About Hoover

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.

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.

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Stakeholder(s):

**Herbert Hoover**:
Now more than five decades old, Herbert Hoover’s 1959 statement to the Board of Trustees of Stanford University on the purpose and scope of the Hoover Institution continues to guide and define its mission 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.”

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**Hoover Institution (HVR)**

**Hoover Board of Overseers**: 
Board of Overseers Ensuring that the Hoover Institution follows the path set forth by its founder, Herbert Hoover, and reaffirmed by its mission statement, the Board of Overseers acts as an advisory body to and a support group for the Institution’s senior administration. Members who have served on the board since the last report are listed here. The Board of Overseers advises and supports the Institution’s senior administration, ensuring that the Hoover Institution follows the path set forth by its founder and reaffirmed by its mission statement. This dedicated group of supporters, who contribute to the advancement of the Institution through their knowledge, experience, and leadership, meet biannually at Stanford and in Washington, DC.

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Stakeholders (continued)

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— continued next page
Stakeholders (continued)

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Richard G. Wolford:
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Distinguished Overseers

— continued next page
Hoover Research Teams:
The Institution’s financial and intellectual resources are allocated to activities consistent with its overarching programs and specific themes while complementing Hoover fellows’ individual research agendas, and in some cases via a collective approach through organized research initiatives. Hoover’s research initiatives, often multi-year projects, are structured in a variety of ways that include Hoover fellows and scholars from within Stanford as well as other universities, research organizations, and businesses. The team approach to research has created a leveraging effect on the convening power of the group and an increase in output in the form of books, essays, articles and opinion pieces. Hoover fellows focus their research and writing on a breadth of topics that includes individual freedom and the rule of law, democratic capitalism and economic/political collectivism, American individualism and societal values, and national priorities and international rivalries/global cooperation.

Hoover Fellows — continued next page
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MIKE FRANC

ALEXANDER GALETTOVIC:
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Comparative Politics Political and Economic Reform in Post-communist Countries Russian Politics and History Social Theory

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EDWARD KASINEC

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Demography Economic Development Economic History Immigration

STEPHEN KOTKIN:  
Communism Contemporary History Russian Politics and History

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### Strategic Plan

#### Stakeholders (continued)

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<th>Name</th>
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<td>Democracy Economic Development Foreign Aid International Relations</td>
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<td>HARVEY C. MANSFIELD</td>
<td>American Culture and Principles Classical Liberalism Contemporary Liberalism Higher Education</td>
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<td>GENERAL JIM MATTIS</td>
<td>Iran Middle East Military History Military Strategy</td>
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<td>MICHAEL MCCONNELL</td>
<td>Constitutional Law Federalism Religion</td>
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<td>MICHAEL MCFaul</td>
<td>Democracy International Relations Russian Politics and History U.S. Foreign Policy</td>
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<td>THOMAS A. METZGER</td>
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<td>TERRY M. MOE</td>
<td>Education Policy Education Reform Political Institutions School Choice</td>
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<td>THOMAS GALE MOORE</td>
<td>Domestic Economics Environmental Policy International Economics International Trade</td>
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<td>NORMAN M. NAIMARK</td>
<td>Eastern Europe Ethnicity European Politics and History Former Soviet Union</td>
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<td>Arms Control International Political and Defense Affairs International Relations Public Policy</td>
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<td>JOSEPH NYE</td>
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<td>MASAFUMI OKAZAKI</td>
<td>Japan Religion</td>
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Stakeholders (continued)

GEORGE OSBORNE:  
British Politics Conservatism Economic Policy Europe

COL IAN PALMER

ELENA PASTORINO:  

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European Politics and History Russian Politics and History

WILLIAM J. PERRY:  
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NICOLAS PETIT:  
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MICHAEL J. PETRILLI:  
Education Policy

CHARLES I. PLOSSER

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Economic Development Political and Economic Development in East Asia Public Finance Tax Policy

JOHN RAISIAN:  
Economic Growth Economic Policy Economics Fiscal Economics

RAGHURAM RAJAN

JOSHUA D. RAUH:  
Pensions Public Finance Tax Policy

MARGARET (MACKE) RAYMOND:  
Education Education Reform Public Policy

CONDOLEEZZA RICE:  
Energy Policy National Security Russian Politics and History U.S. Foreign Policy

DOUGLAS RIVERS:  
Public Opinion

ANDREW ROBERTS

RUSSELL ROBERTS:  
Economics International Trade Trade Policy

PETER M. ROBINSON:  
American Presidency Business Political Parties Public Policy

JONATHAN RODDEN:  
Federalism Political Economy Political Institutions

ADMIRAL GARY ROUGHHEAD:  
Arctic Asia Pacific Energy Policy International Security

CHRISTOPHER N. RUSZKOWSKI:  
Education Education Policy Education Reform

THOMAS J. SARGENT:  
Econometrics Economic Theory Macroeconomics Monetary Policy

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Insurgencies International Security Military Strategy Public Diplomacy

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Cybersecurity National Security U.S. Military

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California Industrial Relations International Diplomacy International Economics

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Eastern Europe

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Education Policy Labor Economics

THOMAS SOWELL:  
Affirmative Action Child Development Discrimination Domestic Economics

MICHAEL SPENCE:  
Domestic Economics Econometrics Economic Theory International Economics

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Vision
The human condition is improved

Mission
To advance ideas that promote economic opportunity and prosperity, while securing and safeguarding peace for America and all mankind.

Values
Economic Opportunity
Prosperity
Peace
Freedom: individual, economic, and political
Private Enterprise
Representative Government

Stakeholders (continued)

SHELBY STEELE:
Affirmative Action American Culture and Principles Civil Rights Discrimination

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JAMES L. SWEENEY:
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JAMES TIMBIE

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KEVIN WARSH:
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LT COL ANGIE “PH” WATERS

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California Political Parties U.S. Elections

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AMY ZEGART:
Cybersecurity International Security National Security Political Economy

PHILIP ZELIKOW:
American Political History American Presidency International Diplomacy Military History

LEI ZHANG:
Applied Public Finance and Public Policy Analysis China Economics of Education

ARIEL ZIMRAN:
Economic History Economics Immigration
1. Arctic Security

Identify opportunities for shaping a safe, secure, and prosperous Arctic.

**Stakeholder(s)**

**Arctic Security Workgroup**

Arctic Security Initiative — The Arctic Security Initiative addresses the strategic and security implications of increased Arctic activity and identifies opportunities for shaping a safe, secure, and prosperous Arctic.
2. Economics & Financing

*Develop economic and financial policy proposals.*

**Stakeholder(s)**

**Economic Policy Working Group:**

The Working Group on Economic Policy brings together experts on economic and financial policy to study key developments in the US and global economies, examine their interactions, and develop specific policy proposals.
3. Energy

Address energy policy in the United States.

Stakeholder(s)

Energy Policy Task Force:
The Task Force on Energy Policy addresses energy policy in the United States and its effects on our domestic and international political priorities, particularly our national security.
4. Health Care

Enable more Americans to get better value for their health care dollar.

Stakeholder(s)

Health Care Policy Working Group:
The Working Group on Health Care Policy devises public policies that enable more Americans to get better value for their health care dollar and foster appropriate innovations that will extend and improve life.
5. Immigration

Improve immigration law.

Stakeholder(s)

Conte Initiative on Immigration Reform:
The Conte Initiative on Immigration Reform aims to improve immigration law by providing innovative ideas and clear improvements to every part of the system, from border security to green cards to temporary work visas.
6. Intellectual Property

Review the premises of the US patent system.

Stakeholder(s)
Working Group on Intellectual Property, Innovation and Prosperity:
Hoover IP² is reviewing the premises of the US patent system to address questions of scope, specification, duration, and economic impact of that system.
7. Islamism

Reverse Islamic radicalism.

Stakeholder(s)

Working Group on Islamism and the International Order:

The Working Group on Islamism and the International Order seeks to reverse Islamic radicalism through reforming and strengthening the legitimate role of the state across the entire Muslim world.
8. Military History

Examine how knowledge of past military operations can influence contemporary public policy decisions.

Stakeholder(s)

Working Group on the Role of Military History and Contemporary Conflict:
The Working Group on the Role of Military History in Contemporary Conflict examines how knowledge of past military operations can influence contemporary public policy decisions concerning current conflicts.
9. Technology, Security & Law

Analyze how technology affects national security and national security law.

**Stakeholder(s)**

**National Security, Technology and Law Working Group**:

The Working Group brings together national and international specialists to analyze how technology affects national security and national security law and how governments can use that technology to defend themselves, consistent with constitutional values and the rule of law.
10. Freedom & Terrorism

Strike an optimal balance between individual freedom and the vigorous defense of the nation against terrorists.

Stakeholder(s)

National Security and Law Task Force:
The National Security and Law Task Force examines the rule of law, the laws of war, and US constitutional law to make proposals that strike an optimal balance between individual freedom and the vigorous defense of the nation against terrorists both abroad and at home. [INACTIVE]
11. Property Rights

Explore the philosophical, historical, legal, and economic foundations of property rights.

Stakeholder(s)

Property Rights, Freedom and Prosperity Task Force:
The Property Rights, Freedom, and Prosperity Task Force explored the philosophical, historical, legal, and economic foundations of property rights through scholarship and collaborative research among an interdisciplinary group of scholars that included economists and legal experts. [INACTIVE]
12. Virtues

Preserve America’s core values.

Stakeholder(s)

Virtues of a Free Society Task Force:
The Virtues of a Free Society Task Force examined the evolution of America’s core values, how they are threatened, and what can be done to preserve them. [INACTIVE]
13. K-12 Education

*Foster choice, accountability, and transparency in education.*

**Stakeholder(s)**

**K-12 Education Task Force**

*The K–12 Education Task Force focuses on 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.*

[INACTIVE]
14. Foreign Policy & Grand Strategy

Develop orienting principles about the most important policy challenges that face the United States.

Stakeholder(s)

Working Group on Foreign Policy and Grand Strategy:
The Working Group on Foreign Policy and Grand Strategy explores an array of foreign policy topics to develop orienting principles about the most important policy challenges that face the United States. [INACTIVE]

Administrative Information

Start Date: 1959-12-31
End Date:
Publication Date: 2020-04-27
Source: https://www.hoover.org/about

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