital projects.

The market value of Hoover's endowment as of August 31, 2007, was \$437 million, representing an increase of \$73 million over the previous fiscal year-end.

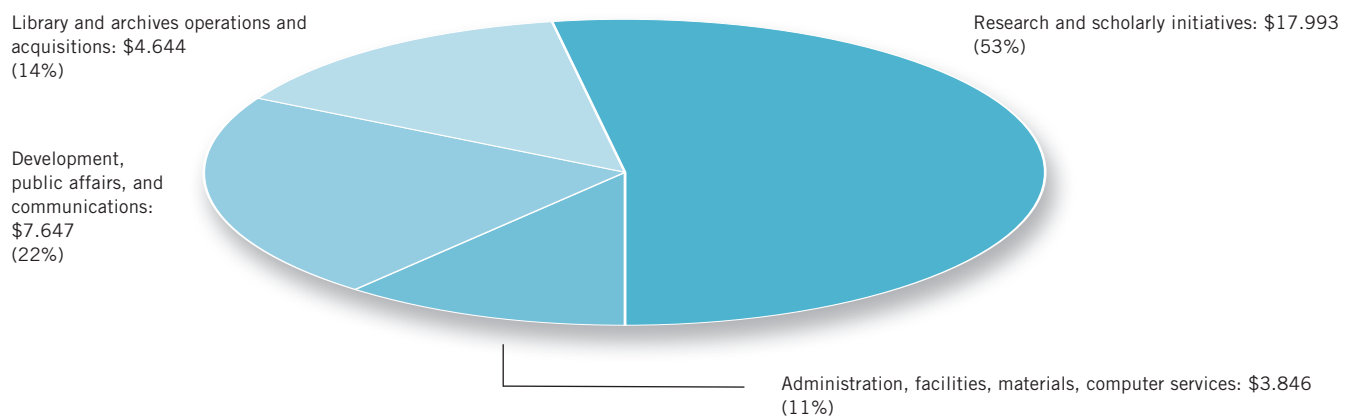
Funding Sources—Base Budget, 2006–7 (in millions of dollars and percent)

TOTAL: \$36.718 million



Budget Expenditures—Base Budget, 2006–7 (in millions of dollars and percent)

TOTAL: \$34.130 million



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