

Ronald Reagan Presidential Library
Digital Library Collections

This is a PDF of a folder from our textual
collections.

Collection: Deaver, Michael
Folder Title: Hoover Institute
Box: 43

To see more digitized collections
visit: <https://reaganlibrary.gov/archives/digital-library>

To see all Ronald Reagan Presidential Library inventories
visit: <https://reaganlibrary.gov/document-collection>

Contact a reference archivist at: reagan.library@nara.gov

Citation Guidelines: <https://reaganlibrary.gov/citing>

National Archives
Catalogue: <https://catalog.archives.gov/>

File Recd. 8/16/83

THE WHITE HOUSE
WASHINGTON

August 15, 1983

Dear Mr. Green:

Reference is made to your letter to me dated August 10, 1983, with enclosures, which sets forth the Subcommittee's request to review additional files located at the Hoover Institution, pursuant to the terms of the Memorandum of Understanding between the Subcommittee on Human Resources and the Trustees of the Reagan-Bush Campaign materials located at the Hoover Institution dated July 29, 1983.

In regard to the requested files denominated "Edwin Meese transition files", I must express the Trustees' and my concern as to this request. The Memorandum of Understanding between Mr. Albosta and the Trustees clearly relates to campaign files, not transition files. You have asserted in our recent conversation that Mr. Meese's campaign files are mixed with his transition files at Hoover. Assuming that to be a fact, the real question is how can you determine which documents or files are, in fact, from the campaign as well as being relevant? Obviously, during the transition there was a great deal of exchanging of information and documents between the Carter Administration and the Presidential Transition, all perfectly proper on the part of both parties. Likewise, a reference to a file labeled with a title such as "briefing books" is not inconsistent with transition activity which necessarily included briefings of the President-elect and the Vice President-elect.

We are not trying to inhibit any legitimate and relevant file review, but feel this request raises a serious problem. Premature disclosure of the possible existence of such files before appropriate evaluation can be done, as occurred this past weekend, underlines the concern.

In an attempt to resolve this issue, however, I would recommend the following procedure:

1. The Archivist will examine each file requested to determine whether it contains any pre-election materials that fall within the proper scope of inquiry as set forth in paragraphs 2 and 4 of the Memorandum of Understanding. If it does not, obviously there will be no purpose to any further review of that file.

2. If the Archivist finds material in a particular file that appears to be pre-election material that falls within the scope of inquiry, and there is no indication that it was supplied after the election, that file may be reviewed in accordance with paragraph 5 of the Memorandum of Understanding, which provides for an initial review by the GAO investigators which is limited to the areas of relevancy as set forth in paragraphs 2 and 4 of that Memorandum. The Subcommittee investigators would limit their review to the product of the GAO search. The rules for relevancy and for the copying and release of information would all remain consistent with the Memorandum of Understanding.

In regard to the remaining files which you have requested to review -- that is, the files of Messrs. Garrick, Hopkins/Bandow, Carmen and Ms. Maddox -- I assume these are campaign files, since there is no indicia to the contrary in your request. If that assumption is correct, the Trustees would agree to a review of these files in accordance with the procedures set forth in the Memorandum of Understanding, particularly paragraph 5.

In regard to boxes marked "Truth Squad", these are not files of individuals. As described, it would appear that the files and material contained in these boxes have already been covered by paragraphs 1, 2 and 4 of the Memorandum of Understanding. Beyond that, however, given the nature of any campaign's "Truth Squad", it is difficult to see how these files would have appropriate relevancy to the scope of your investigation. If, upon reflection, you still feel that this is an item of inquiry we should discuss further, please let me know.

I will await word from you regarding all the foregoing.

Sincerely,

Orig. signed by FFF

Fred F. Fielding
Counsel to the President

Mr. Micah S. Green
Staff Director
U.S. House of Representatives
Committee on Post Office and
Civil Service Subcommittee
on Human Resources
511 House Office Building Annex 1
Washington, D.C. 20515

cc: James Hamilton, Esquire

bcc: Edwin Meese III, Michael K. Deaver

File

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



March 31, 1983

Ms. Shirley Moore
Office of the Assistant to The President
Deputy Chief of Staff
The White House
Washington, DC 20500

no

Dear Shirley:

Day before yesterday I sent the enclosed letter to Mike.

If it is possible for President Reagan to attend the dedication ceremonies at the Commerce Department on April 25 -- or if it is preferable that the first volume of the multi-volume biography of the late President Hoover be presented to President Reagan -- the following individuals would comprise the committee representing the Herbert Hoover Presidential Library Association in either case:

Senator Barry Goldwater

Senator Roger Jepsen

Mr. Allan Hoover (son of former President Hoover)

Mr. George Nash (author of the definitive biography)

Mr. Jeremiah Milbank (originator of the idea to commission the biography and to fund its completion)

Mr. Donald E. Johnson (President of the Herbert Hoover Presidential Library Association)

Mr. John T. Fawcett (Executive Director of the Herbert Hoover Presidential Library Association)

Dr. W. Glenn Campbell (Director, Hoover Institution)

With my appreciation and very good wishes.

Cordially,

Dennis L. Bark
Deputy Director

DLB:jrd

Enclosure

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



March 29, 1983

Dear Mike:

We have been asked to bring to your attention a request of the Hoover Presidential Library in West Branch, Iowa.

On April 25 the Department of Commerce Building in Washington, D.C. will be dedicated as the "Herbert C. Hoover Building." The dedication ceremonies are sponsored jointly by the Department of Commerce and the Hoover Presidential Library Association.

Secretary Baldrige will make some remarks at the ceremonies as well as Senator Hatfield and a representative from the Presidential Library in Iowa.

The Hoover Presidential Library Association hopes that President Reagan would be able to attend the dedication ceremonies between 6 and 6:30 p.m. on Monday, April 25.

As I understand it there is a precedent for this: President Carter attended dedications of the Hubert Humphrey Building and of the Frances Perkins Labor Building.

If this is not possible it is hoped that there might be an opportunity during the day of April 25 to present President Reagan with the first volume of a multi-volume biography of the late President Hoover. At the request of the Hoover Presidential Library Association, Glenn sent you a letter concerning this request on March 16 (enclosed).

With my appreciation and very good wishes.

Yours sincerely,

Dennis L. Bark
Deputy Director

The Honorable Michael K. Deaver
Assistant to the President
Deputy Chief of Staff
The White House
Washington, DC 20500

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



OFFICE OF THE DIRECTOR

March 16, 1983

The Honorable Michael K. Deaver
Assistant to the President
and Deputy Chief of Staff
The White House
Washington, D.C. 20500

Dear Mike:

When you so generously saw me on such short notice last Wednesday, you suggested at the end of the meeting that I write you about the brief meeting that the Hoover Presidential Library Association people wish to have with President Reagan.

George Nash, who is a protege of Bill Buckley, is writing a massive multi-volume and first rate biography of the late President Hoover. The first volume will be published on April 25. Donald E. Johnson, former Veterans Administration administrator under President Nixon, is the president of the Hoover Presidential Library Association in West Branch, Iowa. He wrote Frederick J. Ryan, who is in charge of presidential scheduling, on March 10 requesting a White House meeting with President Reagan, hopefully sometime during the day of April 25, in order to present him with the first copy of the special edition of the biography.

Whatever you can do to make this meeting possible will be deeply appreciated.

With best wishes,

Sincerely yours,

Glenn Campbell

cc: John T. Fawcett
Executive Director
Hoover Presidential Library Association

(Hold)

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



415- 497-~~1754~~
2056
OFFICE OF THE DIRECTOR

good

March 14, 1983

*what would I like to
talk about.
talk to London*

The Honorable Michael K. Deaver
Deputy Chief of Staff and Assistant
to the President
The White House
Washington, D.C. 20500

Dear Mike:

Within the framework of our Domestic and International Studies programs at the Hoover Institution, the "Hoover Seminar" has been an occasion for prominent guests in the executive branch of government and our scholars to meet and exchange views on current policy matters. With this letter, I would like to invite you to participate in one of the Hoover Seminars, as your schedule may permit.

We believe that the Hoover Seminar is playing a major role in the relationship between scholars and the nation's decision makers, whose dialogue is so crucial to responsible decisions in government today. Members of the administration who have participated in the Seminars thus far include, among others, Edwin Meese III, Attorney General William French Smith and Secretary of Defense Caspar Weinberger.

The Seminar's format of an informal morning or afternoon discussion with the Institution's scholars is deliberately flexible. It is designed to afford our guests the opportunity to become acquainted with the Hoover Institution and to be a stimulating and enjoyable occasion.

Because the Hoover Institution is a non-profit organization, under Section 501(c)(3) of the Internal Revenue Code, we understand that transportation here can be made at government expense. Alternatively, it may be made at our expense if our guest prefers. The Institution would pay all costs as needed for lodging and meals of our guest and spouse (and the spouse's transportation).

We would be very pleased if you are able to accept our invitation. and it would be a pleasure to welcome you to the Hoover Institution.

With best wishes,

Sincerely yours,

Glenn

Glenn Campbell

*Wash
2530*

See attached

THE WHITE HOUSE

WASHINGTON

May 3, 1983

MEMORANDUM FOR MICHAEL DEEVER

FROM: LONDON PARVIN *LP*

SUBJECT: Hoover Institution Seminar

I think these scholarly seminars are much easier than they sound. History and political science scholars are at heart gossips who love insights into the way power centers operate. Because of your position, your view of the presidency is enough to make them salivate no matter what you say. I think there are all many topics related to your responsibilities that would be of great interest to them:

- difference between campaigning and governing
- importance of image in leadership
- the education of a President, how does a President take up the reins of power
- perspectives on summitry
- isolation of a President -- constraints of time, security, etc.
- modern demands on a President's time and their effects
- can modern presidency survive the media (I think Speakes has spoken about this)
- how much more can we demand of a President before presidency is too big for one individual
- ways in which press affect decision-making

There must be all kinds of fascinating insights here that could carry a seminar on for days, not simply for a couple of hours.

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



5-V-1983

Ken Shuler,

Warmest thanks for
your card - Good wishes
do make a difference.

— Now all I have to
do is take the doctor's
orders - That's adding
insult to injury -

Sincerely,

Dennis Bark
Dennis Bark

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



March 29, 1982

file

Dear Mike:

This is a note to let you know that we have mailed our check to Mr. Scouten for reimbursement of the expenses incurred with President and Mrs. Reagan's reception at The White House on January 11 in honor of the Board of Overseers of the Hoover Institution. On behalf of all of us I would like to thank you very warmly once again. The reception was thoroughly enjoyed by everyone who attended and it could not have been more nicely done.

Enclosed is an editorial from the March 23 edition of the San Francisco Chronicle. It seems to me that there should be a few more editorials like this appearing in newspapers throughout the country and I am taking some steps to insure that they do--in such papers as The Detroit News, The Sacramento Union, The Daily Pantagraph (Bloomington, IL), and The Richmond-Times Dispatch.

With warm regards and I hope that you will be able to attend the Grove in July.

Cordially,

D. L. Bark

Dennis L. Bark
Deputy Director

The Honorable Michael K. Deaver
Assistant to the President
Deputy Chief of Staff
The White House
Washington, DC 20500

March 23, 1982

Hold Firm on Reaganomics

THE PRIMARY GOAL of the economic program of the Reagan administration was to cut and, if possible, halt a roaring rate of inflation which was hurting young and old, rich and poor alike, all of us with its silent theft of purchasing power and of savings. And, surely, now it is time to acknowledge that the rate has been cut and shows signs of being cut further.

It is time to acknowledge this substantial achievement because doubts are being heard in Washington and on Wall Street about other aspects of Reaganomics even before their impact has been felt. The critics of what might be called Reaganomics II should temper their doubt somewhat in the face of solid achievement.

The wholesale price index, effects of which are soon reflected at local cash registers, was roaring along out of control at an annual rate of 11.8 percent in 1980. That rate was slowed to 7 percent last year. In January, the decline continued and the projected annual rate for that month was 5.3 percent. This is a very considerable slash in reining in inflation and it is a trend that can be maintained.

THOSE WHO NOW demand changes in the president's economic program must give recognition to this fact. There is a group demanding that other aspects of the program, tax cuts, further budget cuts and general deregulation, be changed even though they have not been given a full test in the field. There are appeals, for instance, for no further budget cuts even though the full impact of those already made has not been felt. And some want taxes increased even though the president's tax proposals have yet to be fully implemented. The so-called tax cuts, it should be remembered are actually masquerading. Rather than cutting tax income to the federal government, they merely cut its planned rate of increases over the next few years.

Critics must also recognize that today's economy is the end product of decades and decades of fiscal mismanagement; past errors simply are not subject to instant correction.

It is easy to understand the widespread concern over the budget deficits projected over the next few years. But it seems to us to be

program of the Reagan administration was to cut and, if possible, halt a roaring rate of inflation which was hurting young and old, rich and poor alike, all of us with its silent theft of purchasing power and of savings. And, surely, now it is time to acknowledge that the rate has been cut and shows signs of being cut further.

It is time to acknowledge this substantial achievement because doubts are being heard in Washington and on Wall Street about other aspects of Reaganomics even before their impact has been felt. The critics of what might be called Reaganomics II should temper their doubt somewhat in the face of solid achievement.

The wholesale price index, effects of which are soon reflected at local cash registers, was roaring along out of control at an annual rate of 11.8 percent in 1980. That rate was slowed to 7 percent last year. In January, the decline continued and the projected annual rate for that month was 5.3 percent. This is a very considerable slash in reining in inflation and it is a trend that can be maintained.

THOSE WHO NOW demand changes in the president's economic program must give recognition to this fact. There is a group demanding that other aspects of the program, tax cuts, further budget cuts and general deregulation, be changed even though they have not been given a full test in the field. There are appeals, for instance, for no further budget cuts even though the full impact of those already made has not been felt. And some want taxes increased even though the president's tax proposals have yet to be fully implemented. The so-called tax cuts, it should be remembered are actually masquerading. Rather than cutting tax income to the federal government, they merely cut its planned rate of increases over the next few years.

Critics must also recognize that today's economy is the end product of decades and decades of fiscal mismanagement; past errors simply are not subject to instant correction.

It is easy to understand the widespread concern over the budget deficits projected over the next few years. But it seems to us to be far too early to judge what the effect of those deficits will be — particularly if the anticipated turnaround in the economy arrives within a reasonable time.

And, while we are uncertain about the effects of the deficits, we remain certain about what the country's course should not be. The nation simply can not return to the wasteful ways of the past. We know, all too painfully, that the old course has to be changed. The new course, of tightened budgets, lessened tax burdens, fewer bureaucratic controls and monetary restraints, must be given time to prove itself.

HOOVER INSTITUTION

ON WAR, REVOLUTION AND PEACE

Stanford, California 94305



June 12, 1981

Jim

Dear Mike:

I have just returned after a fascinating, if somewhat exhausting weekend interviewing the national finalists for White House Fellowships. The results are interesting, and Frank Hodsoll is well aware of them.

The main reason for this letter, however, is to tell you about the comment of one of the staff members of The White House Fellows Program, Ms. Beryl Hall, the Program's Public Affairs Coordinator. During the Vice President's reception, given the national finalists on Friday afternoon, June 6, she mentioned that she had been associated with the Program for eleven years, and that this reception was the most pleasant and most enjoyable she had ever experienced. They are very excited and very appreciative!

With warm regards.

Cordially,

Dennis L. Bark

Dennis L. Bark
Deputy Director

The Honorable Michael K. Deaver
Assistant to the President
Deputy Chief of Staff
The White House
Washington, DC 20500

Shulz keep

December 1980

HOOVER INSTITUTION
ON WAR, REVOLUTION AND PEACE

BOARD OF OVERSEERS

Anne Armstrong
Armstrong Ranch
Armstrong, Texas 78338

Peter B. Bedford
41 Lafayette Circle
Lafayette, California 94549

Karl R. Bendetsen
Chairman, Executive Committee
Champion International
2918 Garfield Terrace, N.W.
Washington, D.C. 20008

Peter S. Bing, M.D.
9700 West Pico Boulevard
Los Angeles, California 90035

James B. Black, Jr.
Partner
Lehman Brothers Kuhn Loeb Inc.
One Bush Street
San Francisco, California 94104

Henry T. Bodman
46 Lake Shore Road
Grosse Pointe Farms, Michigan 48236

Alf E. Brandin
Senior Vice President
Utah International Inc.
550 California Street
San Francisco, California 94104

David Tennant Bryan
Chairman and Publisher
Media General Inc.
333 East Grace Street
Richmond, Virginia 23213

William B. Coberly, Jr.
President
California Cotton Oil Corporation
606 North Larchmont Blvd., Suite 4D
Los Angeles, California 90004

Joseph Coors
President
Adolph Coors Co.
Golden, Colorado 80401

Edwin L. Cox
3800 First National Bank Building
Dallas, Texas 75261

Frederick C. Crawford
F. C. Crawford Foundation
P.O. Box 17036
Cleveland, Ohio 44117

Charles A. Dana, Jr.
President
Cadan Corporation
505 Park Avenue
New York, New York 10022

Paul L. Davies, Jr.
Pillsbury, Madison & Sutro
225 Bush Street
San Francisco, California 94104

Morris M. Doyle
McCutchen, Doyle, Brown & Enersen
3 Embarcadero Center
San Francisco, California 94111

Reinhold Dreher
Trustee
The Louis Calder Foundation
10 Rockefeller Plaza
New York, New York 10020

Northcutt Ely
915 Watergate 600 Building
Washington, D. C. 20037

Robert J. Feibusch
President and Chief Executive Office
Impell Corporation
220 Montgomery Street
San Francisco, California 94104

Paul F. Grady
700 South Ocean Boulevard
Boca Raton, Florida 33432

Alan Greenspan
President
Townsend-Greenspan and Co., Inc.
One New York Plaza
New York, New York 10004

John R. Grey
President
Standard Oil Company of California
225 Bush Street
San Francisco, California 94104

Add
George D. Hart
Harold H. Helm
Honorary Director
Chemical Bank
30 Rockefeller Plaza
New York, New York 10020

Allan Hoover
25 Field Point Road
Greenwich, Connecticut 06830

Andrew Hoover
John T. Boyd Company
430 Oliver Building
Pittsburgh, Pennsylvania 15222

Herbert Hoover III
Suite 450
523 West Sixth Street
Los Angeles, California 90014

Jack K. Horton
Chairman of the Board
Southern California Edison Company
P.O. Box 800
Rosemead, California 91770

Jaquelin Hume
Chairman of the Board
Ampco Foods Inc.
4600 Bank of America Center
San Francisco, California 94104

Marron Kendrick
Chairman of the Board
Schlage Lock Company
P.O. Box 3324
San Francisco, California 94119

Donald Kennedy
President
Stanford University
Stanford, California 94305

A. Carl Kotchian
256 S. Robertson Boulevard
Beverly Hills, California 90211

J. Clayburn La Force, Jr.
Dean, Graduate School of Management
University of California
Los Angeles, California 90024

Peyton M. Lake
Vice President
Lake Ronel Oil Company
Tyler, Texas 75710

Frederick C. Loomis
3462 Rossmoor Parkway, #4
Walnut Creek, California 94595

Gordon C. Luce
President
San Diego Federal Savings and
Loan Association
1600 B Street
San Diego, California 92100

William B. Macomber, Jr.
President
The Metropolitan Museum of Art
Fifth Avenue at 82nd Street
New York, New York 10028

J. William Middendorf, II
President and Chief Executive Officer
Financial General Bankshares Inc.
1701 Pennsylvania Avenue, N.W.
Washington, D.C. 20006

Frederick W. Mielke, Jr.
Chairman of the Board
Pacific Gas and Electric Company
77 Beale Street
San Francisco, California 94105

Jeremiah Milbank
60 East 42nd Street
New York, New York 10017

Edward E. Noble
President
Lenox Square, Inc.
3393 Peachtree Road, N.W.
Atlanta, Georgia 30326

David Packard
Chairman of the Board
Hewlett-Packard Company
1501 Page Mill Road
Palo Alto, California 94304

Jack S. Parker
Director Emeritus
General Electric Company
Fairfield, Connecticut 06431

Thomas P. Pike
Honorary Vice Chairman of the Board
The Fluor Corporation, Ltd.
515 South Flower Street, Suite 2400
Los Angeles, California 90071

Frank O. Prior
1564 South Ocean Boulevard
Palm Beach, Florida 33480

Robert O. Reynolds
Suite 306
11661 San Vicente Boulevard
Los Angeles, California 90049

Charles R. Rittenberry
1201 Petroleum Club Building
Tulsa, Oklahoma 74119

Carroll J. Roush
220 Mapache Drive
Portola Valley, California 94025

Fred J. Russell
Mira Loma Water Company
P.O. Box 54228
Los Angeles, California 90054

Richard M. Scaife
Publisher
Tribune Review Publishing Company
525 William Penn Place
Pittsburgh, Pennsylvania 15219

John I. Shaw
135 South LaSalle Street
Chicago, Illinois 60603

John C. Shepherd
Shepherd, Sandberg & Phoenix
One Mercantile Center
Suite 3000
St. Louis, Missouri 63101

Forrest N. Shumway
President and Chief Executive Officer
The Signal Companies, Inc.
9665 Wilshire Boulevard
Beverly Hills, California 90212

William E. Simon
Blyth, Eastman, Dillon & Co., Inc.
1221 Avenue of the Americas
New York, New York 10020

John K. Stewart
Stewart and Patten Company
235 Montgomery Street
San Francisco, California 94104

Vice Admiral James B. Stockdale,
USN (Ret.)
1 Cypress Street
Newport, Rhode Island 02840

Willis A. Strauss
Chairman and President
Northern Natural Gas Company
2223 Dodge Street
Omaha, Nebraska 68102

Robert C. Swain
60 Meadow Road
Riverside, Connecticut 06878

Robert J. Swain
Vice President
MAPCO Inc.
1800 South Baltimore Avenue
Tulsa, Oklahoma 74119

John E. Swearingen
Chairman of the Board
Standard Oil Company (Indiana)
200 East Randolph Drive
Chicago, Illinois 60680

William R. Timken, Jr.
Chairman of the Board
The Timken Company
1835 Dueber Avenue, S.W.
Canton, Ohio 44706

C.Y. Tung
Chairman
Orient Overseas Containers Holdings Ltd.
12th Floor, Hutchison House
10 Harcourt Road
Hong Kong

Dean A. Watkins
 Chairman of the Board
 Watkins-Johnson Company
 333 Hillview Avenue
 Palo Alto, California 94304

General Albert C. Wedemeyer
 Friends Advice
 Boyds, Maryland 20720

J. Howard Wood
 Tribune Company
 435 North Michigan Avenue, Room 12
 Chicago, Illinois 60611

James H. Zumberge
 President
 University of Southern California
 Los Angeles, California 90007

OFFICERS AND COMMITTEES OF THE BOARD OF OVERSEERS

Chairman of the Board: Paul L. Davies, Jr.

Vice Chairman of the Board: Dean A. Watkins

Executive Committee: Paul L. Davies, Jr., Allan Hoover, Jeremiah Milbank,
 Jack S. Parker, Thomas P. Pike, John C. Shepherd,
 John E. Swearingen, Dean A. Watkins

Finance Committee: Frederick C. Crawford, Herbert Hoover III, Jaquelin H.
 Hume, J. Clayburn La Force, Jr., Gordon C. Luce,
 Robert J. Swain, William R. Timken



the Honorable

Ronald W. Reagan

remarks on

THE HOOVER
INSTITUTION



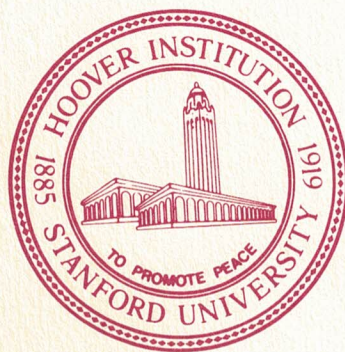
the Honorable

Ronald W. Reagan

remarks on

THE HOOVER
INSTITUTION

JANUARY 6, 1981
WASHINGTON, D.C.



Remarks by President-elect Ronald W. Reagan, January 6, 1981, before a dinner at the Sheraton-Carlton Hotel, Washington, D.C., given by the Hoover Institution, Stanford University, in honor of the Institution's Board of Overseers.



Courtesy of The White House.

Dr. Glenn Campbell, my own teammate—as you all know—and you, Ladies and Gentlemen:

I am delighted to be here. Hearing about my being the first honorary fellow of the Hoover Institution, it did frighten me a little bit, because I graduated from a small college in the Midwest with a degree in economics. Some years later, they called me back to give me an honorary degree, which compounded a feeling of guilt I had nursed for some time because I thought the *first* one had been honorary. And now, I am waiting for someone to tell me that what has most recently happened to me is honorary.

I think my becoming an honorary member followed the results of an incident in which, after some of the things that had been happening on some of the campuses in California, I chose the Hoover Institution to be the recipient of some twenty-five tons of papers from my eight years as governor of California. When I arrived for the first time, there was a ceremony and I was taken down to the basement and shown a stack of boxes weighing some twenty-five tons. To show you that we didn't waste anything in California, with all the press and the cameras grinding, there in the midst of all those plain boxes, all stacked up, were two that said in large print on the side, "Whiskey." We had too many papers and too few boxes!

It is a privilege to address you—the members of the Board of Overseers of the Hoover Institution, and your guests. It is also a pleasure to do so because of my association with both the Institution and its director, Glenn Campbell. This association has

spanned many years. I have been privileged to have a great deal of advice and help from the Institution, and tonight I would like to talk to you about the Hoover Institution and Glenn Campbell's two decades of success.

But, before I do, I think there is something that ought to be mentioned here tonight. George and Barbara Bush are serving above and beyond the call of duty, because this is their thirty-fifth wedding anniversary. I'll probably find out, after I leave—because I have to leave and go some place else this evening—that someone else had something all planned and I blew it.

Since its founding in 1919, the Hoover Institution has become a national and an international center for documentation and research on social, political, and economic change in the twentieth century. It enjoys a reputation for excellence that is a direct reflection of the efforts of Glenn and his staff to maintain the highest traditions of its distinguished founder, former United States President Herbert Hoover.

Indeed, in 1978, the *New York Times Magazine* called the Institution "the brightest star in a small constellation of conservative think tanks . . . operating from a base of honorable conservatism, first-rate scholarship, sharp wits, acute perceptions and clear reasoning."

Well, I'm happy to say that, as I mentioned before, I've experienced this conservatism and scholarship, these wits and

perceptions, and this reasoning personally through my association with the Institution as an honorary fellow. During my visits there, I have had the opportunity to discuss public policy issues with a staff made up of Nobel laureates, members of the American Academy of Arts and Sciences, and other distinguished thinkers.

Moreover, during the recent campaign, I called on more people from the Institution to help with my campaign than from any other institution. Some, such as Glenn and Rita Ricardo-Campbell, served on my policy task forces. Others, such as Martin Anderson, Darrell Trent, and former Senior Fellow Dick Allen, worked on my campaign staff. All are now assisting me in the transition to a new administration. That's why, when the press was having at me about my so-called gaffes, I wasn't frightened for one minute. I knew that everything I said was true!

Hoover's excellence has emerged in large part because of Glenn Campbell. It is he who has worked so hard and planned so well. It is he who has maintained such high standards of academic excellence in finding the best scholars available. It is he who has worked to provide a challenging and stimulating environment in which superior scholarship can take place. It is he who has raised the financial resources necessary to develop a fine research institution. And, it is he who has effectively and fairly administered this "brightest star" in the constellation of think tanks.

I'm happy to report that Glenn's talents haven't gone unnoticed by others. In fact, his dedication to superior scholarship and his reputation as an effective and fair administrator led me

to make him my first appointee to the University of California Board of Regents in 1968. And, there was no combat pay at that time. During the 1980 campaign, he chaired my Education Policy Task Force and was a member of my Inflation Policy Task Force and my International Economic Policy Task Force. He is now serving on the Personnel Advisory Committee, which is responsible for making cabinet and subcabinet-level recommendations.

Glenn has also served on the Board of the National Science Foundation, as a member of President Ford's Committee on Science and Technology, and as a member of the President's Commission on White House Fellows.

I am deeply grateful to Glenn and the Hoover Institution staff for the support and the expertise that they provided me in the past and are providing now. And, I would say that I am looking forward to receiving such advice in the years ahead, for superior scholarship and research will be critically important in making the hard policy choices that are necessary to turn our country around.

I would say that, except that lately I have found a new source of advice. The *Des Moines Register* and *Tribune* invited literally thousands of grade-school students in Iowa to write to a paper, and their papers would be printed with advice they would give to a president if they had the chance. They sent a stack of those letters to me, and I read them, and I was fascinated. I don't remember, when I was nine or ten years old, that I was interested in the issues that make a campaign or national policy. But, I

read letters about inflation and unemployment and national defense from these children. And, one of them in particular—an eleven-year-old boy—wrote, “When you get in there, don’t look to the past—you won’t have time. Look to the future.” And, he said, “Be prepared that you will look older and feel older, and you will add some grey hairs to your wise old head.” He said, “Surround yourself with good advisers.” (As I have indicated here, that I have already done.) He said, “Take the counsel and advice and just be happy that you don’t have to be God. You only have to be President.” I’ll take all this advice, including that of the nine-year-old girl who wrote to me and finished her letter by saying, “Now get over to the Oval Office and get down to work.”

I hope you will join me in this sincere tribute to an extraordinary man, who has led this Institution to its point of greatness for the last twenty years — Dr. Glenn Campbell.

The Hoover Institution on War, Revolution and Peace, founded at Stanford University in 1919 by the late President Herbert Hoover, is an interdisciplinary research center for advanced study on domestic and international affairs in the twentieth century. The views expressed in its publications are entirely those of the authors and do not necessarily reflect the views of the staff, officers, or Board of Overseers of the Hoover Institution.

© 1981 by the Board of Trustees of the
Leland Stanford Junior University
All rights reserved
Printed in the United States of America