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Institute - Hudson Institute [1989]

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THE WHITE HOUSE
WASHINGTON

August 4, 1989

Dear Mr. Daniels:

Many thanks for your letter of invitation to become a Public Member of Hudson Institute.

I have been aware of the work of the Institute for a great many years and had the pleasure of hearing Herman Kahn give presentations to a number of boards of directors on which I sat prior to my move here to Washington. I was always much impressed by what he had to tell us, and more recently, I have enjoyed reading your reports and had the opportunity to talk with a number of your associates, most especially including Bill Odom and Jay Keyworth.

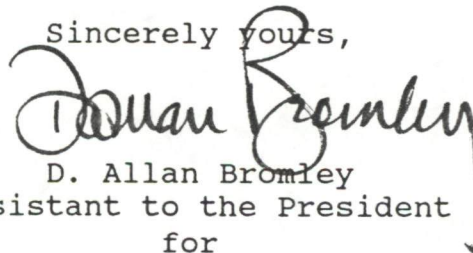
I would have been delighted to accept your invitation, however, I am advised by counsel here at the White House that it would be inappropriate for me in my present position to do so. For that reason I must reluctantly decline your invitation.

I do hope that you will continue to keep me on your mailing list and I would look forward to the pleasure of meeting you on one of your next trips to Washington. I know that you and John Sununu are old friends and I must say that I have heard nothing but wonderful things about you.

My thanks again then for your invitation. Although I am unable to accept, I do look forward to maintaining continuing contact with your Institute and your people.

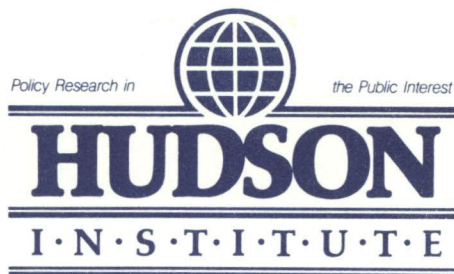
With warmest best wishes,

Sincerely yours,



D. Allan Bromley
Assistant to the President
for
Science and Technology

Mr. Mitchell E. Daniels, Jr.
President and Chief Executive Officer
Hudson Institute
5395 Emerson Way
Post Office Box 26-919
Indianapolis, Indiana 46226



Herman Kahn Center • 5395 Emerson Way • P.O. Box 26-919 • Indianapolis, Indiana 46226 • 317-545-1000 • Telex 855477 • FAX 317-545-9639

June 21, 1989

Dr. D. Allan Bromley
Physics Department
Yale University
P.O. Box 666
New Haven, CT 06511

Dear Dr Bromley:

It is my honor to invite you to become a Public Member of Hudson Institute and to attend the Institute's Members Day on September 13 in Washington, D.C. Your name was placed in nomination for membership by one of the current members of the Institute.

Founded in 1961 by the late Herman Kahn, Hudson Institute has established a reputation for significant and provocative policy research with a long-term perspective. As the enclosed Report & Prospectus makes clear, Hudson remains dedicated to the legacy of our founder: a skepticism about conventional wisdom, optimism about solving problems, a steadfast commitment to free institutions and individual responsibility, and a realistic view of threats to national security.

Herman Kahn also initiated the tradition of membership in the Institute. He wanted to offer the opportunity for outstanding citizens to affiliate themselves with Hudson's work. Even more important, he felt the need to test ideas among a wider audience of intelligent and knowledgeable members.

The Institute has published books and reports on a wide range of public policy issues. Among Hudson's most well-known works from the past are three prophetic futures studies: The Emerging Japanese Superstate, published in 1967, which forecast the rise of Japan as an economic superpower; The Next 200 Years, published in 1976, which successfully repudiated limits-to-growth arguments that the world was running out of natural resources; and The Coming Boom, published in 1979, which forecast the U.S. economic boom of the 1980s.

Two recent Hudson products of special note are Workforce 2000, an analysis of future economic and demographic trends which has become the cornerstone for U.S. policy on labor force issues and economic policy, and Winning the Brain Race, a prescription for restructuring of the nation's public schools which has had a powerful impact on the debate over education reform.

Hudson's research staff is headed by Dr. Jay Keyworth, who has previously served as Science Advisor to President Reagan and as Director of the Physics Division of Los Alamos National Laboratory. He is joined by such noted individuals as Gen. Bill Odom, former head of the National Security Agency; Bob Costello, former Under Secretary of Defense for Acquisition; Bruce Chapman, former Census Director and most recently Ambassador to UN organizations in Vienna; Bill Johnston, project director on Workforce 2000; and Denis Doyle, coauthor of Winning the Brain Race.

Hudson Institute is proud to number many distinguished individuals among its members. A small sample would include Zbigniew Brzezinski, Joseph Califano, Jr., Frank Carlucci, Norman Cousins, Midge Decter, Pierre DuPont IV, Alexander Haig, Jr., Jeanne Kirkpatrick, Henry Kissinger, Irving Kristol, and Senator Daniel Patrick Moynihan.

On Wednesday, September 13th, members of Hudson Institute, and their guests, will gather in Washington for Members Day. The goal of the day is to provide members with stimulating discussion of significant public policy issues on Hudson's research agenda.

In addition, Hudson will host a luncheon banquet to inaugurate the James H. Doolittle Award for contributions to the national security of the United States. General Doolittle's son has graciously agreed to present the award, and Secretary of Defense Richard Cheney will deliver the luncheon address. The luncheon will be open to members on an at-cost basis.

I hope that you will choose to become a Public Member of Hudson Institute. There are no dues associated with membership, although many members choose to contribute to the Institute. We ask only that you take an active interest in Hudson's work through the updates we will provide you by mail, and that you make every effort to attend our Members Day programs on September 13 and annually thereafter. More details about the Members Day agenda will be provided to you upon acceptance of our membership invitation.

Please take time to consider becoming a Public Member of Hudson Institute and return the enclosed reply. I look forward to hearing from you soon, and I hope to see you on September 13 in Washington.

Sincerely,



Mitchell E. Daniels, Jr.
President and
Chief Executive Officer

MED:rjc
Enclosures



Herman Kahn Center • 5395 Emerson Way • P.O. Box 26-919 • Indianapolis, Indiana 46226 • 317-545-1000 • Telex 855477 • FAX 317-545-9639

PLEASE CHECK ONE RESPONSE:

_____ Yes, I would like to become a Public Member of Hudson Institute.

_____ No, I would not like to become a Public Member of Hudson Institute at this time.

Signature

X _____

In order for Hudson Institute to send you information about our research and other activities, please complete the following:

Name _____

Title _____

Organization/Company _____

Address _____

City, State and Zip Code _____

Home Address _____

Home City, State and Zip Code _____

Business Telephone Number _____

Home Telephone Number _____

Please return your reply to:

Hudson Institute
Attn: Public Affairs
Post Office Box 26-919
Indianapolis, IN 46226

Madson Institute

R E P O R T



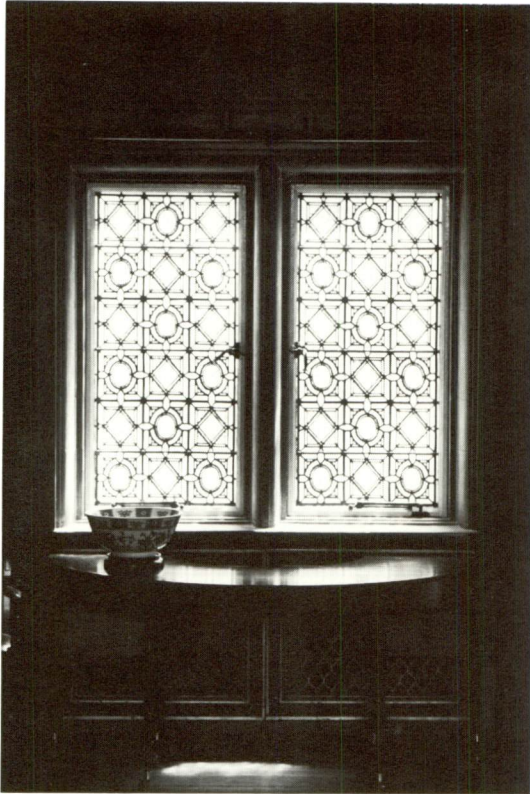
P R O S P E C T U S

"Prospectus" because this is a statement about our future. And because our work requires investors—both intellectual and financial—who are interested in the above-average returns available to the nation when correct public policy shapes the future.

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Letter from the President



Like an annual report, this brief document will give you a good sense of Hudson Institute's recent past. But, as always at Hudson, the future is more important. Thus the title—Report & Prospectus.

Prospectus may seem an anomalous term in the not-for-profit world of policy research. In the private sector a prospectus describes an enterprise requiring investors. Just so.

"Prospectus" because this is a statement about our future. And because our work requires investors—both intellectual and financial—who are interested in the above-average returns available to the nation when correct public policy shapes the future.

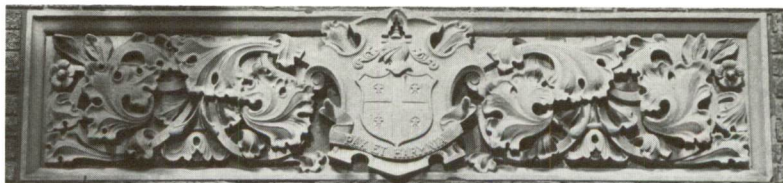
From its founding a quarter century ago by the legendary Herman Kahn, Hudson has kept its eyes, and its research program, steadfastly fixed on the future, beyond the issues and tactics of the moment. And so it is today.

The tradition created by Herman Kahn and his colleagues lives on in other ways:

- An abiding faith in the moral and practical superiority of free institutions and in the ability of free people, properly informed, to defend their freedoms and to manage the challenges of change successfully.
- A recognition of the dominant role of science and technology, and a commitment to understanding the opportunities such technology provides in the quest for a peaceful, more prosperous world.
- A suspicion of conventional thinking and an operating assumption that, by the time an idea is generally accepted, it is probably wrong.

With its headquarters in the nation's heartland, Hudson's geographic perspective is as distinctive as its time perspective. In a sense, our non-Washington, non-coastal choice of location is yet another contrarian statement.

As you will see in these pages, Hudson's choice of mission in a new era is true to the Institute's inheritance. Our new Director of Research, Dr. Jay Keyworth, resembles his predecessor, Herman Kahn, not only in profes-



sional background (nuclear physics) but also in his philosophy of policy research. The adjectives used to describe landmark Hudson work of past years—iconoclastic, futuristic, contrarian, practical—will find renewed application in the era ahead.

New leadership, old principles, new location, proven methods—Hudson can best serve its proud tradition by

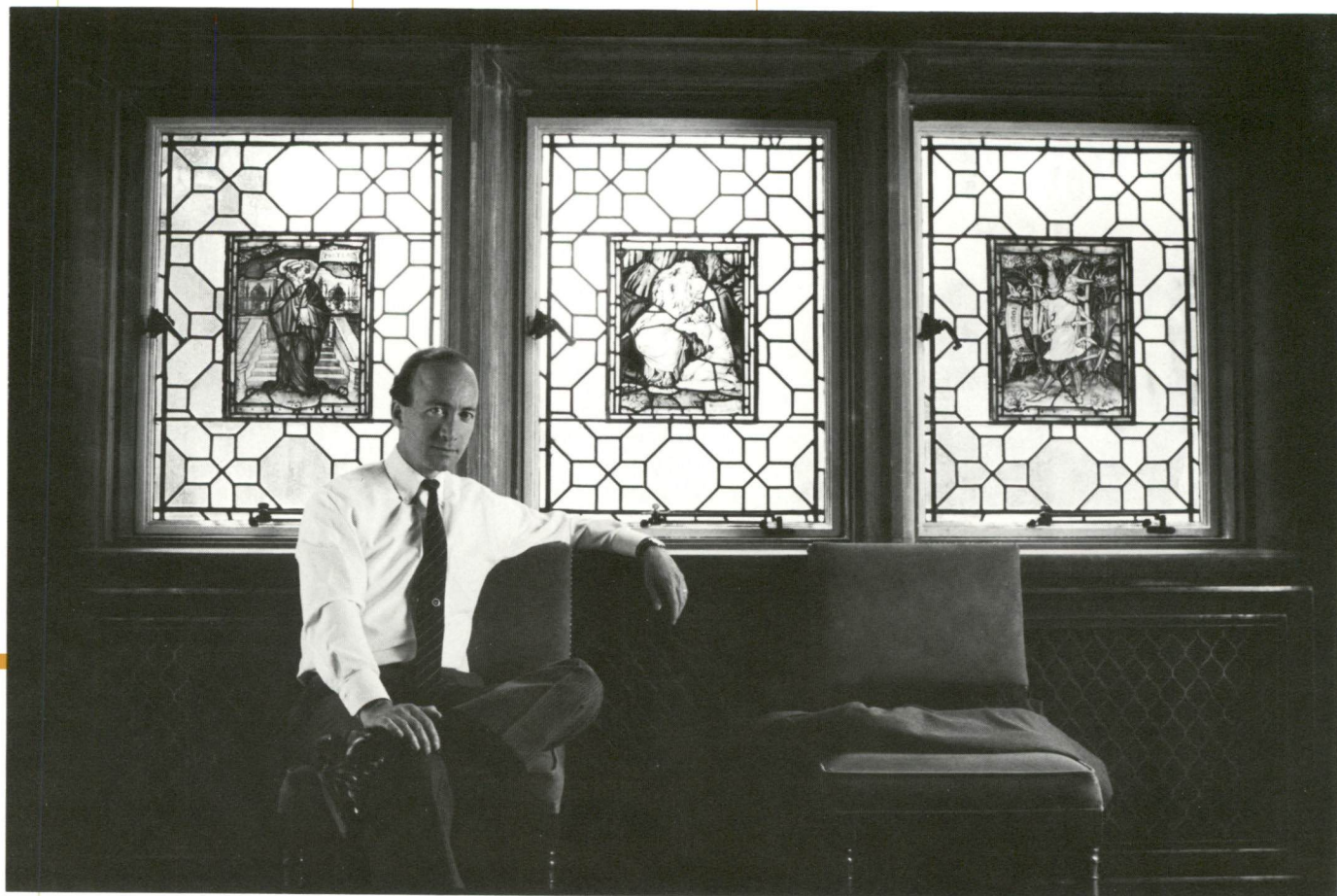
alerting today's decision makers to tomorrow's challenges and living up to the maxim: "The best way to prepare for the future is to invent it."

Mitchell E. Daniels, Jr.

Mitchell E. Daniels, Jr.
President and
Chief Executive Officer

By almost every historical measure of national well-being, the United States will remain the most powerful, the most free, and the most prosperous country in the world, but most Americans will perceive that things are getting worse, not better, and will be discontented.

Hudson Institute: 1972



President and C.E.O. Mitchell E. Daniels, Jr.

The strategic postures of the super-powers have been based on the logic that, since we could not defend, we had to deter. Americans now interpret this to mean that, since we must deter, we cannot defend. That should count as the non sequitur of the decade.

Hudson Institute 1969

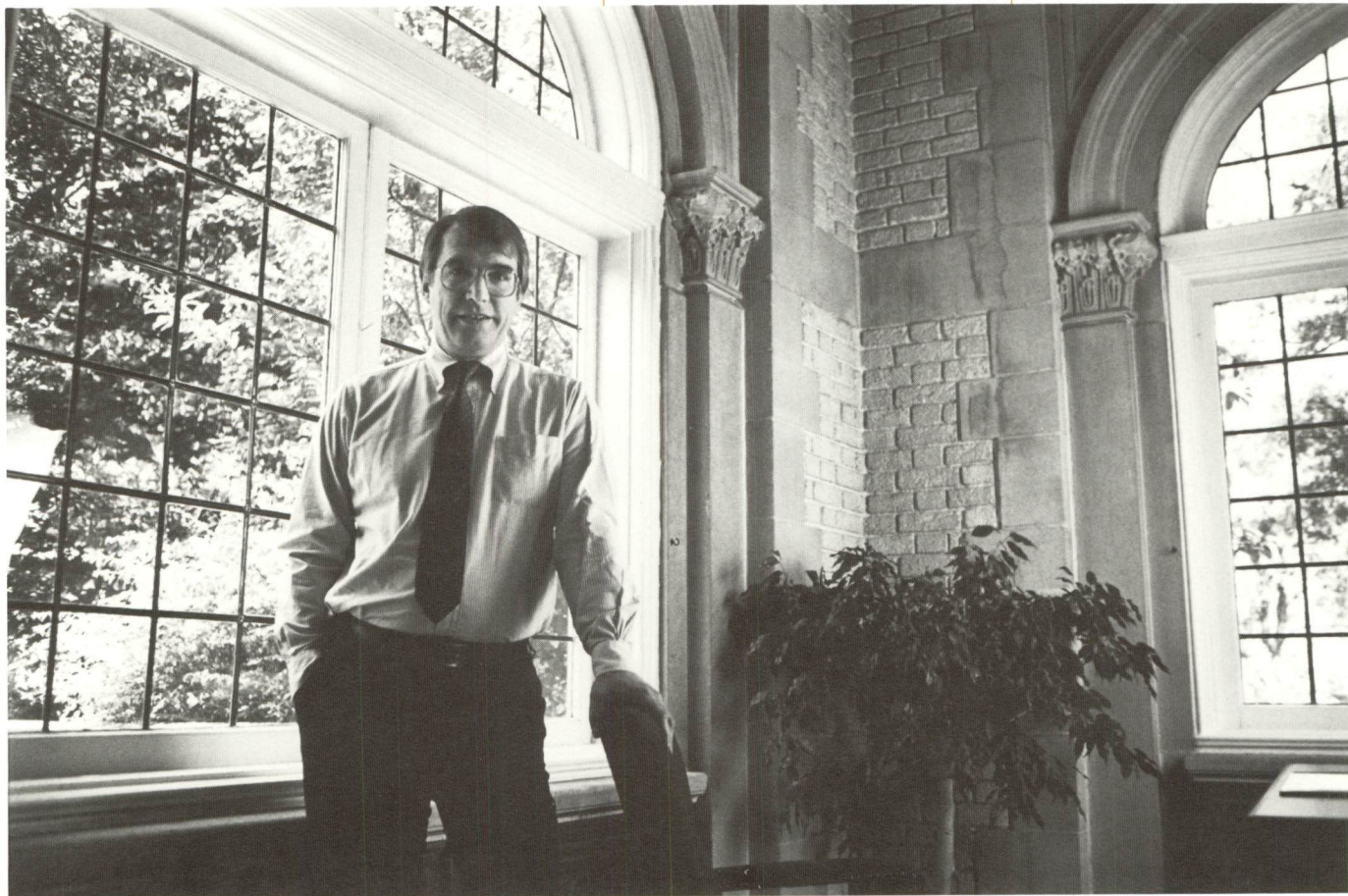
Research Program

A New Era

In the 27 years since Hudson Institute's founding, the policy research business has changed immensely.

The term "think tank," coined originally to describe the Hudson Institute, is now applied to dozens of organizations. Some are large, some tiny. Some are general, some specialized. Some advocate a stated ideology. Others decry values as the bane of pragmatic policy.

Some analyze problems, but rarely offer options or solutions. Others recommend solutions, but rarely base them on careful analysis. Many are headquartered in Washington, a city enmeshed in process, where they are captive to its requirement that policy be made at the margins based on conventional thinking and well traveled ideas. But at Hudson, the title of Herman Kahn's great treatise, "Thinking About The Unthinkable" has come to serve as a motto.



Dr. Jay Keyworth, former science advisor to President Reagan, joined Hudson as Director of Research in the Spring of 1988.

Just as the Hudson of the past dared challenge nuclear strategy in the sixties; predicted Japan's emergence as an economic super-state when it was fledgling; demolished the "limits to growth" argument that distorted world thinking in the seventies; and argued that ideas and information are the greatest sources of added value, the Hudson Institute of today intends to provide unique leadership in today's world of policy research.

As the pace of change in our world accelerates, the value of Hudson-style research is greatly enhanced. As science and technology continue as the principal fuel of social and economic change, Hudson has selected leadership that understands these fundamental forces. And as America has awakened to the realities of international competitiveness, Hudson has recommit-
ted itself to the important values of individual responsibility and a zeal for winning.

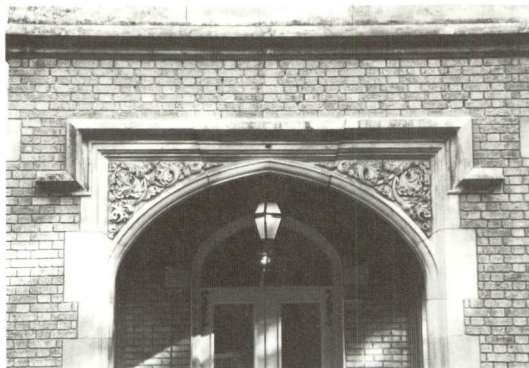
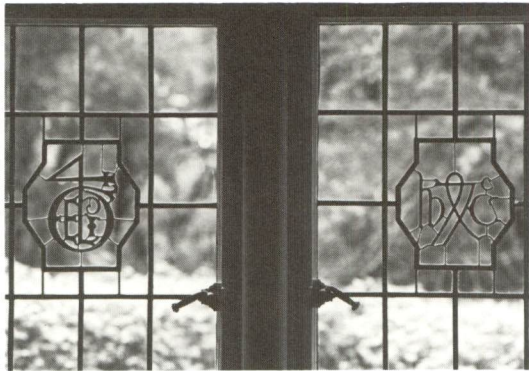


The Product

Our goal at Hudson is to provide workable recommendations to those decision makers in business and government who are in positions to lead successful change. Those recommendations will always be based on thorough analysis and creative synthesis. Hudson conducts both contract research, usually for government, and independent research. The independent work is funded by foundations, corporations, and individuals who support the Hudson approach and agenda.



Hudson Trustee Charles S. Robb discusses defense issues with Caspar Weinberger at a Chairman's Conference dinner.



The Framework

Hudson analysis and policy recommendations are never dictated by political or ideological tenets. However, our 27-year history of work on the greatest issues of the day has forged a viewpoint which frames our thinking on issues. It embodies skepticism about conventional wisdom, optimism about solving problems, a strong belief in free institutions, free people and individual responsibility, and a realistic and constructive view of various threats to national security.

Independent Research Mission

Herman Kahn used to call Hudson Institute "a lobby for the future." Today's architects of public policy are confronted with change resulting from an ongoing technological revolution and restructuring of the global economy. In this era, our independent research mission is to help the U.S. and the democracies emerge from this changing environment more secure in the areas of economic growth, defense, and foreign policy.

Agenda

Several general issue areas offer high potential leverage in achieving this goal. Areas of emphasis will include:

Competitiveness. Less study and more action is required. The issue is *how* the U.S. can exploit its superior scientific and technological capabilities to generate wealth and enhance its role as world leader. Special attention will be given to:

- The U.S. space program
- Industry-government-university alliances
- Nuclear power, and
- Strategies for technology export.

Defense Strategy. International threats to the democracies are ever changing. Agility, imagination, and technological innovation will be key to issues like:

- Matching force structure with threat
- The evolution of the Strategic Defense Initiative, and
- Managing the evolution of the Western alliance.

Values of Individual Responsibility:

The success of democracies depends not only on economic, military, and scientific prowess, but equally on the moral commitment and values of their peoples. Hudson will explore the implications of:

- National drug policy
- "Value free" education
- The risk-free mentality, and
- Evolving views on AIDS.

Foreign Policy. In today's world economy, the national interest can only be served by well-conceived relationships with other nations. Of special importance are:

- China and East Asia and their evolving economic and political structures
- National policy toward Canada and Mexico, and
- Soviet and Eastern European relations.

Education Policy. Inseparable from the larger issue of competitiveness, this issue merits special attention in the list of high leverage issues. Few factors are as

important to the nation's success as a well educated citizenry and work force. Our focus will be on such problems as:

- Introducing competition to the way schools are organized
- Urban schools, and
- Retraining opportunities arising from technological and economic change.

The Environment. Scientific and political forces will continue to drive changes in man's relationship with the environment.

Among others, Hudson brings a special expertise and a sensible approach to:

- Global problems of ozone and carbon dioxide
- Surface water, and
- Hazardous and solid waste disposal.

These issue areas—some new to Hudson, some long-standing areas of interest—comprise the agenda for future work at Hudson.

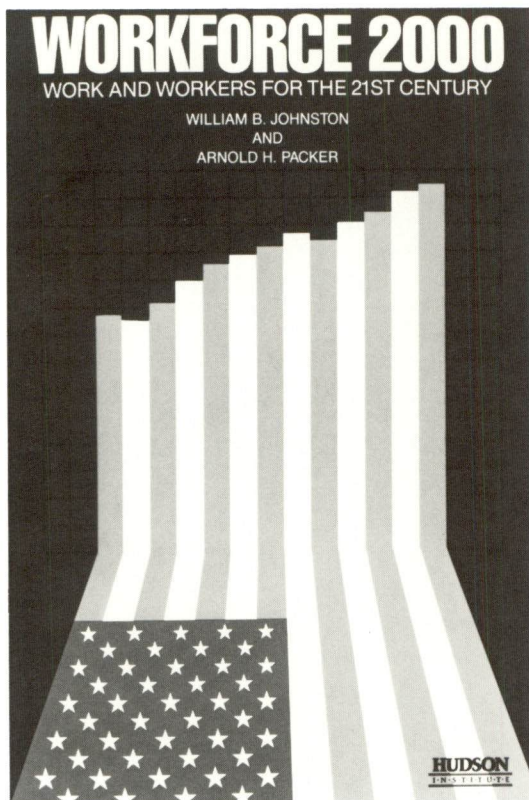
U.S. productivity advantages over other industrial nations will gradually erode, and foreign markets will be lost to competitors, particularly Japanese. There will be increasing agitation among affected industries and unions for more protectionism.

Hudson Institute: 1972



Hudson staff members David Reed, Jimmy Wheeler, Richard Judy and Bob Clough.

The Year in Review



Sr. Fellow Bill Johnston briefs Vice President George Bush on the Workforce 2000 project.

Projects completed this past year and projects now underway are making important contributions to the formation of American public policy. Several have become highly visible forces for change. Others targeted at specific decision makers are making a difference more quietly.

Two recent products of Hudson's Center for Education and Employment Policy—*Workforce 2000* and *Winning the Brain Race*—are exerting a powerful influence in the debate on the quality of the nation's human capital.

Workforce 2000:

The Workforce 2000 project under the leadership of Senior Fellows Bill Johnston and Arnie Packer was completed for the U.S. Department of Labor in the summer of 1987. Its results have become the cornerstone for policy on labor force issues and have strongly affected the debate on trade, immigration, education, and welfare policies.

"If the policies and employment patterns of the present continue, it is likely that the demographic opportunity of the 1990s will be missed and that by the year 2000 the problems of minority unemployment, crime, and dependency will be worse than they are today. Without substantial adjustments, blacks and Hispanics will have a smaller fraction of the jobs of the year 2000 than they have today, while their share of those seeking work will have risen."

• • •
"Most of the steps that must be taken to improve U.S. competitiveness have little to do with changing the behavior of the Japanese or the Koreans. Instead, they involve changes in the propensity of Americans to borrow and spend rather than to save, major improvements in education, and reforms in the practices and laws that encourage America's best and brightest to provide legal advice in corporate takeovers rather than to build companies that exploit new technologies."

• • •
"The shift to services is the inevitable and healthy result of steady productivity gains in manufacturing. This process is not a threat to society's wealth-producing potential, it is a reflection of it."

Brain Race:

For the past several years, Hudson Senior Fellow Denis Doyle has been a principal in the national debate on education reform. Combining his ideas with those of Xerox Chairman David Kearns resulted in the highly acclaimed book, *Winning the Brain Race: A Bold Plan to Make Our Schools More Competitive*. Published in May 1988, the book is having a dramatic impact on education policy.

The book goes beyond analysis to prescribe a plan for restructuring American schools. Recommended is a market approach in which schools would compete with each other for faculty and customers. Students would no longer be assigned to schools; parents would be free to choose any school for their children. Principals and teachers would run their schools with complete autonomy. Schools would be open year-round with flexible terms that allow students to learn at their own pace.

"The great American experiment in self-government cannot continue without the best educated citizenry in

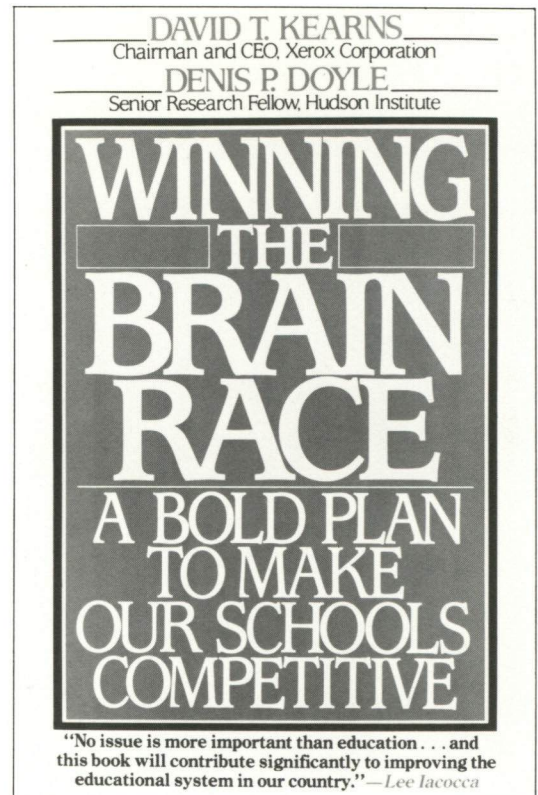
history, and the American economic miracle—a beacon to the world—cannot continue without the finest schools human ingenuity can produce. But fine schools for the future are not the same as fine schools for the past. We don't need more of the same, incremental change. We need radical change, transforming change."

"Does the unacceptably high rate of failure of today's education system have anything to do with the schools' monopoly position? We are convinced it does. The monopolist is free to ignore the legitimate needs and interests of both the consumer and the worker, a picture that describes the reality of today's education system. Teachers and students are the losers. Only a monopoly can get away with blaming its victims."

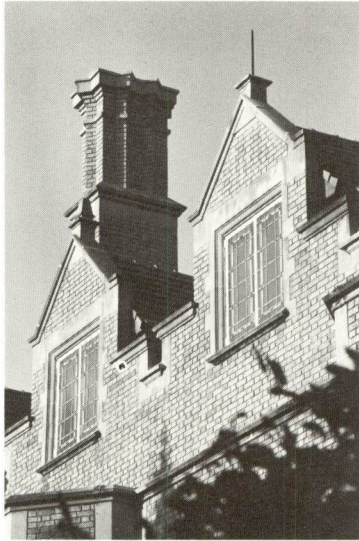
"Relying exclusively on the political process will not improve the schools. An economic model of education is both more democratic and more responsive than a political model. The essence of democracy is choice, and this frame of reference permits the public to think about schools and deal with them constructively."

The massive buildup in educational inputs has resulted in a sharp decline in the quality of educational outputs. Unless we incorporate systems of education that emphasize the primary and fundamental needs of American children, we cannot hope to return to the achievement levels of the mid-1960's.

Hudson Institute: 1975



Assistant Secretary of Education Chester E. "Checker" Finn and Denis Doyle at reception honoring co-authors of "The Brain Race".



Of the dozens of recent Hudson projects these ten, several ongoing, are among the most prominent.

AIDS in the 1990s

Using the first model for projecting the incidence of AIDS in the United States through the 1990s, this study will assess the long-term economic, political, and social impacts of the disease.

U.S. Global Basing

The first comprehensive analysis of the U.S. global basing system in more than a decade, this study examined changes in the location and function of U.S. military bases overseas, and assessed future basing requirements in light of changes in U.S. and Soviet defense policies.

Literacy Demonstration Projects

Hudson is assisting six different organizations, including Domino's Pizza, the GM/UAW Human Resources Center, and the Consortium for Literacy in New York, in the design, implementation, and evaluation of projects which use advanced

technology to teach literacy skills in the workplace.

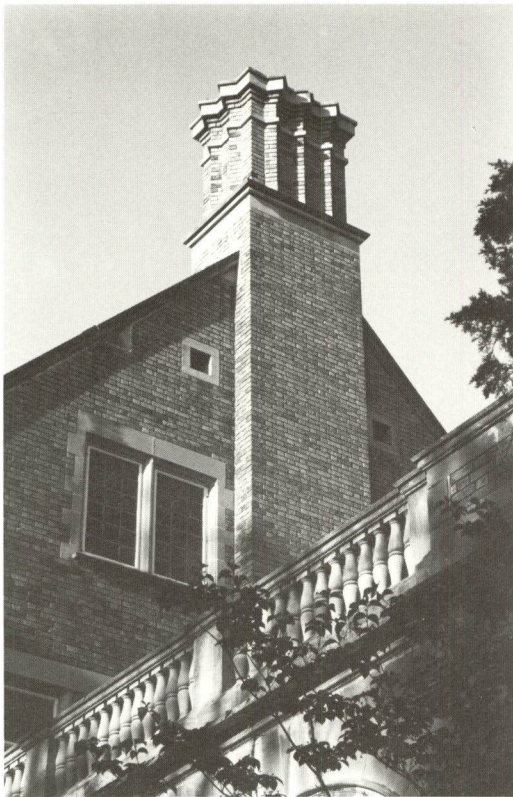
The Future of the U.S. Commitment to Europe's Defense

A reevaluation of the U.S. military commitment to Europe appears inevitable in light of economic, political, and military trends on both sides of the Atlantic. Under a grant from The Bradley Foundation, Hudson assembled experts from both Europe and the U.S. for a major conference which examined these trends and the consequences of any change in the U.S. commitment to NATO.

Center for Soviet and East European Studies

This new Hudson center focuses on the domestic and foreign policies of the Soviet Union and the countries of Eastern Europe. Three current studies include:

- *The Soviet Union and the Information Revolution*: A three-phased study of the impact of the computer and information processing revolution on the Soviet economy and society.



- *East European Foreign Trade*: A two-year study of East European patterns of trade with the Soviet Union and the West.
- *The Impact of Burdensharing on the Warsaw Pact*: Through a three-year grant from The Pew Charitable Trusts, Hudson is examining the impact of military burdensharing on the individual members of the Warsaw Treaty Organization.

Perspectives on U.S.-Taiwan Trade Tensions

This Hudson study, published as a book entitled *Beyond Recrimination*, is a comparative analysis of U.S. trade policy toward Japan, South Korea, and Taiwan. It presents a forceful argument against protectionism, and prescribes a series of policy steps that Taiwan should take to liberalize its economy.

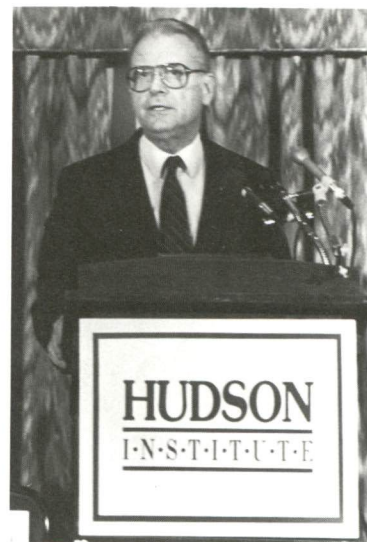
The Impact of Industrial Country Protectionism on Selected LDCs

Hudson studied the impact of protectionist measures adopted by the industrial countries on the economies of selected major LDC exporters, including Brazil,

Mexico, South Korea, Indonesia, and the Philippines. The study determined that the industrial countries were more adversely affected by their protectionism than were the targets of their measures.

An Analysis of Welfare Dependency

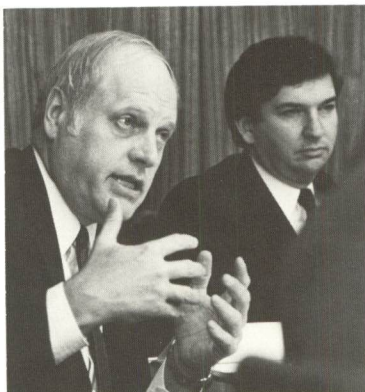
Hudson conducted an exhaustive review of the welfare dependency issue in order to develop a new long-term welfare policy. The study recommended that work be required as a condition of welfare making it possible for the government to act as an employer of last resort.



Congressman Lee Hamilton addresses Hudson NATO conference.



The Center for Naval Analyses



*CNA President Phil DePoy with
Chairman of the CNA Board of Overseers
Thomas D. Bell, Jr.*

Hudson's proudest and most important assignment is the sponsorship of the Center for Naval Analyses (CNA). A division of Hudson Institute, CNA is a federally funded research and development center (FFRDC) conducting operations research and systems analysis for the Navy and Marine Corps.

Tracing its origins to 1942, when the Antisubmarine Warfare Operations Research Group (ASWORG) was created to help defeat German U-boats, the group changed its name at the close of the war to the Operations Evaluation Group (OEG), to reflect its involvement in many other areas of naval analyses. In 1962 the Navy decided to consolidate its civilian analytical support by placing OEG and the separate Institute of Naval Studies under one management, the Center for Naval Analyses. CNA became a part of Hudson Institute in 1983.

Since its founding, CNA's mission has been to provide the Navy and Marine Corps with useful, innovative analyses of plans, policies, and operations. CNA assists both fleet commanders and Washington decision makers on a vast array of issues ranging from the tactical employment of current weapons systems to the design and selection of future systems.

Under the Hudson Institute's auspices, CNA's goal is to ensure that the Department of the Navy has consistent and immediate access to the best possible analyses in those areas critical to the success of their primary missions.

Former Hudson President Tom Bell continues his service as the Chairman of the CNA Board of Overseers, a highly qualified group giving strategic direction to the work of CNA President Phil DePoy and his management team. In CNA's most recent annual report, Tom Bell writes:

"To sum up the last three years: The demand for CNA's analytical assistance has grown. CNA's involvement in the analysis of critical

issues has increased, and CNA's staff has increased in size and quality to accommodate the growing demand. CNA's traditional strengths—the scientific training and objectivity of staff members, and their firsthand exposure to the Navy and Marine Corps—have been reinforced.”

Hudson is very proud of the distinctive contribution that the Center for Naval Analyses is making to U.S. national security. And we are gratified that the Department of the Navy has endorsed the contributions of the Hudson Institute by extending our stewardship of CNA through 1991.



Vice Admiral William D. Smith, Deputy Chief of Naval Operations, and Mitch Daniels participate in briefings at the Herman Kahn Center.

Center for Naval Analyses Board of Overseers

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Chief Executive Officer
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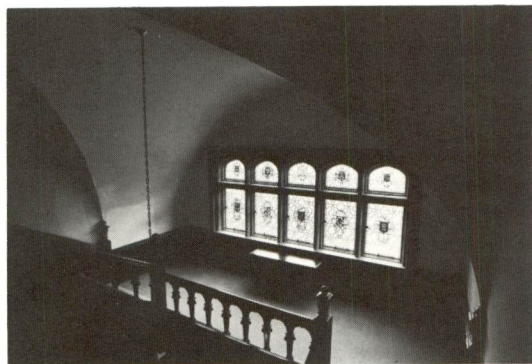
Mr. Charles A. Zrakat
President and Chief Executive Officer
The MITRE Corporation

Emeritus:

Mr. Fletcher L. Byrom
Retired Chairman and
Chief Executive Officer
Koppers Company, Inc.

The Japanese economy will almost certainly double and perhaps even triple during the 1970's, making Japan an economic superpower whose economy may eventually outstrip that of the Soviet Union and the United States.

Financial Overview



Hudson Institute is a 501(C) (3) not-for-profit corporation. Annual revenue and expenses for the Institute, not including the CNA Division, have been approximately \$5 million for each of the past two fiscal years. (See below.) Estimated FY 1988 revenue and spending are expected to be approximately \$5.5 million. The sources of Hudson revenue are outlined below. As with any research based organization, expenses are dominated by personnel costs. Approximately 70% of the Hudson Institute's expenses for the current fiscal year are salaries and salary related costs.

Accomplishing the mission of the Institute depends crucially on unrestricted financial support and on project grants for Hudson's independent research. Recent major investors in the work of the Institute include the following individuals, companies, and foundations:

Individuals and Corporations

ALCOA
American Council of Life Insurance
American States Insurance Company
American Trucking Associations
American United Life Insurance Company
Amoco Foundation
Amway Corporation
The Associated Group
L. S. Ayres & Company
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Harrison Eiteljorg
Endless Vacation Systems, Inc.

Revenue *(Dollars in Thousands)*

	<u>FY 86</u>		<u>FY 87</u>		<u>FY 88 est.</u>	
U.S. Government						
Research Contracts	2,308	45%	2,965	60%	2,865	52%
Project Grants and Other						
Contract Research	1,587	31%	935	19%	1,265	23%
Unrestricted Grants, Donations, and Gifts	1,165	23%	943	19%	1,240	22%
Fees, Sales, Miscellaneous	102	2%	100	2%	171	3%
	5,162		4,943		5,541	

Ernst & Whinney
 Food Marketing Institute
 Forum Group, Inc.
 GTE Foundation
 General Electric Foundation
 Health Insurance Association of America
 Hercules Incorporated
 Mrs. Judith F. Hernstadt
 Frederick W. Hill
 Hoffmann-La Roche, Inc.
 Allan B. Hubbard
 IBM, Inc.
 ICI Americas, Inc.
 Indiana National Bank
 Indianapolis Power & Light Company
 Indianapolis Water Company
 Inland Container Corporation Foundation
 Johnson & Johnson Family of Companies
 Contribution Fund
 La Banque Royale Du Canada
 Eli Lilly & Company Foundation
 Lincoln National Life Insurance Co.
 Mayflower Group, Inc.
 Merchants National Bank
 The MITRE Corporation
 NFIB Foundation
 National Association of Mutual Insurance
 Companies
 Richard and Patricia Nixon
 Nomura Research Institute
 Northrop Corporation
 Ontario Corporation
 David Packard
 Paul Harris Stores, Inc.
 Pines Steel Supply Corporation
 Steuart L. Pittman
 Ransburg Corporation
 Rock Island Refining Foundation
 Elihu Rose
 St. Vincent Hospital and Health Care
 Center
 The Salomon Foundation, Inc.
 Saturday Evening Post Society
 Daniel C. Searle
 G. D. Searle & Company Charitable
 Trust

Wallace and Naudain Sellers
 Melvin Simon & Associates, Inc.
 SmithKline Beckman Corporation
 Robert C. Sprague
 Walter P. and Elizabeth M. Stern
 William B. Stokely, Jr.
 TRW Foundation
 Unocal Foundation
 WAWA, Inc.
 Waldemar Industries, Inc.
 Warner-Lambert Company
 David R. Williams, Jr.
 Mrs. Thomas L. Williams, Jr.
 Wilmington Trust Company

Foundations

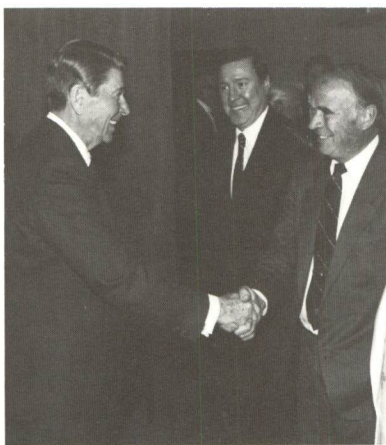
Ball Brothers Foundation
 The Lynde and Harry Bradley
 Foundation
 Ford Foundation
 German Marshall Fund of the U.S.
 Sybil & William T. Golden Foundation
 William C. Griffith Foundation Trust
 J. M. Foundation
 Japan Economic Foundation
 Stanley K. Lacy Foundation
 Lilly Endowment, Inc.
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 Nicholas H. Noyes, Jr. Memorial
 Foundation
 The Pew Charitable Trusts
 The Rose Fund
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 Foundation
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Indeed, it is likely that in the not too distant future we will be witnessing major oil gluts, tumbling OPEC prices, and sharply reduced OPEC shipments.

Hudson Institute: 1980



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At a luncheon for Hudson Trustees and friends of the Institute, President Reagan greets Ball Corporation Chairman Dick Ringoen (right) and BANC ONE Corporation President Frank E. McKinney, Jr.



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Indianapolis, IN 46226
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