

# BAKER INSTITUTE REPORT

NOTES FROM THE JAMES A. BAKER III INSTITUTE FOR PUBLIC POLICY AT RICE UNIVERSITY

## THE INSTITUTE MOVES FORWARD ON A BROAD FRONT

*Remarks of Ambassador Djerejian to the Leadership Committee on October 20, 1994*

This is a very active period of gestation as we move on a broad front to establish the Baker Institute at Rice University.

### *The Building*

Today, we are commemorating a major step forward at the ground-breaking ceremonies with the participation of the former United States Presidents. As Secretary Baker has stated, "this is a moment of historic decision at home and abroad." We need to understand the global trends that are powerfully shaping both the international environment and our own society; we must also assess accurately the specific problems and issues that the post-Cold War era and interdependence present our nation; and finally we need to craft strategies to see our nation safely and prosperously into the 21st century while promoting our basic values of freedom and opportunity. This, then, is the public policy challenge we face. This is the environment in which the Baker Institute is being created at Rice University. We are moving forward on a number of parallel tracks.

First, the building itself symbolizes, in both form and function, the integrative na-

ture of the Baker Institute. Within its walls the faculty and students of Rice University will interact with visiting scholars and practitioners to address the major issues our nation faces in the future. In doing so, the institute will serve as a bridge between domestic and foreign policy and between the worlds of idea and action.

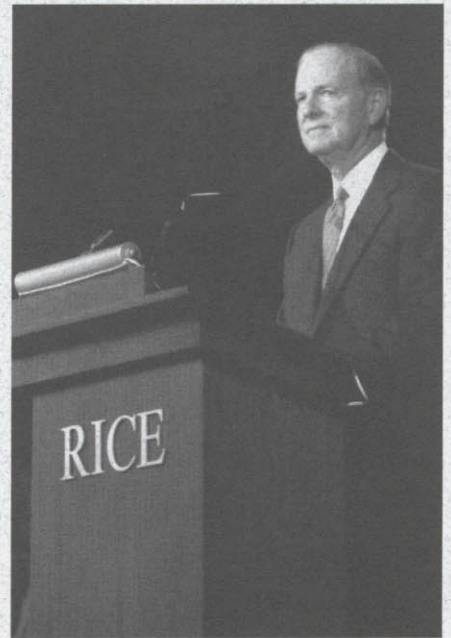
### *The Staff*

The second track is the establishment of the professional management staff of the institute. Our objective is to put in place a lean management staff that can do the job effectively and efficiently. There will be two associate directors: one who will be responsible for assisting the director on the academic and substantive work of the institute, especially the research agenda; and one who, in close coordination with the university, will be responsible for the substantive and administrative management of the institute's activities, programs, events, fund raising, and public relations. We will also recruit a person who will head our Washington office and who could represent both the Institute and Rice University in Washington vis-a-vis government agencies, Congress, other institutes, non-governmental organizations, the media, and others.

I am very happy to be able to announce our very first appointment. Professor Richard J. Stoll will be the associate director who will assist the director on the academic and substantive work of the institute. Ric Stoll of the Rice University Department of Political Science was among the first of the Rice faculty to begin to envision the possibility of the existence of the Baker Institute for Public Policy back in 1991.

### *The Research Agenda*

The third parallel track is the research agenda. While bricks and mortar are important, the "soul" of the institute will be its research agenda — the subjects, ideas and



*James A. Baker, III addresses the audience at the groundbreaking ceremonies.*

## THE INSTITUTE GROUNDBREAKING

*The Former Presidents, Secretary Baker, and President of Rice Highlight Event and Emphasize Need for Bipartisanship*

*The following are excerpts from speeches given during groundbreaking ceremonies, October 20, 1994, on the Rice University campus. Approximately 1,400 guests attended the event.*

### *James A. Baker, III :*

We are here because we believe that this institute, drawing on Rice University's long tradition of public service and academic excellence, can help bring a fresh, informed, and incisive voice to our national debate.

We are here today, in short, because we believe that the institute can make a difference — to our country and indeed



*Institute Director Edward P. Djerejian*



public policy issues we will address. In selecting the institute's agenda, we will need to be both comprehensive and focused at the same time. We will want to ensure the highest standards of excellence in our analysis and our suggested course of action on any given domestic or foreign policy issue. In this way we can make a meaningful difference in lending our voice to our nation's dialogue and debate on some of the key issues our country faces now and in the future.

We are establishing a Planning and Program Committee composed of a broadly representative cross-section of the Rice University faculty — from the Social Sciences and Humanities to Sciences and Engineering — and others. The committee will advise the director of the institute on both the establishment of the institute's research agenda, upon which basis the institute will begin recruiting institute scholars and fellows, and on the programs and events the institute will organize and sponsor.

Since May of this year, we have been eliciting on an informal basis and through the deans and departmental chairs, individual contributions from faculty and students on subjects the Baker Institute should consider for its research agenda. We have received some very thoughtful and innovative ideas covering both domestic and foreign policy issues from the faculty which the committee will consider and build on. Here I would like to express my appreciation to Malcolm Gillis, the president of Rice University, for his strong support, to Charles Duncan for his leadership role as the chairman of Rice's Board of Governors, to all of you on the Leadership Committee for your guidance and support, and to all the deans, faculty, and students at Rice with whom I have had discussions about the subjects and issues on which the institute should focus. I would also like to express a word of special thanks to James Pomerantz, dean of Social Sciences, for his strong and continuing support for the institute since its inception.

### *The Annual Conference*

The fourth parallel track is our programs and events which are closely related to our research agenda. A main centerpiece of the Baker Institute's program is the annual conference. We intend to hold the inaugural conference in the Fall of 1995. The conference will address foreign policy challenges at the end of the century. The major focus would be to examine the politico-military, economic, and cultural, ethnic, and religious factors underlying these challenges. Secretary of State Baker will take a leading role in the conference, along with other noted foreign and American statesmen and

practitioners. Leading scholars from Rice University and other universities and institutions will participate in the conference. Also, the Baker Institute, working closely with the Planning and Program Committee, will commission studies from the Rice faculty and others analyzing specific issues and subjects dealing with the main theme of the conference. These published materials will be disseminated during the conference and should make a valuable contribution to its deliberations.

### *Cooperative Efforts with other Institutions*

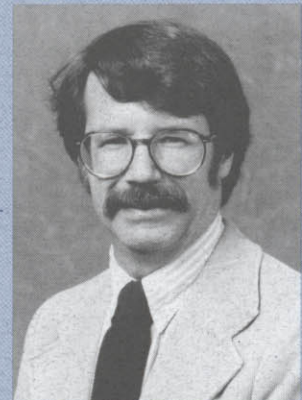
In connection with the conference, and as a result of my recent trip to Princeton University during my tour of other public policy centers, I am pleased to report that we are working with the Woodrow Wilson School of Public and International Affairs on a follow-on conference to ours at Rice. Specifically, and as a part of Princeton's celebration of its 250th anniversary, the Woodrow Wilson School would like to organize a conference at Princeton in the Spring of 1996. This conference will examine how the current challenges to American foreign policy were created by the end of the Cold War. It would analyze the leadership roles of some of the key policy-makers and statesmen during this historic period. The Baker Institute and relevant faculty at Rice would work closely with Princeton and participate in their conference which would complement the results of our own event in the fall of 1995.

In terms of other collaborative efforts, I am also pleased to announce that the Baker Institute and the Institute of Advanced Study in Princeton, New Jersey will hold an executive seminar here at Rice University on U.S. - Mexican relations with a specific focus on hemispheric trade in the wake of the NAFTA agreement, the GATT vote, and the North/South Summit in Miami. The two keynote speakers at the seminar will be former President Salinas of Mexico and Secretary Baker. Leading corporate executives from Mexico and the U.S. will participate, as well as faculty and students.

Further, during my meeting with the president of the Council of Foreign Relations, Les Gelb, in New York earlier this month, he proposed that, as director of the Baker Institute at Rice University and a member of the CFR, I head the CFR's group project in the Houston/Dallas area on U.S. national interests after the Cold War. This is a nationwide project on the part of the Council on Foreign Relations which will elicit the views of council members in key cities and regions of the United States and which will be incorporated in a comprehensive national report. Our participation with the CFR in this effort is an excellent opportunity in terms of the institute's and Rice University's local, re-

gional, and national outreach on public policy issues.

In sum, we are off to a very good and promising start. Our goals and mission are clear and we are gratified by the strong support we are receiving from the Rice community, the greater Houston community, the Leadership Committee and from many other individuals and corporations.



**Associate Director for  
Academic Programs  
Dr. Richard J. Stoll**

Dr. Richard J. Stoll received his Ph.D. in Political Science from the University of Michigan in 1979. Professor Stoll is currently the director of the Center for the Study of Institutions and Values and is a member of the International Institute for Strategic Studies at London, England. He is a former chair of the Rice Department of Political Science, and he was a research fellow of the Mosher Institute for Defense Studies at Texas A & M University from 1988-93. His primary fields of teaching and research are International Relations, International Conflict, U.S. Foreign Policy, and National Security Policy. He was honored in 1982 with the Nicholas Salgo Distinguished Teacher Award. He received the George R. Brown Award for Superior Teaching three times (1985, 1987, 1988), and in 1990 he was honored with the George R. Brown Award for Excellence in Teaching. Additional recognition of his teaching came in 1991 and 1993 with the Amoco Teaching Award. He is the author or co-editor of five scholarly books and numerous scholarly articles published in outstanding journals.



the world.

It can make such a difference, I believe, for three reasons.

First, the institute will be committed to a fully integrated approach to public policy. Its agenda will transcend the traditional but increasingly obsolete divisions between foreign and domestic policy. It will build bridges between the world of action and the world of ideas by bringing practitioners and scholars together in a joint effort to understand and address the underlying forces shaping our world today.

Second, the institute will be dedicated to intellectual innovation. The institute's activities will look beyond yesterday's tried and tested solutions to the new responses required by a world of breathtaking change. It will focus less on today's crisis-filled headlines than on the emerging economic, political, social, cultural, and scientific trends that will test policy makers well into the next century.

And third, the institute will be committed to strict nonpartisanship.

In a democracy like ours, of course, all public policy issues are inextricably linked to politics. It is our citizens, through their elected officials, who have the final say on the course of public policy. And so it should be.

Indeed, the four former presidents who are participating in today's ceremony symbolize the important link between public policy and the political process. All are leaders with deeply-held, sometimes differing convictions about the United States and its role in the world. All are leaders, too, who understand the need to shape public opinion and to forge political consensus within a democracy. And all are leaders, finally, who know that there are times, particularly in foreign policy, when partisan advantage must yield to the national interest.

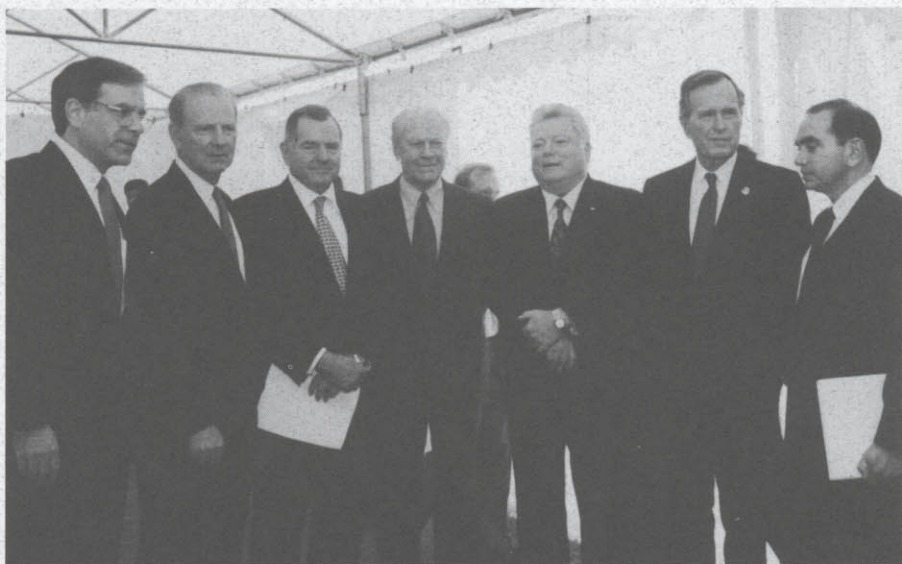
This is what nonpartisanship really means: not the avoidance of political controversy, but a respect for the differences found in a democratic society like our own, and, most importantly of all, a fundamental commitment to the common good.

It is this model of statesmanship that, I believe, the Institute should emulate in all its activities.

And, if we do so, I am convinced that we will realize the vision that brings us all here today: a world-recognized center for the study of public policy of which Rice University, the City of Houston, the State of Texas, and our nation can be proud.

#### *President George Bush:*

Moving America forward is the mission of the Baker Institute: bringing a fresh perspective to our public policy debate away



*From left: James Pomerantz, James A. Baker, III, Charles Duncan, Gerald Ford, Malcolm Gillis, George Bush, and Edward P. Djerejian*

from the Beltway and it's so-called conventional wisdom. This institute will act as a new voice for intellectual innovation, and like Jim himself, it will bridge the worlds of foreign and domestic, public and private. And, because of his reputation for excellence, he'll attract leaders and scholars and business people and respected policy-makers.

#### *President Jimmy Carter:*

The end of the Cold War, the rising importance of technology, and the accelerating struggle for human dignity and freedom all around the globe have raised new questions about America's role—and indeed, about the nature of our society itself. Those new questions demand new answers. And I believe that the Baker Institute can help provide them.

It can do so, first of all, because of its commitment to nonpartisanship. Whether in terms of opposition to communist aggression, support for a strong national defense or commitment to more open trade, Democrats and Republicans have been more united than divided when it comes to the key issues confronting our nation.

I'm convinced that sustaining this continuity by maintaining nonpartisanship is one of the crucial tests confronting our nation today. And, I believe that the Baker Institute can play an important role in helping our nation in this respect.

... I came back from Haiti from a mission that reminded me of the close cooperation that I had with Jim Baker when he was secretary of state. As a former Democratic president, I could have really been excluded from participation in some of the events that faced him and President Bush during that administration. But I never had one time

when I turned to the State Department under Jim Baker and said this is something we might do together, with me as a Democratic private citizen, you as a Republican secretary of state, that he didn't say, "Mr. President, come and join me in the common effort for peace, freedom, progress, and democracy."

#### *President Gerald Ford:*

I respectfully hope that the Baker Institute, as it looks to the future for answers, will review U.S. foreign policy from 1945 through 1960, the so-called post-World War II years. In this very critical period when new allegiances around the world were being formed and two superpowers were confronting one another, there was a high degree of political bipartisanship on the one hand and White House/congressional cooperation on the other, and as a result, the United States and its allies were successful in meeting the challenge of the Soviet Union and the Warsaw Pact. I happen to think that was a heyday in American foreign policy in this century.

#### *President Ronald Reagan:*

During his years in government, Jim Baker helped make America a more prosperous and secure nation. And he helped make the world a safer and freer place. He served, and by serving, made a difference. This is why it is so appropriate that Jim Baker is giving his name and dedicating his efforts to the public policy institute whose ground we break today. It, too, is committed to excellence in service of the public good. And it, too, can make a difference. It embodies that endless search for solutions that remains an enduring and precious element of the American spirit of optimism.



THE INSTITUTE GROUNDBREAKING  
continued from page 3

### *Rice President Malcolm Gillis:*

The Baker Institute is to be emphatically non-partisan. It will not only bring diverse scholarly disciplines together, but it will also build bridges between scholars and men and women of action from the world of policy-making. It will provide an important new venue for free and vigorous discussion of practice and of ideas in the realm of public policy. We further expect the Baker Institute to become a leading source of solutions to many state, local and national problems. Beyond that, the Baker Institute will play a very major role in the internationalization of Rice University, as faculty, practitioners, students, and visitors focus also upon vital international economic and political issues.

These goals would be ambitious in any institution of higher learning. We expect the Baker Institute to fulfill these goals with great distinction. The people we have chosen, and those yet to be chosen, for the Baker Institute will be equal to all those tasks.

### *Baker Institute Current Publications*

*Ideas into Action: A Vision for the Baker Institute* by James A. Baker, III. March 31, 1993. Reprint available.

*Meeting Global Challenges: American Leadership in the Post-Cold War Era* by James A. Baker, III. September 30, 1993. Reprint and video tape recording available.

*Selective Engagement: Principles for American Foreign Policy in a New Era* by James A. Baker, III. January 21, 1994. Reprint and video tape recording available.

*Groundbreaking Ceremonies.* October 20, 1994. Video tape recording available.

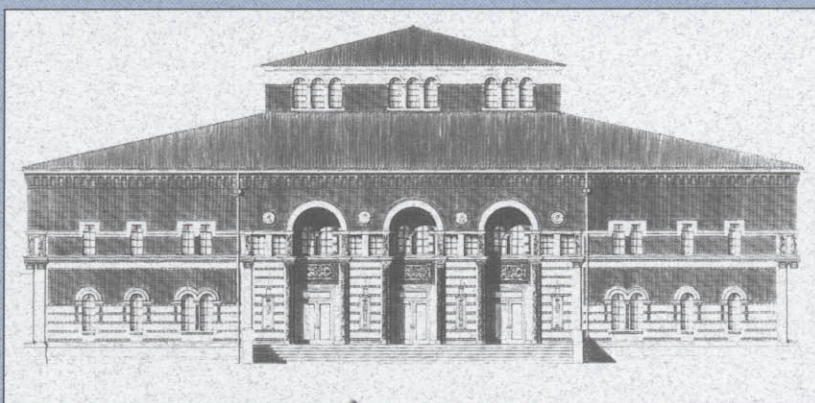
Remarks of Edward P. Djerejian on the occasion of the announcement of the First Director of the James A. Baker III Institute for Public Policy. May 20, 1994. Reprint available.

### *For More Information*

If you would like more information about the Baker Institute or if you would like to be added to our mailing list, please call 713-527-4683, or fax 713-285-5993; e-mail address is: [bipp@ruf.rice.edu](mailto:bipp@ruf.rice.edu).



*The Baker Report* is printed on recycled paper



### *Institute Building Sketches Unveiled at Groundbreaking*

The Baker Institute building, designed by architect Thomas Beeby, will serve as a focus of interaction. Here students, faculty, and institute scholars and fellows will discuss and debate the pertinent issues of the day in a facility that will draw heavily on state-of-the-art technology. Conference rooms, classrooms, exhibition space, an electronic library, administrative offices, and support spaces will surround the commons. On the second level of the structure, the offices of faculty and institute fellows will be arranged to promote maximum daily interaction, with lounges and a loggia space overlooking the commons. Advanced communications systems will link the Baker Institute offices and facilities at Rice University directly to a national and international network of policy practitioners, scholars, universities, and public and private organizations.



JAMES A. BAKER III  
INSTITUTE FOR PUBLIC POLICY-MS40  
RICE UNIVERSITY  
6100 MAIN STREET  
HOUSTON, TEXAS 77005-1892

*Return Postage Guaranteed*

NON-PROFIT ORG.  
U.S. POSTAGE  
PAID  
HOUSTON, TEXAS  
PERMIT NO. 7549