

# Hudson Institute

2015 ANNUAL REPORT





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**SARAH MAY STERN**  
Chairman of the Board



**KENNETH R. WEINSTEIN**  
President and CEO

**MESSAGE FROM THE**

**CHAIRMAN AND  
PRESIDENT  
& CEO**

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*2015 was a momentous  
year for Hudson  
Institute.*

2015 was a momentous year for Hudson Institute. The Obama administration continued its retreat from American international leadership—and autocracies, rogue regimes, and terror networks continued to consolidate their gains across the world. So the Institute’s central mission became even more important: promoting robust U.S. global engagement and providing policymakers with sophisticated, timely counsel about how best to achieve a secure, free, and prosperous future. And our experts responded to this challenge with a vigor, visibility, and effectiveness rarely if ever matched in Hudson’s history.

On the single most consequential and contentious foreign policy issue of 2015, the Iranian nuclear program, Senior Fellow Michael Doran led the way. His groundbreaking analysis of the P5+1 negotiations demonstrated beyond doubt that the Obama Administration’s paramount goal was to restore Iran’s place in the “community of nations”—and that containing Tehran’s nuclear ambitions was a secondary consideration at best. Doran’s essay, “Obama’s Secret Iran Strategy,” was an immediate sensation: downloaded by more than 220,000 readers; cited by leading elected officials and policymakers in every Western capital; dramatically recasting and buttressing opposition to the P5+1 deal in Congress; and, even now, continuing to shape bipartisan efforts to repair the damage that misguided agreement has done to American interests and international security.

In response to the world’s gravest current humanitarian catastrophe, Senior Fellow Nina Shea took action. As Director of Hudson’s Center for Religious Freedom (CRF), Shea has long been a prominent voice on behalf of persecuted believers across the globe—especially Muslim minority groups, Kurds, Yazidis, and Chaldean and other Christian communities in the Middle East. But in 2015, with homicidal ISIS militants posing an immediate and existential threat to Christians in particular, CRF decided to take on a direct and practical mission: Shea designed and supervised an emergency airlift of Christian refugees from beleaguered frontline camps in Iraqi Kurdistan to asylum and safety in the Slovak Republic. That remarkable project was the focus of a special ABC News 20/20 report shortly before Christmas.

On perhaps the most important long-term geostrategic issue of the day, China, Senior Fellow Michael Pillsbury led the way. Just a few weeks into the year—before China’s faltering economy and unprecedented military buildup in the South China Sea started making headlines—Pillsbury published *The Hundred-Year Marathon*, a magisterial account of the history, theory, and official policy that animates Beijing’s approach to the outside world. Pillsbury’s book won wide acclaim and enjoyed a lengthy stay on bestseller lists in the United States, Japan, and Taiwan.

Hudson also made a concentrated effort to address domestic and international security threats that are still emerging—and too often overlooked. Our comprehensive study on bioterror and associated pandemic disease risks—*A National Blueprint for Biodefense*, the product of a Hudson-sponsored blue-ribbon commission co-chaired by former Sen. Joseph Lieberman (I-CT) and former Gov. Tom Ridge (R-PA)—reached alarming conclusions about current U.S. preparedness, and proposed a detailed plan for coordinated national action. Inspired by a similarly future-oriented concern over U.S. maritime force-projection capabilities, Hudson’s Center on Seapower, directed by Senior Fellow Seth Cropsey, released a major study, *Sharpening the Spear: The Carrier, the Joint Force, and High-End Conflict*, a detailed analysis of next-generation combat scenarios—and a powerful argument for the continued centrality of Navy aircraft carriers in U.S. military operations.

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## *Hudson is dramatically expanding its reach and impact overseas.*

These initiatives—and many other Hudson research projects outlined in the following pages of this report—were an unmistakable demonstration of the Institute’s significant, growing influence on American policy debates. Nearly 20 different Hudson experts were called to testify at formal congressional hearings in 2015, some of them multiple times. And hardly a day went by when someone from Hudson wasn’t being asked for advice by a leading member or senior committee staffer in the House and Senate. Sen. Tom Cotton (R-AR) put it best: “When Hudson sends a scholar up to Capitol Hill—whether it’s for testimony in a formal committee hearing or just private consultations—senators, congressmen, and their staff *listen*, because they know that Hudson Institute scholars have a deep, rich historical and analytical understanding of the issues.”

As the map on page 16 makes clear, Hudson is dramatically expanding its reach and impact overseas, as well. In September, for example, with the assistance of the Lithuanian Foreign Ministry, Charles Davidson, executive director of Hudson’s Kleptocracy Initiative, organized a landmark conference of international human rights organizations, the 2015 Vilnius Democracy Forum. Our ongoing program to promote closer U.S.-Japan cooperation on advanced, applied science and defense technology produced two top-level seminars for members of Congress and the Japanese Diet—and, in December, a private briefing for Prime Minister Shinzō Abe during Hudson’s annual Tokyo workshop at the Japanese Ministry of Defense.

Hudson, in short, is very much on the move, a rising force in the world of serious, cutting-edge policy research—and a key player at the crucial intersection of ideas and practical politics. We continue to add valuable depth and breadth to our already formidable team of experts. Among those who joined Hudson in 2015 were former House Intelligence Committee Chairman Mike Rogers; former senior intelligence officer Michael Pregent; former congressional aide and missile-defense specialist Rebecca Heinrichs; and noted healthcare and tax-policy analyst Jeffrey Anderson.

Not coincidentally, we have just concluded a record-setting year of fundraising at the Institute, bolstered by our new Chairman’s Advisory Board; our expanded series of New York luncheon briefings; a highly successful annual gala in Manhattan, at which Henry Kissinger presented Rupert Murdoch with Hudson’s Global Leadership Award; the extraordinary generosity of an anonymous donor, whose \$10 million contribution to our endowment was the largest gift the Institute has ever received; and the invaluable support of many other Hudson friends to whom we are deeply grateful.

By the time this 2015 Annual Report goes to press, the Institute will have relocated to a new, state-of-the-art, much larger Washington headquarters facility at 1201 Pennsylvania Avenue, N.W. We hope to see you there very soon—as Hudson pursues even more ambitious plans for 2016 and beyond. Please come by to visit with us on your next trip to the nation’s capital.

Best regards,



**Sarah May Stern**  
Chairman of the Board



**Kenneth R. Weinstein**  
President and CEO



# RESEARCH & IMPACT

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## *Hudson's primary mission is the promotion of renewed American leadership and international engagement.*

2015's seismic upheavals in foreign affairs and global security arrangements made Hudson's primary mission—the promotion of renewed American leadership and international engagement—more important than ever. These challenges were especially acute, and so Hudson's response was especially energetic, with respect to the Middle East.

The possibility that Iran might soon acquire nuclear weaponry became the most hotly contested international security question of the year. Hudson experts were active and influential in the debate on the P5+1 negotiations with Tehran from its earliest days. Senior Fellow Hillel Fradkin and Senior Vice President Lewis Libby published a series of essays in the *Wall Street Journal*, *The Weekly Standard*, *The American Interest*, and *National Review* detailing critical facilities-inspection and sanctions-evasion loopholes in the text of the Geneva accord. Hudson Fellow Rebecca Heinrichs published a complementary series of critiques (in *The Hill*, *The Weekly Standard*, *Real Clear Defense*, and *Breaking Defense*) underscoring the P5+1 deal's failure to include clear, separate restrictions on Iran's nuclear-capable ballistic missile program—and moderated a standing-room-only Hudson panel on that problem featuring Rep. Ron DeSantis (R-FL), chairman of the House Oversight Committee's National Security Subcommittee. By late fall, Heinrich's warnings proved grimly prescient, as

Tehran repeatedly defied the international community with long-range missile test launches.

More broadly, Senior Fellow Michael Doran published a conversation-changing February analysis of the Geneva agreement in *Mosaic Magazine*, "Obama's Secret Iran Strategy," a penetrating look at the administration's grand, long-term strategy for the Middle East: to elevate the Iranian regime into a major regional power and, however implausibly, "normalize" and moderate its behavior through global economic engagement and integration. Doran's article had an enormous and immediate effect on debate over the P5+1 accord, was downloaded more than 220,000 times within hours of its publication, and was closely read—and subsequently cited—by senior policymakers in Washington and overseas capitals alike.

Elsewhere in the Middle East, jihadist terror groups, the Islamic State's would-be "caliphate" most notable among them, continued to wreak unprecedented havoc—and organized or inspired deadly attacks across the globe, as well. The Institute has long been a leading source of original research about religious and political extremism in the Muslim world; Hudson's *Current Trends in Islamist Ideology*, the preeminent scholarly journal on radical movements in the Islamic Middle East, North Africa, and Asia, published two more issues in 2015, Volume 18

in May and Volume 19 in September. And throughout the year, as the United States and many other Western governments appeared increasingly uncertain about appropriate and effective Middle East policy responses, Hudson experts produced a steady stream of up-to-the-minute commentary and influential guidance.

Hudson's Michael Doran, Michael Pregent, Eric B. Brown, and Peter Rough co-authored our widely circulated, much-discussed briefing paper, "How to Destroy Islamic State (and How Not To)," an unsparing survey of theoretical and practical flaws in current U.S. Middle East strategy—and a detailed, five-step proposal to correct those flaws, contain and eventually eliminate ISIS, and begin to rebuild regional security and stability.

In an eye-opening January report published in *Foreign Policy*, "Allah Versus KFC," Hudson's Sam Tadros (with co-author Mokhtar Awad) called attention to the activities of a previously little-known 43-year-old American named Shahid King Bolsen, the chief theoretician and propagandist behind a series of Cairo bombing attacks on both Egyptian policemen and symbols of "the West" like KFC franchises. Tadros' exposé made the front page of the *New York Times*, was quickly translated into Arabic, and created a sensation in the Egyptian press, triggering local alarm about a new generation of violent, post-Muslim Brotherhood militants, and prompting Egypt's Ministry of the Interior—two days after the report's publication—to launch a major manhunt for Bolsen's network of associates.

Also in January, and again in the fall, when Islamist terror struck the heart of Europe with the *Charlie Hebdo* and Hypercacher murders and even bloodier November 13<sup>th</sup> attacks in Paris, Hudson's Benjamin Haddad took a leading role in analyzing and explaining the French government's response: its substantially revised, more resolute counterterrorism policies, its unilateral airstrikes against ISIS in Syria, and President François Hollande's "state of emergency" decree. Haddad published three major essays on France's newly forward-leaning international security strategy—"The Fall and Rise of France" in *The American Interest*; "How France Became an Iran Hawk" and "France's Forever War" in *Foreign Policy*—and was a frequent guest commentator on broadcast networks like CNN, Fox News, and C-SPAN.

With France—and much of the rest of Europe, Jordan, and Turkey—overwhelmed and politically divided by a torrent of Syrians and Iraqis fleeing terror and civil war, Hudson leveraged its decades of experience

in international human rights issues on behalf of the most vulnerable Middle Eastern refugees: the Christian, Yazidi, Mandaean, and other non-Muslim religious minorities whom ISIS has singled out for horrific persecution. Distinguished Scholar Walter Russell Mead published a number of editorials highlighting the crisis and proposing urgent U.S. relief action. Senior Fellow Nina Shea, director of Hudson's Center for Religious Freedom (CRF), filed a series of reports in *National Review* documenting the fact that thousands of captured



 **DOWNLOADED MORE THAN  
220,000 TIMES WITHIN  
HOURS OF PUBLICATION**



Christian and Yazidi women and children had been forced into sex slavery by ISIS militants. In May, Shea and Mead convened an emergency, high-level conference on the plight of Middle Eastern religious minorities, headlined by Cardinal Timothy Dolan of New York.

The gravity of the situation also prompted Hudson to take a remarkable step beyond the usual think tank work of research and public advocacy: Shea and CRF designed and directed an ambitious, four-month program—supported by television producer Mark Burnett and many other concerned volunteers and donors—to airlift Iraqi Christians from imperiled front-line refugee camps in Erbil to safety and asylum in the Slovak Republic. This successful rescue effort was later the subject of a special, Christmas-week feature report on the ABC News program *20/20*.

Further complicating the Syrian conflict was Vladimir Putin’s fall 2015 decision to bolster the embattled government of his ally Bashar al-Assad by launching a protracted and punishing Russian aerial campaign targeted not against ISIS, as Moscow half-heartedly claimed, but almost exclusively against U.S.-backed,

Western-leaning rebel groups. Hudson Senior Fellow David Satter published a telling analysis of the incursion’s implications for Russian domestic politics in the *Wall Street Journal*. Benjamin Haddad and Hudson Russia expert Hannah Thoburn co-authored a widely cited *Foreign Policy* essay connecting Putin’s military initiative in Syria with Kremlin strategy concerning a much closer perceived foe: NATO and its nervous member states on Europe’s eastern frontier. And Senior Fellow Michael Doran’s *Mosaic Magazine* piece “Our Man in Moscow” considered the ominous geopolitical significance of post-Soviet Russia’s reemergence as a Middle East powerbroker.

The shadowy financial politics of Putin’s Russia are a principal focus of Hudson’s Kleptocracy Initiative (KI), which completed three major projects in 2015. In April, Hudson and KI hosted a panel discussion on prospects for a worldwide extension of the 2012 anti-corruption sanctions Congress leveled against Russian officials implicated in the detention and murder of Moscow attorney Sergei Magnitsky. Featured speakers included author Bill Browder, Magnitsky’s close friend and colleague, and Rep. James McGovern (D-MA), an



*Sen. Deb Fischer (R-NE) discusses internet regulation with Harold Furchtgott-Roth*

original cosponsor of the proposed “Global Magnitsky Human Rights Accountability Act.” (Also in late April, Hudson President & CEO Kenneth R. Weinstein delivered formal testimony about that pending legislation before the House Foreign Affairs Subcommittee on Africa, Global Health, Global Human Rights, and International Organizations.)

In September, Hudson and KI (in conjunction with the Eastern Europe Studies Center and Vilnius University) organized and sponsored the first annual Vilnius Democracy Forum, a two-day conference in Lithuania on security, democracy, freedom, and the rule of law in NATO’s easternmost countries—and Russia’s efforts to undermine those countries’ continued alliance with the West. Speakers at the Forum included Georgian Minister of Defense Tinatin Khidasheli; Ambassador Maria Leissner, Secretary General of the Community of Democracies; Jerzy Pomianowski, Director of the European Endowment for Democracy; Ana Maria Gomes (Portugal) and Gabrielius Landsbergis (Lithuania), both members of the European Parliament; and Executive Director Charles Davidson along with his Hudson colleague Walter Russell Mead.

Human rights abusers, corrupt foreign officials, and their active confederates continue to launder massive amounts of ill-gotten money through disguised or poorly monitored purchases of Western real estate. So in December, Hudson and KI hosted the American premiere of the U.K. documentary *From Russia with Cash*, a searching investigation of that phenomenon in London—and organized a corresponding seminar about the need for stronger laws to prevent the facilitation of such money laundering, wittingly or unwittingly, by realtors, attorneys, and businessmen here in the United States.

Also in 2015, as Beijing’s ruling party made headlines with its construction of militarized artificial islands in disputed waters of the South China Sea, Hudson Senior Fellow Michael Pillsbury published a detailed account of Chinese geostrategic theory and practice, *The Hundred Year Marathon* (Henry Holt & Co.). Pillsbury’s book was an instant bestseller in the United States, Japan, and Taiwan, earned worldwide acclaim, and was widely circulated and carefully read by senior American lawmakers on Capitol Hill and officials in the executive branch. Building on that remarkable success, Pillsbury

*(left) Hannah Thoburn speaks about democracy and corruption in Eastern Europe at a Transatlantic Roundtable Series event in Budapest; (right) Dr. Hideaki Watanabe, head commissioner of the Japanese Ministry of Defense’s Acquisition, Technology, and Logistics Agency, speaks about security challenges*



soon launched Hudson’s new Center for Chinese Strategy, which immediately began publishing first-ever English translations of Chinese government documents—previously unknown in the West—revealing crucial details of Beijing’s defense and foreign policy doctrines. This project, too, was extensively circulated and briefed in Congress.

Regional alarm resulting from China’s continuing military buildup and unprecedented territorial claims underscored the importance of Hudson’s close, longstanding ties to America’s key Western Pacific allies. Japan took particularly striking steps to protect its maritime and security interests, easing constraints on its armed services and defense industry for the first time in decades—and Japanese officials simultaneously sought guidance from Hudson experts on practical means to expand and enhance U.S.-Japan economic and security cooperation. In April, during a state visit to Washington by Prime Minister Shinzō Abe, Hudson’s 2013 Herman Kahn Award honoree, Hudson hosted two major workshops on U.S.-Japan defense-technology and applied science collaboration for members of Congress and the Japanese

Diet. Following these high-level meetings, Hudson’s senior management team and top Asia experts were asked to brief Prime Minister Abe during their annual December Tokyo workshop with the Japanese Ministry of Defense.

South Asia, too, was the focus of special Hudson effort in 2015. Our comprehensive report “Modi: One Year On” analyzed Indian economic and security progress under the administration of Prime Minister Narendra Modi, elected in 2014 with an overwhelming mandate for major policy reforms. Elsewhere in South Asia, Nepal experienced a devastating earthquake in late April, drawing attention to an often-overlooked part of the region. The following week, Hudson convened a landmark conference in New York on South Asia’s least understood—and most commonly overlooked—frontier. “The Future of the Himalayas” featured a unique array of regional experts, diplomats, activists, and religious leaders—including His Holiness the Gyalwang Drukpa and Hudson Senior Fellows Husain Haqqani and Eric Brown—in an extensive discussion of the area’s serious near-term challenges and significant long-term strategic, ecological, and cultural importance.

*(left) Nigerian schoolgirls, who escaped Boko Haram captivity, stand in support of their classmates who are still held by the terrorist group more than a year after their kidnapping; (right) Former Rep. Robert Andrews (D-NJ) speaks at a Hudson panel on the future of the Affordable Care Act excise tax*





*Former Gov. Tom Ridge (R-PA) addresses the U.S. Senate Committee on Homeland Security and Governmental Affairs in support of the Hudson-commissioned report, A National Blueprint for Biodefense*



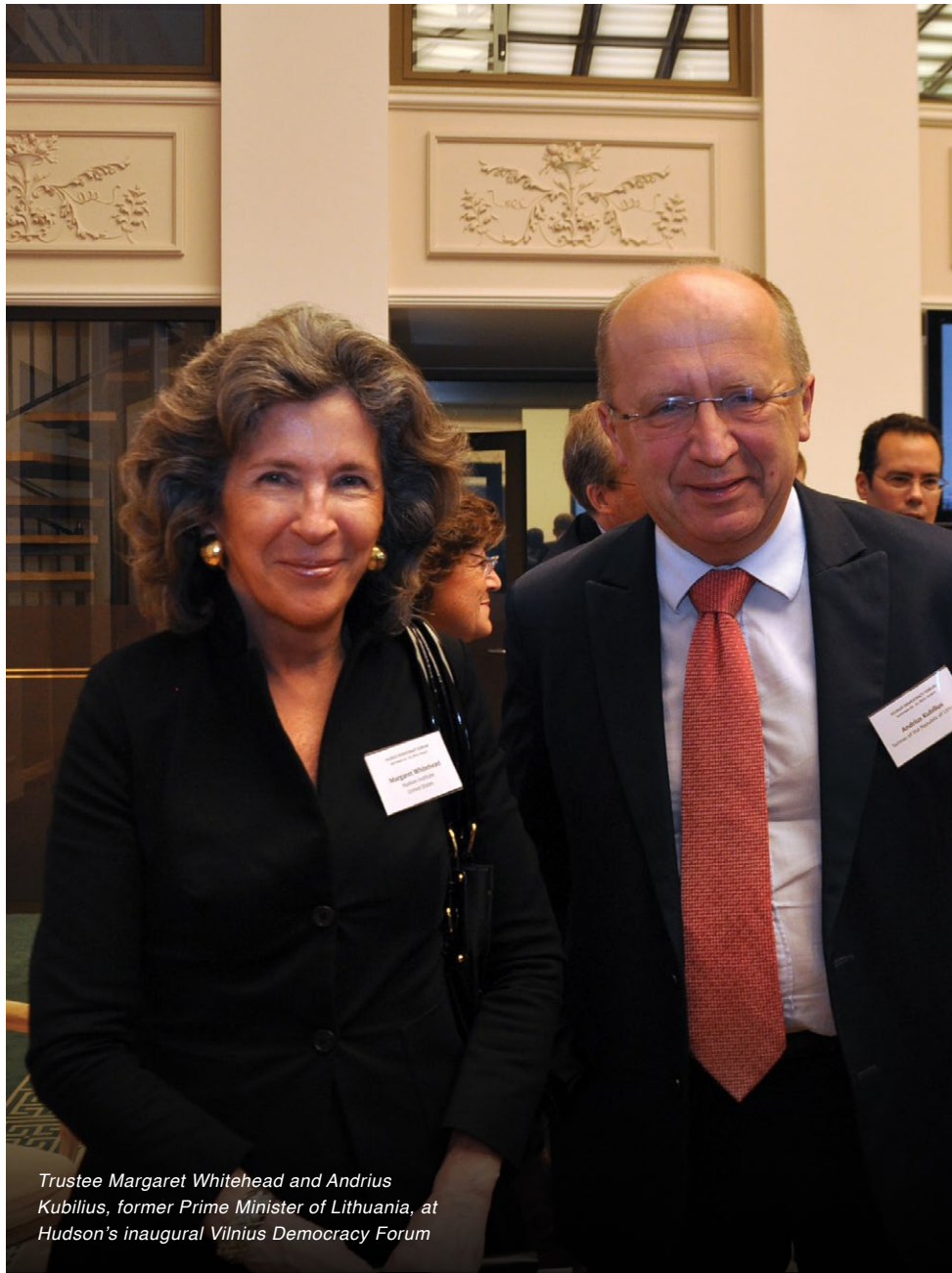
*Chairman Emeritus Walter P. Stern talks with Chairman's Advisory Board Member Stanley Arkin*



*Kenneth R. Weinstein, Senate Majority Leader Mitch McConnell, Canadian Deputy Head of Mission Denis Stevens, and William Luti at Hudson's fall board dinner*



*Sen. Bill Cassidy (R-LA), a practicing physician, announces his plan to repair the American healthcare system*

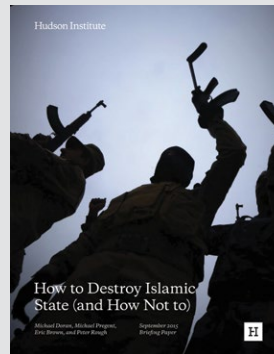
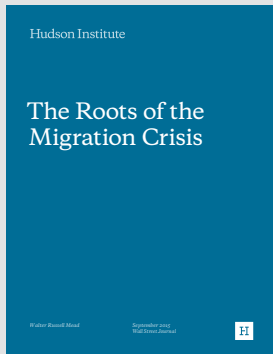
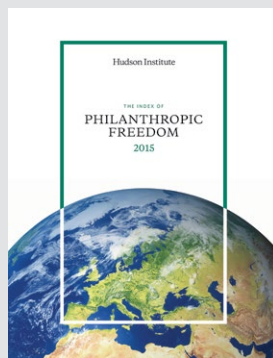
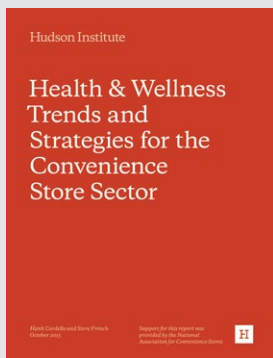


*Trustee Margaret Whitehead and Andrius Kubilius, former Prime Minister of Lithuania, at Hudson's inaugural Vilnius Democracy Forum*



*Walter Russell Mead and General Stanley McChrystal at Hudson's New York Discussion Series*

**2015 PUBLICATIONS**



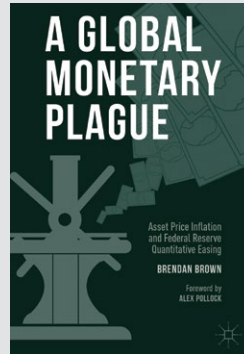
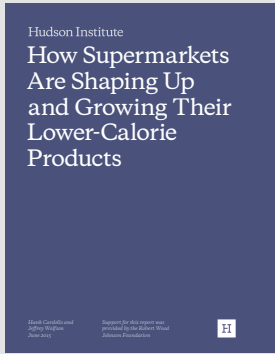
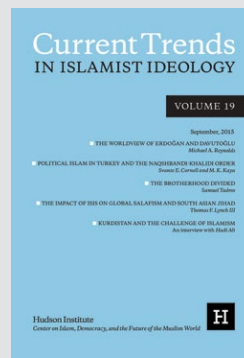
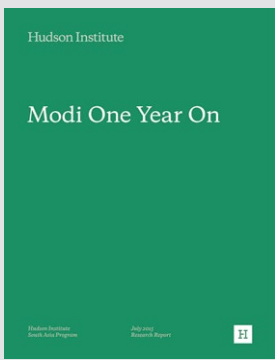
In June, Hudson’s Center for Global Prosperity (CGP) released the *Index of Philanthropic Freedom*, the first global-scope study to measure and compare national incentives and barriers to charitable giving. Local experts from 64 different countries participated in the study, which evaluated legal regimes governing philanthropy in both developed and developing countries. CGP’s new *Index*, extensively covered by print and broadcast news organizations like the *Chronicle of Philanthropy* and CNN, was quickly recognized as a much-needed, go-to source for the assessment of international policies designed to expand—and improve the effectiveness—of private giving to the needy poor.

Throughout the year, Hudson experts diligently worked to promote national security interests and defense capabilities here in the United States. Three such Institute projects, in particular, garnered unusual attention and proved especially influential.

*Sharpening the Spear: The Carrier, the Joint Force, and High-End Conflict* (co-authored by Seth Cropsey, director of Hudson’s Center on Seapower; Center deputy director

Bryan McGrath; and Timothy A. Walton), a major study of the Navy’s aircraft carrier fleet, concluded that the platform’s unmatched flexibility and adaptability make the carrier an irreplaceable element of future U.S. force-projection strategy. At Hudson’s October launch event for *Sharpening the Spear*, keynote speaker Rep. Randy Forbes (R-VA), Chairman of the Seapower and Projection Forces Subcommittee of the House Armed Services Committee, warmly praised the report’s analytical rigor and insight and welcomed its support for a robust, reinvigorated, and modernized Navy fleet.

With state-sponsored computer hacking—like North Korea’s brazen attack on Sony Pictures in late 2014—becoming an increasingly urgent concern in Western military, intelligence, and commercial circles, Hudson also released *Cyber-Enabled Economic Warfare: An Evolving Challenge*, an exhaustive, two-volume analysis of U.S. cybersecurity vulnerabilities with detailed recommendations for proactive defensive measures by government agencies and private-sector enterprises. Edited by Dr. Samantha Ravich of the Foundation for Defense of Democracies and including contributions



from a wide range of subject-area specialists (like Hudson Senior Fellow Abram Shulsky), the final report was made public at a major Institute forum in August featuring Hudson Distinguished Fellow Mike Rogers and Dr. Michael Hsieh of DARPA, among other experts in the field.

The ambitious, Hudson-organized and sponsored Blue Ribbon Study Panel on Biodefense—co-chaired by former Sen. Joseph Lieberman (I-CT) and former Gov. Tom Ridge (R-PA)—released its headline-making summary report, *A National Blueprint for Biodefense*, in October. The culmination of an almost yearlong series of private meetings and public hearings on the nature and scale of current bioterror threats, *A National Blueprint for Biodefense* concluded that the United States remained ill-prepared for potential bioterror attacks or pandemic disease outbreaks—and called for significant new initiatives to upgrade and better coordinate national defensive efforts and responsive public health programs. The report was heavily briefed on Capitol Hill and was the subject of formal hearings before the Senate Committee on Homeland Security and Government Affairs and the House Homeland Security Committee.

Hudson domestic policy activities and publications in 2015 included a widely noted white paper on reform of the U.S. Copyright Office; an important new book by Adjunct Fellow Brendan Brown on the Federal Reserve Bank’s “quantitative easing” strategy; and a detailed proposal by Senior Fellow Jeffrey Anderson for a lower-cost, broader-coverage legislative alternative to the Patient Protection and Affordable Care Act. Distinguished Fellow Christopher DeMuth continued his work on structural issues affecting the Constitution’s balance-of-power design; DeMuth’s October *Wall Street Journal* editorial, “The Decline and Fall of Congress,” for example, was a pointed critique of Congress’s surrender of authority to the executive branch, and prompted intense, high-level debate in Washington’s policymaking community. And Senior Fellows Harold Furchtgott-Roth and Robert McDowell of Hudson’s Center for the Economics of the Internet, both of them former FCC commissioners, remained highly visible media experts on questions of broadband regulation and net neutrality, making regular appearances throughout the year in the *Wall Street Journal*, *USA Today*, the *Los Angeles Times*, *Market Watch*, and on CBS, Fox News, and Bloomberg TV.



**GLOBAL IMPACT**

# INTERNATIONAL ACTIVITIES

**SÃO PAULO, BRAZIL**

Walter Russell Mead gave a lecture at the Fundação Armando Alvares Penteado on President Obama's foreign policy and briefed senior government officials.

**RABAT, MOROCCO**

Eric Brown and Samuel Tadros traveled through Morocco, Tunisia, and Egypt as part of an ongoing research project on the future of U.S. alliances in the greater Middle East and strategies to promote greater stability and security for vulnerable populations in the region.

**DJERBA, TUNISIA**

Ann Marlowe met with Libyan sources to investigate human smuggling from North Africa to Europe for a series of articles published in the *Daily Beast* and *Asia Times*.

**DAKAR, SENEGAL**

Benjamin Haddad traveled to Senegal for a French Ministry of Defense conference on regional security issues. Haddad also briefed key policymakers in the French Foreign Ministry on American Middle East strategy and Russian foreign policy.

**PARIS, FRANCE**

Carol Adelman presented the *Index of Global Philanthropy* at a conference co-hosted by the Organization for Economic Cooperation and Development and met with the OECD's Deputy Secretary-General, the Chief of Staff, and U.S. Ambassador.

**BERLIN, GERMANY**

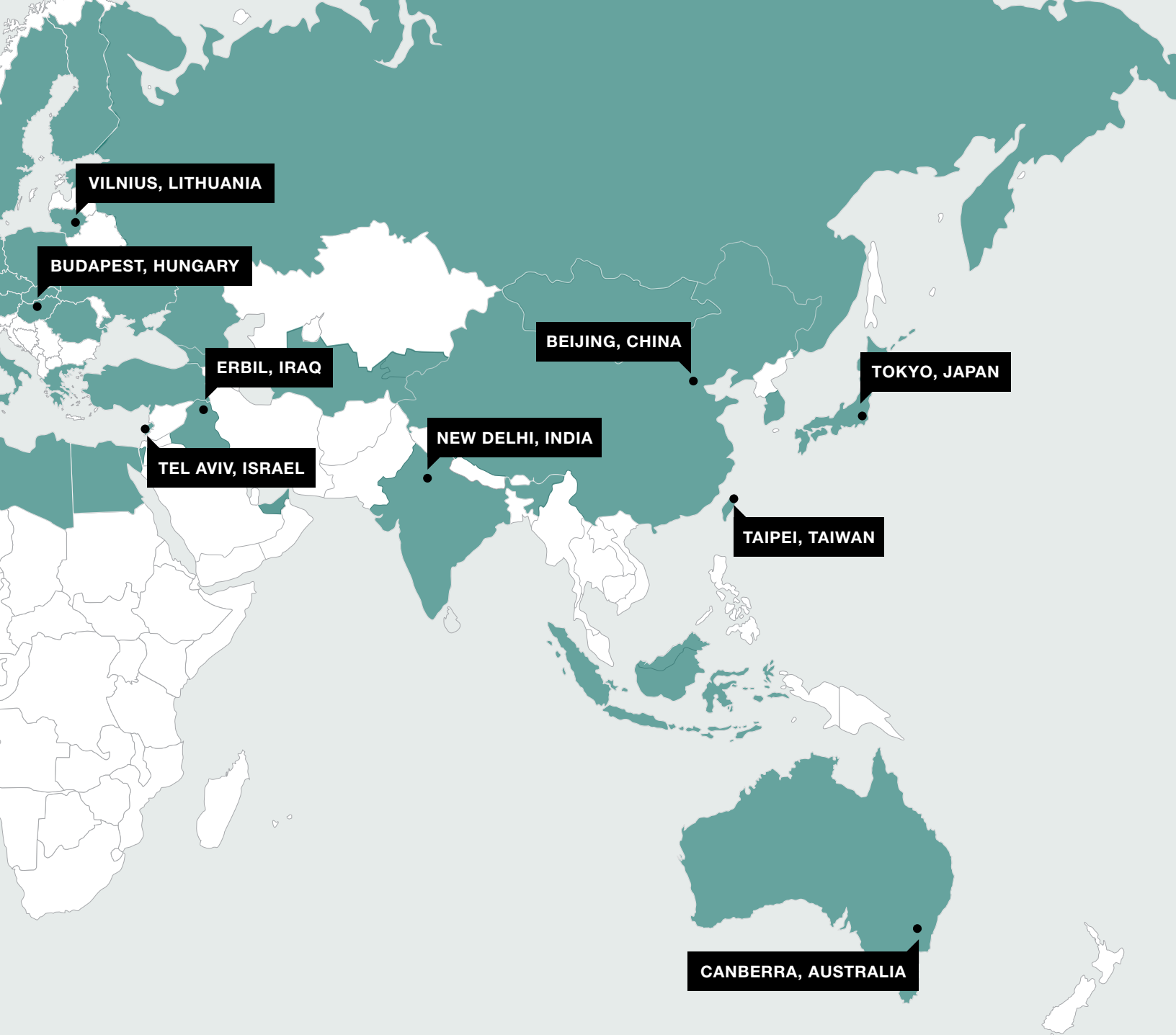
Walter Russell Mead gave the keynote speech at the 16<sup>th</sup> Annual Foreign Policy Conference hosted by the

Heinrich Böll Foundation and had meetings with high-ranking government officials.

**VILNIUS, LITHUANIA**

Hudson's Kleptocracy Initiative hosted the first Vilnius Democracy Forum, which explored challenges to security and democracy in Eastern Europe and featured the Georgian Minister of Defense, several members of the European Parliament, and numerous other foreign leaders.





**VILNIUS, LITHUANIA**

**BUDAPEST, HUNGARY**

**ERBIL, IRAQ**

**TEL AVIV, ISRAEL**

**NEW DELHI, INDIA**

**BEIJING, CHINA**

**TOKYO, JAPAN**

**TAIPEI, TAIWAN**

**CANBERRA, AUSTRALIA**

**ERBIL, IRAQ**

Nina Shea and Hudson's Center for Religious Freedom coordinated the evacuation of Christian Iraqi refugees who fled ISIS. They were resettled in the Slovak Republic.

**BUDAPEST, HUNGARY**

Hannah Thoburn and Benjamin Haddad participated in the Transatlantic Roundtable Series, discussing extremism in Central-Eastern Europe and the Kremlin's regional priorities, and meeting with senior Hungarian political leaders.

**TEL AVIV, ISRAEL**

Michael Doran led a seminar on the America-Israel strategic relationship, regional instability, and U.S. policy in the Middle East, before briefing high-ranking Israeli politicians.

**NEW DELHI, INDIA**

Ambassador Husain Haqqani was a keynote speaker at the 2015 India Today Conclave and met with India's Foreign Secretary and National Security Advisor.

**BEIJING, CHINA**

Michael Pillsbury and Kenneth Weinstein met with leading strategists at several Chinese think tanks while promoting Hudson's new Center for Chinese Strategy.

**TOKYO, JAPAN**

Kenneth Weinstein, Lewis Libby, and Arthur Herman briefed Prime Minister Shinzō Abe on U.S.-Japan defense relations.

**TAIPEI, TAIWAN**

Seth Cropsey led a delegation to Taipei to discuss security and economic relations between Taiwan and the U.S. with President Ma Ying-jeou and top officials from the ministries of National Defense and Foreign Affairs.

**CANBERRA, AUSTRALIA**

John Lee chaired and Rep. Mike Rogers participated in the U.S.-Japan-Australia Trilateral Strategic Dialogue, the leading Track 1.5 meeting between the three nations.



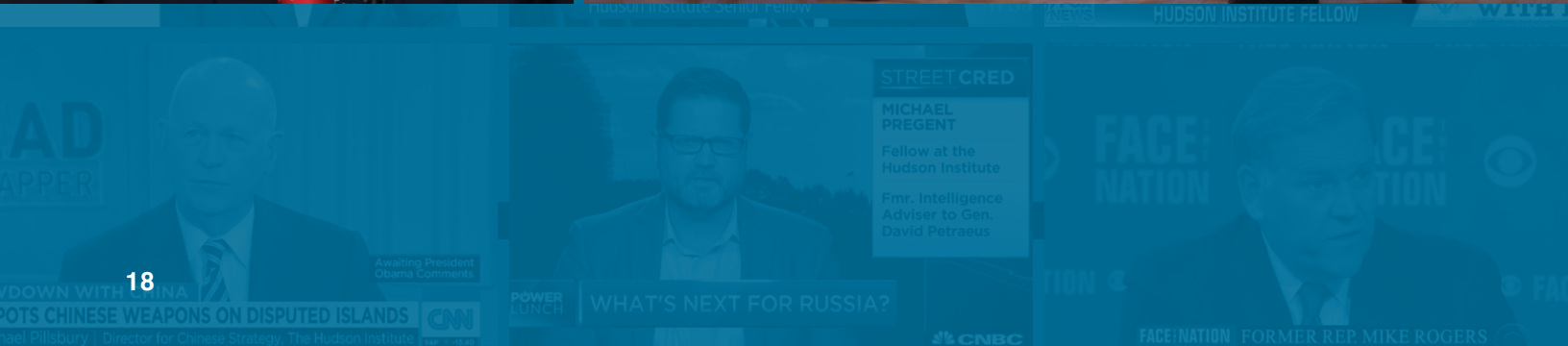
# OUTREACH & GOVERNMENT RELATIONS



**FACE THE NATION** FORMER REP. MIKE ROGERS  
R-MICHIGAN



Hudson Institute Senior Fellow      HUDSON INSTITUTE FELLOW



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## Hudson's 2015 outreach strategy emphasized impact and visibility with key policymakers and opinion leaders.

The events of 2015 marked a turning point in world affairs as new threats like cyberwarfare and metastasizing jihadist terror seriously unsettled the geopolitical order and global economy. So in the face of challenges unlike any in recent history, Hudson's 2015 outreach strategy emphasized impact and visibility with key policymakers and opinion leaders—through multiple, complementary communications channels. Hudson met its most important audience—members of Congress; presidential candidates; senior foreign officials; distinguished print and broadcast journalists—wherever they might be.

### DIGITAL COMMUNICATION, PUBLICATIONS, AND MEDIA COVERAGE

Our recently redesigned website, social media platforms, event broadcasts, and email newsletters proved a tremendously effective digital hub for this effort. User traffic and engagement on the new [hudson.org](http://hudson.org)—and viewership of our public events, both live on our homepage and after-the-fact on our YouTube channel ([youtube.com/user/HudsonInstitute](https://youtube.com/user/HudsonInstitute))—saw unprecedented growth. And the Institute's similarly expanding Twitter presence further extended our reach and strengthened our brand. Well more than half of our experts now maintain

individual Twitter feeds, which—together with our main feed (@HudsonInstitute) and high-volume, interactive public-programming feed (@HudsonEvents)—produced nearly a quarter-million regular followers for Hudson's real-time commentary and analysis.



All of Hudson's work is distributed and promoted with these online tools: formal reports, briefing papers, market reports, book-length monographs, serialized journals, written testimony, and Institute-published commentary. And Hudson experts are prized contributors to an impressive array of other national and international publications. More than once a day on average in 2015, a Hudson byline

appeared in the *Wall Street Journal*, *USA Today*, the *Washington Post*, *The Weekly Standard*, *Foreign Affairs*, *Forbes*, the *New York Times*, *Bloomberg*, *National Review*, *Mosaic Magazine*, *Nikkei Asian Review*, *L'Opinion*, or *The American Interest*, for example. Hudson-produced analysis was also routinely translated for republication in newspapers throughout Japan, India, Israel, France, the United Kingdom, the Netherlands, Denmark, Norway, Cyprus, Turkey, Costa Rica, Pakistan, Australia, and China—reaching a combined audience of many millions.



(left) Rep. Randy Forbes (R-VA) keynotes a Hudson event on Chinese strategy; (right) Donna Shalala, former Secretary of Health and Human Services, speaks at a panel on biodefense preparedness

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## *During 2015, Hudson organized more than 90 events at its Betsy and Walter Stern Conference Center in Washington, D.C.*

Hudson experts were in heavy demand on national and international broadcast networks, too. CNN, Fox News, PBS, Bloomberg, C-SPAN, France24, the BBC, and Wall Street Journal Live all regularly rely on Institute fellows—both for incisive commentary about breaking news and for prescriptive analysis of vital but still-unresolved policy questions. In November, for example, within hours of the Islamic State terror attacks on Paris, Hudson experts were being interviewed live on multiple news networks, shaping the conversation about how the United States and its allies can and must confront violent jihadists operating within their borders. And the Institute has become a particularly valuable resource for U.S.-sponsored civilian media projects devoted to the promotion of democratic values overseas, with Hudson scholars and event footage frequently featured on Voice of America.

### EVENTS

Event programming at Hudson continues to offer the Washington policymaking community—and the public at large—a unique platform for deeply informed and civil debate about the most important issues of the day.

During 2015, Hudson organized more than 90 events at its Betsy and Walter Stern Conference Center in Washington, D.C. Guest speakers and panelists included Sen. Joseph Lieberman, Gov. Tom Ridge, Sen. Tom Daschle, Rep. Jim Greenwood, and Sec. Donna Shalala on emerging bioterrorism threats; Coptic Orthodox Church Bishop Anba Angaelos and Melkite Greek Catholic Archbishop Jean-Clement Jeanbart on the persecution of Christians in the Middle East; author Bill Browder on Russia, human rights, and the Global Magnitsky Act (named for Browder's close friend and colleague Sergei Magnitsky, who died in 2009 after eleven months of brutal detention in a Moscow prison); former U.S. Ambassador to Turkey Ankara James Jeffrey on Turkish-Kurd relations; retired Gen. Jack Keane on the Iran nuclear deal; Hideaki Watanabe, commissioner of Japan's Acquisition, Technology and Logistics Agency; former White House Chief of Staff Mack McLarty on free trade in the Americas; Radio Free Asia president Libby



(left) H.E. Cardinal Timothy Dolan addresses religious persecution in the Middle East;  
(right) Ambassador Husain Haqqani and H.H. the Gyalwang Drukpa at a panel on the Himalayas

Liu and *Wall Street Journal* editorialist David Feith on the future of Hong Kong; former Rep. Robert E. Andrews on the Affordable Care Act's healthcare excise tax; former Missile Defense Agency director Henry A. Obering; and former Shell Oil Company president John Hofmeister on alternative fuels.

Also at the Institute's headquarters—and brand-new for 2015—was our Dialogues in American Strategy and Statesmanship interview series, moderated by Hudson Distinguished Scholar Walter Russell Mead, which welcomed especially prominent policymakers for 90 minutes of intimate, candid, one-on-one conversation about critical challenges in international affairs, national security, economics, and civil society. Our inaugural Dialogues guests were Sen. John McCain (R-AZ) and Sen. Tom Cotton (R-AR), both of whose appearances were televised in their entirety by C-SPAN and were the subject of extensive next-day newspaper coverage.

2015's Sixth Transatlantic Think Tank Conference—an annual project Hudson cosponsors with the Wilfried Martens Centre for European Studies (Brussels, Belgium) and the International Republican Institute—was hosted in Washington and involved a series of sessions on the U.S.-E.U. relationship and strategies to strengthen

alliance relationships in Europe, Asia, and the Middle East. Speaking as honored guests of the conference were European Parliament Vice President Antonio Tajani, former Slovak Prime Minister Mikulas Dzurinda, former Irish Prime Minister John Bruton, and H.E. Gerard Araud, France's Ambassador to the United States.

In Manhattan, featured speakers at Hudson's New York Discussion Series included Israel's Ambassador to the U.N. Ron Prosor; *Weekly Standard* editor William Kristol; Pulitzer Prize-winning *Wall Street Journal* columnist Bret Stephens; Paul Gigot, the *Journal's* editorial page editor; Gen. Stanley McChrystal, former Joint Special Operations, International Security Assistance Force, and U.S. Forces Afghanistan commander; and Gen. Mike Hayden, former director of the Central Intelligence Agency. The Institute also organized two major public conferences in New York. Hudson's Center for Religious Freedom hosted H.E. Cardinal Timothy Dolan, Bishop Gregory John Mansour, and *USA Today* columnist Kirsten Powers for a discussion of the threat posed by ISIS to religious minorities in Iraq and Syria. And in conjunction with India's Observer Research Foundation, Hudson sponsored a high-level meeting of experts on the status and future of the Himalayas—keynoted by Tibetan Buddhist leader H.H. the Gyalwang Drukpa.

**MEDIA FOOTAGE**



**CCTV NEWS**  
APARNA PANDE

DIR. OF INITIATIVE ON THE FUTURE OF INDIA & S ASIA  
CONTRIBUTOR TO NUMEROUS PUBLICATIONS  
AUTHOR, "EXPLAINING PAKISTAN'S FOREIGN POLICY"



Washington  
**WSJ**

**Arthur Herman**  
Hudson Institute Senior Fellow



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**BENJAMIN HADDAD**  
RESEARCH FELLOW, HUDSON INSTITUTE

THE DEBATE



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OFFICIALS: BOTH KILLERS PLEDGED ALLEGIANCE TO ISIS

Husain Haqqani | Former Pakistani Ambassador to U.S.



**DAVID SATTER**  
SR FELLOW, HUDSON INSTITUTE  
FELLOW, FOREIGN POLICY INSTITUTE, JOHNS HOPKINS UNIV  
TESTIFIED FREQUENTLY ON CAPITOL HILL ON RUSSIAN AFFAIRS

PUTIN TO MEET W/ EUROPEAN LDERS IN BID TO END UKRAINE CRISIS



Chicago 08:47

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Hank Cardello | Obesity Solutions Initiative, Hudson Institute



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**MICHAEL PREGENT**  
Fellow at the Hudson Institute  
Fmr. Intelligence Adviser to Gen. David Petraeus

WHAT'S NEXT FOR RUSSIA?



LIVE SYDNEY

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SENIOR FELLOW, HUDSON INSTITUTE



CHANGES NEEDED TO U.S. ISIS STRATEGY?

**MICHAEL DORAN**  
Hudson Institute Senior Fellow



**MICHAEL PILLSBURY**  
U.S. DEPARTMENT OF DEFENSE CONSULTANT



**DAVID MURRAY**  
SENIOR FELLOW AT HUDSON INSTITUTE



Washington 10:24 PM ET

TERROR THREATS

**Mike Rogers**  
Fmr. Chairman, House Intelligence Committee



**REBECCA HEINRICHS**  
FELLOW AT HUDSON INSTITUTE



LIVE 4:37 pm ET

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## GOVERNMENT RELATIONS

Hudson experts provide lawmakers, executive branch officials, political candidates, and the broader Washington policy community with timely information, analysis, and practical recommendations on a wide range of pressing domestic and international issues. In 2015, the Institute was particularly active on Capitol Hill—both in small, private meetings and large, public committee hearings—as senior members of Congress and their top staffers wrestled with legislative and oversight challenges involving defense and foreign affairs, U.S. intelligence programs, transportation and energy, telecommunications policy, healthcare reform, illegal drugs and criminal justice, the federal budget and regulation, and trade and economics.

Institute fellows delivered formal congressional testimony on FCC reform and net neutrality; strategies to reduce violent crime and substance abuse; policymaking to counter anti-American propaganda; terror groups like ISIS and methods to aid the religious minorities they imperil; the future of Egypt; Pakistan's nuclear program; and U.S. naval capabilities. When the Senate Armed Services Committee undertook its first major review of American global strategy and military doctrine in decades, the Committee's chairman specifically requested testimony from Hudson's Distinguished Scholar Walter Russell Mead and Bryan McGrath, deputy director of the Institute's Center for American Seapower. Likewise, during the intense debate over the P5+1 nuclear agreement with Iran, Hudson's experts played a crucial role in dissecting and challenging that accord's specific provisions—and clarifying its broader significance within the Obama administration's high-risk plan for long-term U.S. reengagement with Iran. Mead and Senior Fellows Michael Doran and Douglas Feith all provided testimony before House and Senate committees reviewing the P5+1 deal and current U.S. policy in the Middle East.

### PUBLICATIONS & BROADCAST

TIME



Bloomberg

C-SPAN



Forbes

WIRED



The New York Times



Le Monde

Los Angeles Times



POLITICO

The Washington Post



THE WALL STREET JOURNAL



WORLD AFFAIRS

Almost as often as Hudson experts were on Capitol Hill in 2015, leading members of Congress were visiting Hudson to confer with our scholars or participate in our public events. Speaking at Hudson conferences were Senate Majority Leader Mitch McConnell (R-KY) on his chamber's legislative agenda as the 2016 presidential campaign proceeds; Sen. Bill Cassidy (R-LA) about a major new legislative initiative to redress shortcomings in the Affordable Care Act; Sens. John McCain (R-AZ) and Tom Cotton (R-AR) on flaws in the P5+1 nuclear agreement; Rep. Ron DeSantis (R-FL), chairman of the House Oversight

Committee's Subcommittee on National Security, about Iran's ballistic missile program; Sen. Deb Fischer (R-NE), chair of the Armed Services Subcommittee on Emerging Threats and Capabilities, on cybersecurity issues; Rep. Jim McGovern (D-MA), co-chairman of the House's Tom Lantos Human Rights Commission, about kleptocratic regimes and human rights; Rep. Mike Pompeo (R-KS) of the House Permanent Select Committee on Intelligence on the fallout from Edward Snowden's disclosures; and Rep. Randy Forbes (R-VA) about the U.S. Navy's carrier fleet and China's challenges to American security interests in the Western Pacific.

*(left) Rep. Mike Pompeo (R-KS) addresses cybersecurity vulnerabilities; (right) Rep. Jim McGovern (D-MA) speaks about Russian human rights abuses*





## HUDSON TESTIFIES

### HUDSON FELLOWS TESTIFIED BEFORE CONGRESSIONAL COMMITTEES INCLUDING:

Senate Armed Services Committee  
Senate Foreign Relations Committee  
Senate Homeland Security Committee  
Senate Judiciary Committee  
Senate Indian Affairs Committee  
Senate Commerce Committee  
House Armed Services Committee  
House Foreign Affairs Committee  
House Homeland Security Committee  
House Ways and Means Committee  
House Energy and Commerce Committee  
House Education and the Workforce Committee  
House Transportation Committee

### HUDSON FELLOWS GAVE TESTIMONY ON A DIVERSE ARRAY OF TOPICS, INCLUDING:

Consequences of the Iran Nuclear Agreement  
Terrorist Financing  
Syria, ISIS, and the Future of the Middle East  
Human Rights  
Future of Naval Surface Warfare and Rising East Asian Instability  
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U.S. Defense Against Biological Threats  
Internet Governance and Net Neutrality  
FCC Reform  
Modernization of the FAA  
Countering Anti-American Propaganda  
Law Enforcement's Role in Drug and Crime Reduction



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*Rep. Ron DeSantis (R-FL) keynotes a panel on missile defense featuring Rebecca Heinrichs, Michael Eisenstadt, and Dr. David Cooper*



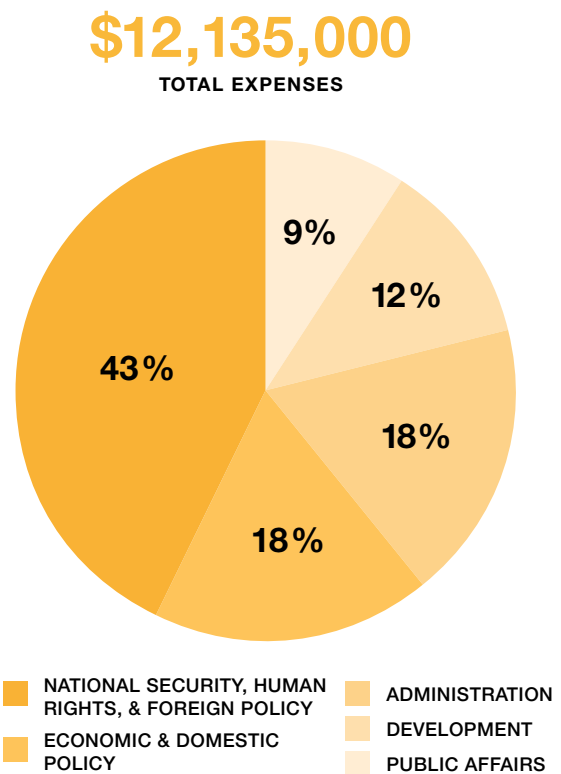
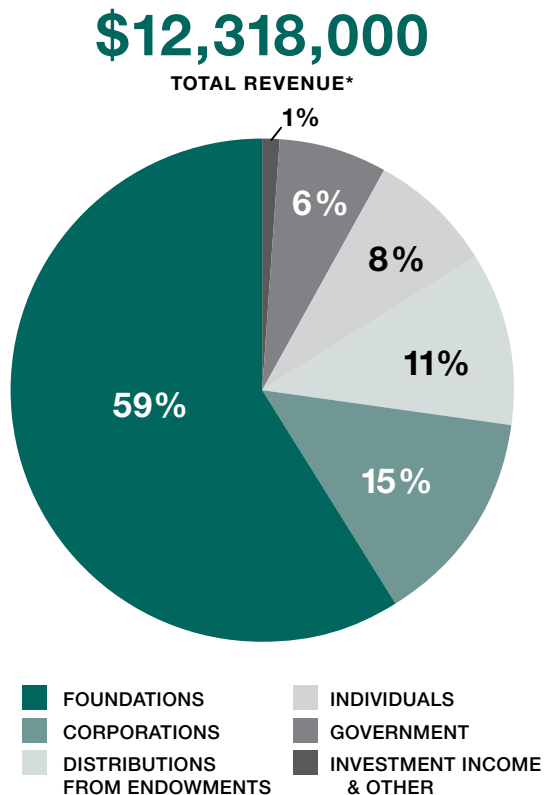
*Trustee Tom Barry gives remarks at a New York Discussion Series luncheon*



*Trustee Jeffrey Berenson talks with Wall Street Journal editorial page editor Paul Gigot and Rebecca Randall at Hudson's Global Leadership Award dinner*

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## OUR PEOPLE



**KENNETH R. WEINSTEIN** is President and CEO of Hudson Institute. He serves by presidential appointment and Senate confirmation as a member of the Broadcasting Board of Governors, the federal agency overseeing all U.S. civilian international media. Weinstein has written widely on international affairs and comments on France 24, *Le Monde*, the BBC, NHK, Fox News Channel, and numerous international media outlets. *In Defense of Thinking: The Essential Herman Kahn* (Transaction, 2009) is his latest book.



**JOHN P. WALTERS** is Chief Operating Officer of Hudson Institute. He has extensive experience in foreign and domestic policy and in philanthropy. Previously, he was director of the White House Office of National Drug Control Policy (ONDCP) during the George W. Bush administration. He comments frequently in outlets such as CNN, BBC, and *The Weekly Standard*.



**LEWIS LIBBY** is Senior Vice President and specializes in U.S. national security strategy, strategic planning, the future of Asia, the Middle East, and the war against Islamic radicalism. Before joining Hudson, Libby held several high-level positions in the federal government, including Chief of Staff to Vice President Richard Cheney and Assistant to the Vice President for National Security Affairs.



**WILLIAM J. LUTI** is Vice President for Strategic Implementation. He directs Hudson's strategic planning efforts to shape and advance the mission and growth of the Institute. Before joining Hudson, he held executive positions in several private sector information systems companies providing a wide range of information technology solutions. Dr. Luti served as Special Assistant to President George W. Bush for Defense Policy and Strategy on the National Security Council.



**THEREZA AUSTRIA** is Hudson Institute's Director of Finance. She is responsible for managing the overall finance, accounting, and budgeting functions, as well as overseeing governmental contracting, foundation grants, and compliance reporting. Previously, Austria was an Audit Manager at Tate & Tryon, a CPA firm serving exclusively non-profit organizations.



Senior Fellow **DAVID TELL** serves as Hudson Institute's Director of Public Affairs and Special Projects. He previously had an extensive career as a speechwriter, presidential campaign strategist, White House aide, and opinion journalist.



**JOEL SCANLON** is Hudson's Director of Studies. Previously, he served as Deputy Assistant to the President and Director of the White House Office of Strategic Initiatives. Immediately prior to joining Hudson, he oversaw policy studies at the Center for International Private Enterprise.



**DANIEL MCKIVERGAN** is Hudson's Director of Government Relations and Deputy Director of Public Affairs. Previously, he held a senior position at Baron Public Affairs and was Deputy Director of Policy for the 2008 McCain presidential campaign. He also served as a Legislative Director in the U.S. House and Senate and as an editor for *The Weekly Standard* and *Philanthropy*.



**NICHOLAS MACKEY** is Director of Operations at Hudson Institute. He was previously Program Officer for the Hertog Political Studies Program. He graduated from Boston College and is originally from Pasadena, California.

## HUDSON SCHOLARS & STAFF



**CAROL ADELMAN** is a Senior Fellow and Director of the Center for Global Prosperity, which produces the annual *Index of Global Philanthropy and Remittances*. In addition to serving as a Presidential appointee heading up foreign aid to Asia, the Middle East, and Eastern Europe at the U.S. Agency for International Development (USAID), she served as Vice-Chair of a Bipartisan Congressional Commission to reform foreign aid, and as Vice-Chair of the Advisory Committee on Voluntary Foreign Aid to USAID.



**BRIAN BLAKE** is a Senior Fellow at Hudson Institute, where he focuses on U.S. domestic policy. Blake has over fifteen years of Washington experience in both the public and private sectors, where he has worked on national and international policy issues. Prior to joining Hudson, Blake worked in policy-oriented non-profit organizations, including serving as Managing Director of the 2017 Project and Director of Strategic Operations at the Heritage Foundation.



**JEFFREY H. ANDERSON** is a Senior Fellow specializing in healthcare, immigration, and tax policy. A former speechwriter for the U.S. Secretary of Health and Human Services, Anderson co-founded the 2017 Project, a well-received “main street”-oriented agenda, whose healthcare policy alternative to Obamacare has formed the basis for various Senate, House, and presidential campaign platforms. He is also co-creator of the Anderson & Hester Rankings, which were part of college football’s Bowl Championship Series.



**KIM BOWLING** is Hudson Institute’s Human Resource Administrator and Office Manager. A longtime employee of the Institute, she is responsible for overseeing day-to-day office operations, office systems and technology, and human resources.



**MARTHA BAYLES** writes and lectures frequently about media and public diplomacy and recently published *Through a Screen Darkly: Popular Culture, Public Diplomacy, and America’s Image Abroad* (Yale, 2014). She has been a Visiting Scholar at the Getty Institute, a Fulbright Lecturer, and arts correspondent for the PBS program, “Religion & Ethics Newsweekly.” She is now Visiting Associate Professor of the Practice of the Humanities at Boston College.



**ERIC BROWN** is a Senior Fellow at Hudson’s Center on Islam, Democracy, and the Future of the Muslim World. He is co-editor of Hudson’s signature journal, *Current Trends in Islamist Ideology*. Brown has directed or participated in a range of research and analytical projects focused on Islamic and Asian affairs, the alternative security and sociopolitical futures of the Middle East and Asia, and U.S. foreign policy and strategy.





Senior Fellow **HANK CARDELLO** directs Hudson's Obesity Solutions Initiative. He specializes in food and obesity, consumer behavior, and food policy and industry. Previously, he was an executive at several companies, including Sunkist Soft Drinks, Canada Dry, Coca-Cola USA, and Anheuser-Busch. Cardello authored and co-authored several 2013 reports examining the impact of healthier food options in the restaurant industry. He is the author of the book *Stuffed: An Insider's Look at Who's (Really) Making America Fat* (HarperCollins, 2009).



**RACHEL COX** is Hudson Institute's Manager of Public Programming and Special Projects. She is responsible for organizing Hudson's events and conferences, producing the newsletter and other email communications, and overseeing the production of the annual report. She graduated from Georgetown University with a Bachelor's degree in History and English, with a minor in Film and Media Studies.



**GILBERT CAVAZOS** joined Hudson Institute in September 2015 as Accounting Manager. He is responsible for managing the general ledger, payroll, and accounts receivable functions. Cavazos has a wide range of accounting experience working in corporate accounting, non-profit accounting, and governmental audit. Cavazos graduated cum laude from Rider University in 2010 with a BBA in Public Accounting.



Ambassador **JAIME DAREBLUM**, Senior Fellow and Director of the Center for Latin American Studies, served as Costa Rica's Ambassador to the United States from 1998 until 2004. He has testified before Congress numerous times on U.S.–Latin American relations and is a frequent author of articles in leading publications such as the *Wall Street Journal*, the *Washington Post*, *The Weekly Standard*, and *La Nación*.



**SETH CROPSEY** is a Senior Fellow and expert on military affairs and Asian policy. He has published in the *Wall Street Journal*, *Washington Post*, *World Affairs*, *Foreign Affairs*, and *The Weekly Standard*, among other outlets. *Mayday: The Decline of American Naval Supremacy* (Overlook Duckworth Press, 2013) is his latest book. Previously, he served as Deputy Undersecretary of the Navy during both the Ronald Reagan and George H. W. Bush administrations.



**JACK DAVID**, Senior Fellow and Member of the Board of Trustees, specializes in national security and defense policy. Previously, he was Deputy Assistant Secretary of Defense for Combating Weapons of Mass Destruction and Negotiations Policy under President George W. Bush. His writing is published in the *Wall Street Journal* and *National Review*, among other major outlets.

## HUDSON SCHOLARS & STAFF



**CHARLES DAVIDSON** is Executive Director of the Kleptocracy Initiative at Hudson Institute. Davidson is also Publisher & CEO of The American Interest LLC, and co-founder of *The American Interest* magazine with Francis Fukuyama in 2005. He is a graduate of Bowdoin College and Duke University's Fuqua School of Business.



Distinguished Fellow **CHRISTOPHER DEMUTH** was President of the American Enterprise Institute for Public Policy Research (AEI) from 1986–2008 and D.C. Searle Senior Fellow at AEI from 2008–2011. DeMuth studies government regulation, competition, and law and economics. Formerly the editor-in-chief of *Regulation* magazine, his work has appeared in the *Wall Street Journal*, *National Affairs*, and *Commentary*, among others.



**JULIE DAVIDSON** is Director of Media Operations for the Kleptocracy Initiative at Hudson Institute, supervising the Initiative's website, Russia archives, and documentary film program. A former professional theater director, Davidson was co-founder of the Young Entrepreneurs Alliance and is a graduate of Williams College.



Senior Fellow **MICHAEL DORAN** specializes in Middle East security issues. Before coming to Hudson, Doran was a Senior Fellow at the Brookings Institution and served as a senior director in the National Security Council during President George W. Bush's administration. He also served as a senior advisor in the State Department and Deputy Assistant Secretary of Defense in the Pentagon. He is currently completing a book about President Eisenhower and the Middle East.



**EMILY DAVIS** joined Hudson Institute in September 2014 as Development Manager. Before coming to Hudson, she held positions at General Electric, The Heritage Foundation, and The Pew Forum on Religion & Public Life. She also spent six years teaching elementary school on the island of Guam.



Senior Fellow **RONALD DWORKIN**, M.D. practices anesthesiology at Greater Baltimore Medical Center. He has written for the *Wall Street Journal*, the *Baltimore Sun*, and other newspapers. He is the author of *Artificial Happiness: The Dark Side of the New Happy Class* (Basic Books, 2006).



Senior Fellow **CHARLES FAIRBANKS** has served as a Deputy Assistant Secretary of the U.S. Department of State and member of the Department's policy planning staff. He was Director of the Central Asia-Caucasus Institute at Johns Hopkins University's School of Advanced International Studies.



Senior Fellow **HILLEL FRADKIN** directs the Center on Islam, Democracy, and the Future of the Muslim World. He specializes in foreign policy, Islamic and Jewish thought, war, and ethics. Under Fradkin's direction, the Center produces the preeminent journal *Current Trends in Islamist Ideology*. Fradkin has been published by *The Weekly Standard*, *Commentary*, and *World Affairs*, among others.



**DOUGLAS J. FEITH** is a Senior Fellow and Director of the Center for National Security Strategies. Prior to joining Hudson Institute, Feith served as the Under Secretary of Defense for Policy in the George W. Bush administration. He is the author of *War and Decision: Inside the Pentagon at the Dawn of the War on Terrorism* (Harper, 2008).



**HAROLD FURCHTGOTT-ROTH** is a Senior Fellow and Director of the Center for the Economics of the Internet. From 1997 through 2001, he served as a Commissioner of the Federal Communications Commission. Prior to his appointment to the FCC, he was Chief Economist for the House Committee on Commerce. His most recent report, *Open Spectrum: A Major Step for U.S. Innovation and Economic Growth*, was published in 2013.



**JOHN FONTE** is a Senior Fellow and Director of the Center for American Common Culture at Hudson. He studies national identity, immigrant assimilation, and global governance. His book *Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?* (Encounter Books, 2011) was awarded the Intercollegiate Studies Institute's (ISI) Paolucci-Bagehot literary prize in 2012.



**JASPER GOLDBERG** is Hudson Institute's intern coordinator, administrative and development assistant. He also manages proliferation research for Hudson's Center for Political-Military Analysis. Jasper graduated with a Bachelor of Arts from New York University, where his thesis received the Middle Eastern and Islamic Studies Department Prize.

## HUDSON SCHOLARS & STAFF



**BENJAMIN HADDAD** is a Research Fellow specializing in European and transatlantic affairs. A lecturer in international affairs at Sciences Po Paris, his articles have appeared in publications that include *Politique Etrangère*, *The American Interest*, *L'Opinion*, *Global Policy*, and *Atlantico*. He holds an MA in international security from Sciences Po Paris and an MA in economics from HEC.



**REBECCA HEINRICHS** is a Fellow at Hudson, where she researches a range of national security issues and specializes in nuclear deterrence, missile defense, and counter-proliferation. Heinrichs served as an advisor on military matters and foreign policy to Rep. Trent Franks and helped launch the bi-partisan Missile Defense Caucus. Her work has appeared in major newspapers including the *Wall Street Journal*, the *Los Angeles Times*, *Investor's Business Daily*, *Politico*, and *The Hill*, among others.



**AMBASSADOR HUSAIN HAQQANI**, Hudson Institute Senior Fellow and Director for South and Central Asia, served as Pakistan's ambassador to the United States from 2008-2011. He also served as an advisor to four Pakistani Prime ministers, Yusuf Raza Gilani, Benazir Bhutto, Nawaz Sharif and Ghulam Mustafa Jatoi. Haqqani is Director of the Center of International Relations at Boston University. His book *Magnificent Delusions: Pakistan, the United States, and an Epic History of Misunderstanding* was published by Public Affairs in 2013.



**DR. ARTHUR HERMAN** is a frequent writer on defense, energy, and technology issues. He is the author of seven books, including the Pulitzer Prize Finalist *Gandhi and Churchill* (Bantam, 2008). His most recent work is *The Cave and the Light: Plato Versus Aristotle and the Struggle for the Soul of Western Civilization* (Random House, 2013). He was educated at the University of Minnesota and Johns Hopkins University in history and classics.



**LIANCHAO HAN** is a Visiting Fellow working on Hudson's Future of Innovation Initiative. A patent attorney specializing in intellectual property protection strategies and innovation-related issues, he is also an expert on China's economic and political development. Previously, Han worked in the U.S. Senate for 12 years, serving as legislative counsel and policy director for three U.S. senators.



**YOSHIKI HIDAKA** is a Visiting Senior Fellow, focusing on U.S.-Japanese relations. Hidaka is the executive producer of *Yoshiki Hidaka's Washington Report*, a documentary news program broadcast on Television Tokyo Network. He is a Senior Advisor to the President of the U.S. Chamber of Commerce.



**CHARLES HORNER** is a Senior Fellow specializing in the study of China, Asia, and Sino-U.S. relations. He is the author of *Rising China and Its Postmodern Fate: Memories of Empire in a New Global Context* (University of Georgia, 2009). His articles have appeared in the *Washington Post*, the *Wall Street Journal*, and *National Interest*, among others.



Based in Tokyo and Washington, **JUN ISOMURA** is a Senior Fellow and directs Hudson's U.S.-Japan Strategic Summit Program. He focuses on international affairs, national security issues, and information technology security. Prior to joining Hudson, Isomura ran an international public affairs and risk consulting firm.



**MANEEZA HOSSAIN**, an expert on Islam and Bangladesh, is a Senior Fellow with the Center on Islam, Democracy, and the Future of the Muslim World. She is the author of *Broken Pendulum: Bangladesh's Swing to Radicalism* (Hudson Institute, 2007).



**NIBRAS KAZIMI** is a Visiting Fellow focusing on the growing threat of jihadism in the Middle East, prospects for democracy in the region, and the national security of Iraq. Previously, he directed the Research Bureau of the Iraqi National Congress in Washington and Baghdad.



**MATTHEW HUNTER** is Corporate Secretary and Special Advisor to the President and CEO. Before joining Hudson, Hunter handled defense policy issues and strategic communications in the development operation for the 2012 Romney campaign and the Republican National Committee. A native of Los Angeles and a graduate of Occidental College, Hunter earned his MA at the University of Queensland in Australia where he wrote about the security relationship between Australia and the U.S.



Hudson Institute Senior Fellow (non-resident) **NASER KHADER** serves as a member of the Conservative Party in the Danish Parliament, Folketinget, having previously served from 2001 until 2011. Khader's research areas include freedom of speech and the fight for democracy and democratic values in multicultural societies. He is a frequent contributor to Danish media and television on Islam, the Middle East, and the Arab Spring.

## HUDSON SCHOLARS & STAFF



**MELANIE KIRKPATRICK** is a Senior Fellow specializing in U.S. foreign policy, international security, Asia, and North Korea. She contributes reviews and commentary to various publications, including the *Wall Street Journal*, where she was Deputy Editor of the editorial page from 2006 to 2009 and a longtime member of the editorial board. She is the author of *Escape from North Korea: The Untold Story of Asia's Underground Railroad* (Encounter Books, 2012).



**LEE LANE** is a Visiting Fellow working on the political economy of climate change, energy policy, and the environment. He is author of the report *Questions about the Geopolitics of Climate Engineering* (Hudson Institute, 2014) and the book *Strategic Options for Bush Administration Climate Policy* (AEI Press, 2006). Lane serves as an expert reviewer for the Intergovernmental Panel on Climate Change.



**MARIE-JOSÉE KRAVIS** is a Senior Fellow and Vice Chair of the Board of Trustees. Kravis is a well-known economist specializing in public policy analysis and strategic planning. Her articles have appeared in *Forbes*, the *Wall Street Journal*, and the *National Post* (Canada), among others.



Based in Australia, **JOHN LEE** is a Senior Fellow specializing in Chinese development, the foreign policies of states in East and Southeast Asia, and Sino-U.S. relations. His articles have been published in the *Wall Street Journal Asia*, the *National Interest*, and *Forbes*, among others. He is the author of *Will China Fail?* (Centre for Independent Studies, 2009).



**HANNS KUTTNER** is a Senior Fellow in the Institute's Future of Innovation Initiative. Kuttner studies change in technology and healthcare, and has written *How to Sustain Sound Dietary Guidelines* (Hudson, 2014), *Taxing Sales: Comparing the Origin-Based and Destination-Based Models* (Hudson, 2012), and was a co-author of *Double Duty: Payments Cards as a Doorway to Greater Financial Health* (Hudson Institute/Center for Financial Services Innovation, 2013).



**JU YOUNG LEE** is a Program Assistant with Hudson Institute's Kleptocracy Initiative. She earned a degree in International Relations and Government from Claremont McKenna College in 2014. As a student, Lee worked at the Center for Strategic and International Studies Korea Chair, the congressional office of Congresswoman Barbara Lee, and the Council on Foreign Relations Korea Studies Program.



**ADAM G. LOWE** is the technical manager in Hudson's Public Affairs Department. He oversees the Institute's multimedia resources and platforms as well as its website. His background in public affairs includes work on mental health, transportation, and healthcare. Lowe received a Master of Science from the University of Maryland, College Park and a Bachelor of Arts degree and a Bachelor of Science degree from James Madison University.



Visiting Fellow **MELANIE MARLOWE** writes on American politics, with an emphasis on the presidency and the Constitution. She edited, with Carol McNamara, *The Obama Presidency in the Constitutional Order*. Marlowe is a lecturer at Miami University (Ohio), where she teaches constitutional law, civil liberties law, and seminars on liberty in the American regime and national security. She is a visiting scholar at Georgetown Law for the 2015 calendar year. She was a Congressional Fellow with the American Political Science Association in 2012–2013.



Visiting Senior Fellow **MARIO MANCUSO**, formerly Under Secretary of Commerce under President George W. Bush, specializes in trade and technology. Prior to government service, Mancuso spent almost a decade in the private sector as an international corporate lawyer and business executive in New York, Boston, and London.



**PAUL MARSHALL** is a Senior Fellow at Hudson's Center for Religious Freedom, specializing in religious freedom, Islam, and human rights. Marshall is the author and editor of more than twenty books; his latest with Lela Gilbert and Nina Shea, *Persecuted: The Global Assault on Christians* was published by Thomas Nelson in 2013. His articles have appeared in the *Wall Street Journal*, *The Weekly Standard*, and *National Review*, among others.



**ANN MARLOWE**, a Hudson Visiting Fellow, is a writer and businesswoman specializing in the U.S. military, counterinsurgency strategy, Libya, and Afghanistan. A frequent traveler to Libya and Afghanistan, Marlowe has embedded with the U.S. Army numerous times and covered the Libyan war. Her articles have appeared in the *Wall Street Journal*, the *New York Times*, *The Weekly Standard*, the *New York Post*, *Tablet*, and other outlets.



Senior Fellow **ROBERT M. MCDOWELL** was a Commissioner of the Federal Communications Commission (FCC) until 2013. He was appointed by presidents George W. Bush (2006) and Barack Obama (2009). During his tenure as Commissioner, he served as one of only five policymakers on the FCC, which regulates approximately one-sixth of the U.S. economy and shapes domestic and international commerce in the information, communications, and technology (ICT) sectors.

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**BRYAN MCGRATH**, Deputy Director of Hudson's Center for American Seapower, is the founding Managing Director of The FerryBridge Group LLC, a niche consultancy specializing in naval and national security issues. A retired Naval Officer, he spent 21 years on active duty including a tour in command of USS *BULKELEY*. He earned a BA in History from the University of Virginia in 1987, and an MA in Political Science from The Catholic University of America.



Senior Fellow **ANDREW NATSIOS** served as Administrator of the U.S. Agency for International Development (USAID), the lead U.S. government agency for international economic development and humanitarian assistance, from 2001 until 2006. He is the author of *Sudan, South Sudan, and Darfur: What Everyone Needs to Know* (Oxford University Press, 2012).



**WALTER RUSSELL MEAD** is Hudson Institute's Distinguished Scholar in American Strategy and Statesmanship at the James Clark Chase Professor of Foreign Affairs and Humanities at Bard College, and Editor-at-Large of *The American Interest*. From 1997 to 2010, Mr. Mead was a fellow at the Council on Foreign Relations, serving as the Henry A. Kissinger Senior Fellow for U.S. Foreign Policy from 2003 until his departure. Mr. Mead's most recent book, *God and Gold: Britain, America and the Making of the Modern World* (Alfred A. Knopf, 2007) was listed as one of the best books of the year by the *Washington Post* and the *Economist*.



Senior Fellow **JEREMIAH NORRIS** directs Hudson's Center for Science in Public Policy, specializing in public-private partnerships in development assistance; trade and development; global AIDS, TB and malaria policies; economic effects of NTDs; and the emergence of noncommunicable diseases in emerging market economies. He is co-author of the report *Global Health Initiatives: Pre- and Post-2015* (Hudson Institute, 2015).



**DAVID W. MURRAY** is a Senior Fellow at Hudson Institute where he co-directs the Center for Substance Abuse Policy Research. Previously, he served as Chief Scientist and Associate Deputy Director (Supply Reduction) in the federal government's Office of National Drug Control Policy. Murray holds an MA and PhD in social anthropology from the University of Chicago.



**RACHEL PAGANO** is a Research Fellow at Hudson Institute specializing in Political Philosophy and American Politics. A PhD student in political philosophy at Boston College, Pagano writes primarily on ancient political philosophy and American bureaucracy.





**APARNA PANDE** is Director of the Hudson Institute's Initiative on the Future of India and South Asia. She contributes to media outlets such as *The Weekly Standard*, *Huffington Post*, *Real Clear World*, *Times of India*, *The Hindu*, *Outlook India*, and *Chowk*. Pande's latest book is *Explaining Pakistan's Foreign Policy: Escaping India* (Routledge, 2011).



Visiting Fellow **ANDREI PIONTKOVSKY** is a member of Russian Opposition Coordinating Council and a well-known political analyst in Russia. An outspoken critic of Putin's "sovereign democracy" in Russia, Piontkovsky is the author of several bestselling books on the Putin presidency, including *Russian Identity* (Hudson Institute, 2008).



An Italian philosopher, Senator, and former President of the Italian Senate, **MARCELLO PERA** is a Visiting Fellow at Hudson. Pera specializes in modern political philosophy, liberalism and religion, and the future of Europe. His latest book is *Why We Should Call Ourselves Christians: The Religious Roots of Free Societies* (Encounter Books, 2011).



**PETER PODKOPAEV** is a Program Assistant with Hudson Institute's Kleptocracy Initiative. Podkopaev earned a BA in Political Science from Michigan State University in 2012 and an MA in History from Miami University in 2014. Previously, he interned for the Chairman of the House Committee on Intelligence, Mike Rogers.



Senior Fellow **MICHAEL PILLSBURY** has a background as a defense policy advisor, former high-ranking government official, and author of numerous books and reports on China. Pillsbury was Assistant Under Secretary of Defense for Policy Planning during the Reagan administration. He also served on the staff of four U.S. Senate Committees from 1978 to 1984 and 1986 to 1991. His latest book is *The Hundred-Year Marathon: China's Secret Strategy to Replace America as the Global Superpower* (Henry Holt and Co., 2015).



**ELIAS RISKIN** is a Research Assistant for Hudson Institute's Center for Global Prosperity and aids in the writing and publishing of the *Index of Global Philanthropy and Remittances* and the *Index of Philanthropic Freedom*. His responsibilities include collaborating with international research partners in the organization of country surveys and assisting in the presentation of the Center's work. A graduate of Trinity College, Elias received his degree in Political Science with a focus on international relations.

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Distinguished Fellow, **MIKE ROGERS** is a former member of the U.S. Congress representing Michigan's Eighth Congressional District, member of the U.S. Army, and FBI special agent. He is currently the host of the radio show "Something to Think About with Mike Rogers" on Westwood One. Rogers is also a CNN national security contributor and a regular in the major print outlets such as the *New York Times*, the *Washington Post*, the *Wall Street Journal* and the Associated Press.



**CHRISTOPHER SANDS** is a Senior Fellow specializing in Canada and U.S.-Canadian relations, as well as North American economic integration, the auto industry, and trade policy. He wrote *Alternative Energy Futures for North America* (Hudson Institute, 2013) and co-authored the joint report *Alternative Energy Futures for North America* (Hudson Institute/Dawson Strategic/Institute of the Americas/Wilson Center, 2013).



**ARIELLE ROTH** is a Legal Fellow at Hudson Institute's Center for the Economics of the Internet, where she analyzes telecommunications law and policy. Prior to joining Hudson, Arielle was a Koch Summer Fellow and worked at the Federalist Society. A native of Canada, she previously served as a staffer for Prime Minister Stephen Harper. She holds degrees from the University of Toronto and the McGill University Faculty of Law.



**DAVID SATTER** is a Senior Fellow specializing in the study of Russia. A former Moscow correspondent, Satter is a longtime observer of Russia and the former Soviet Union and has written three books about Russia, *Age of Delirium: The Decline and Fall of the Soviet Union* (Knopf, 1996), *Darkness at Dawn: The Rise of the Russian Criminal State* (Yale, 2003), and *It Was a Long Time Ago and It Never Happened Anyway: Russia and the Communist Past* (Yale, 2011).



Research Fellow **PETER ROUGH** researches a wide range of national security issues and alternate geopolitical futures and works on Hudson's journal, *Current Trends in Islamist Ideology*. A former Associate Director in the White House Office of Strategic Initiatives, he also served as Director of Research in the Office of George W. Bush, assisting the former president with his memoir, *Decision Points*. Rough has completed stints as a Policy Analyst at the U.S. Agency for International Development and as an advisor to U.S. Army Special Operations Command.



Senior Fellow **WILLIAM SCHAMBRA** was the director of the Bradley Center for Philanthropy and Civic Renewal from 2003 to 2014. He has written extensively on the Constitution, the theory and practice of civic revitalization, and civil society in the *Wall Street Journal*, *National Affairs*, *Nonprofit Quarterly*, and the *Chronicle of Philanthropy*.



Senior Fellow **WILLIAM SCHNEIDER, JR.** is a Washington-based economist and defense analyst. He is President of International Planning Services, Inc., and serves as Chairman of the Defense Science Board (Department of Defense) and the Defense Trade Advisory Group (Department of State). He has written on defense and foreign policy, U.S. strategic forces, theater nuclear forces, and unconventional warfare.



An international human rights lawyer, Senior Fellow **NINA SHEA** directs Hudson's Center for Religious Freedom. Between 1999 and 2012, Shea served as a Commissioner on the U.S. Commission on International Religious Freedom. She has written numerous books, including most recently (with Paul Marshall) *Silenced: How Apostasy and Blasphemy Codes are Choking Freedom Worldwide* (Oxford, 2011) and co-authored (with Paul Marshall and Lela Gilbert) *Persecuted: The Global Assault on Christians* (Thomas Nelson, 2013).



Senior Fellow **GABRIEL SCHOENFELD** is the author of *Necessary Secrets: National Security, the Media, and the Rule of Law* (W. W. Norton & Company, 2011). Schoenfeld writes frequently on national security and intelligence for leading publications in the United States. From December 2010 through November 2012, Schoenfeld was on leave from Hudson while serving as a Senior Advisor to the Mitt Romney for President Campaign.



**ABRAM SHULSKY** is a Senior Fellow at Hudson Institute. Previously, he served as an advisor to the Under Secretary of Defense for Policy from 2001 to 2009, dealing primarily with issues related to Iraq and the Global War on Terror. Shulsky is the co-author (with Gary J. Schmitt) of *Silent Warfare: Understanding the World of Intelligence* (Potomac Books, 2002). His articles on intelligence and arms control have appeared in a number of outlets, including *The Weekly Standard* and the *Wall Street Journal*.



**BRYAN SCHWARTZ** joined Hudson Institute in January and currently serves as the Center for Global Prosperity's Program Manager and Research Assistant. He is responsible for the production and publication of the *Index of Global Philanthropy and Remittances* and the *Index of Philanthropic Freedom*, including administration of grants, budgets, and coordination with research partners. Schwartz received his MA in global, international, and comparative history from Georgetown University and his BA in history from Sonoma State University.



Senior Fellow and Trustee Emeritus **MAX SINGER** founded Hudson Institute with Herman Kahn in 1961 and served as President until 1973. Singer is the author of numerous books, most recently *History of the Future: The Shape of the World to Come Is Visible Today* (Lexington, 2011). He has also written many articles for *Commentary*, *National Interest*, the *New York Times Magazine*, and *Reader's Digest*.

## HUDSON SCHOLARS & STAFF



**LEE SMITH** is a Senior Fellow at Hudson Institute and a senior editor at *The Weekly Standard*. He was also editor-in-chief of the Voice Literary Supplement, the Village Voice's national monthly literary magazine. He has contributed numerous articles on Arab and Islamic affairs to the *New York Times*, the *New Republic*, *The Weekly Standard*, among others. His book, *The Strong Horse: Power, Politics, and the Clash of Arab Civilizations*, was published by Doubleday in January 2010.



**CAROLYN STEWART** is Press Secretary and Publications Manager. Before joining Hudson Institute, she worked in strategic and digital communications at the Smithsonian Institution's National Air and Space Museum. She has held public affairs internships at the Corcoran Gallery in Washington, the ArtWorks Gallery, and Sawhill Gallery in Harrisonburg, Virginia. Carolyn Stewart earned her Master's degree in Public Relations and Corporate Communications from Georgetown University, and her Bachelor of Arts degree from James Madison University.



A journalist and a Research Associate at Hudson Institute, **CITA STELZER** previously worked for John Lindsay, Mayor of New York, and Governor Hugh Carey. She is currently a Researcher at Churchill College, Cambridge, and a member of the Board of the Churchill Centre and Trustee of Wigmore Hall. Her book, *Dinner with Churchill: Policy-Making at the Dinner Table*, was published by Short Books (2012) in the UK and Pegasus (2013) in the United States.



**SAMUEL TADROS** is a Senior Fellow with Hudson's Center for Religious Freedom. Previously, he was a senior partner at the Egyptian Union of Liberal Youth, an organization that aims to spread the ideas of classical liberalism in Egypt. A Professorial Lecturer at Johns Hopkins University's School of Advanced International Studies, Tadros is the author of *Motherland Lost: The Egyptian and Coptic Quest for Modernity* (Hoover Institute Press, 2013).



Senior Fellow **IRWIN STELZER** directs Hudson's Economic Policy Studies Group. He specializes in economics, regulatory policy, competitiveness, and the European economy. He is the U.S. economic and political columnist for the *Sunday Times* (London) and a contributing editor of *The Weekly Standard*. Stelzer frequently comments on international economics for television and radio outlets, including BBC and CNBC.



**HANNAH THOBURN** is a Research Fellow at the Hudson Institute, where she focuses on Eastern European politics and the transatlantic relationship. Thoburn is a frequent media commentator on developments in Russia and Ukraine, and her writings have appeared in major publications including the *Washington Post*, *The American Interest*, *Foreign Affairs*, and the *Boston Globe*. She holds an MA in International Relations and a Certificate in International Security Studies from Yale University, and a BA in International Affairs from Florida State University.



Senior Fellow **JOHN WEICHER** directs Hudson's Center for Housing and Financial Markets. From 2001 to 2005 he served as Assistant Secretary for Housing and Federal Housing Commissioner at the Department of Housing and Urban Development. He is the author of the book *Housing Policy at a Crossroads: The Why, How, and Who of Assistance Programs* (AEI, 2012) and the report *Rich, Poor, and In Between: Who Benefits from the Mortgage Interest Deduction?* (Hudson Institute, 2013).



Senior Fellow **RICHARD WEITZ** directs Hudson's Center for Political-Military Analysis. His current research includes regional security developments relating to Europe, Eurasia, and East Asia, as well as U.S. homeland security and nonproliferation policies. Weitz comments widely to media outlets such as Fox News, MSNBC, and the Associated Press. His most recent books, *Global Security Watch: China* and *Rebuilding American Military Power in the Pacific*, were published by Praeger in 2013.

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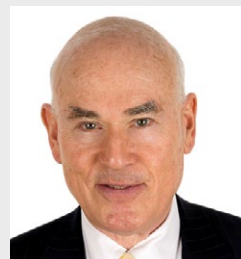
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# IN MEMORIAM

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*Hudson mourns the loss of two invaluable colleagues and friends.*



**AMY A. KASS**  
1940 – 2015

Our beloved friend and Hudson colleague Amy A. Kass joined the Institute in 2005 after a long and distinguished career as an award-winning teacher of the humanities at the University of Chicago.

At Hudson, Amy drew on the best of literature, philosophy, and song to illuminate and deepen our understanding of timeless moral questions. Amy understood that if we seek to become or to make better human beings, citizens, or charitable givers, more than cultivation of the mind is required. That work involves an engagement of the heart, as well—something best achieved through individual and collaborative contemplation of thoughtful and artfully conceived stories about the struggle for purpose and improvement amidst civic turmoil, moral confusion, or spiritual crisis.

As a proud and reflective practitioner of teaching, she will remain an indelible and inspiring presence to each of her many students, colleagues, and friends—and to readers of the two widely acclaimed anthologies she edited here at Hudson: *Giving Well, Doing Good: Readings for Thoughtful Philanthropists*, and *What So Proudly We Hail: The American Soul in Story, Speech and Song*. Amy Kass taught us to be better people, better citizens, in a better nation. And she taught us well. Amy's wisdom, friendship, unforgettably radiant smile, and mischievous sense of humor will be sorely missed.



**BILL SCHWEITZER**  
1944 – 2015

William H. Schweitzer was a leading and universally admired figure in American law, government, and the public life of Washington, D.C. for many decades—and a much beloved friend and Trustee of Hudson Institute. He joined our board in March 2011 out of deep concern over the direction of our country, and served with distinction on both our nominating and governance committees. He believed in our scholars and our mission and always sought to broaden Hudson's network and influence.

Bill began his distinguished career as an Assistant U.S. Attorney in the District of Columbia. After joining Baker Hostetler's Washington office in 1973, Bill helped create, build, and lead one of America's elite practices in federal election, campaign finance, securities, antitrust, white-collar criminal, and—perhaps most famously—sports law, serving for many years as lead Washington counsel to both the American League and Major League Baseball as a whole.

At Hudson, Bill will always be remembered—and most deeply missed—for his unfailing loyalty, generosity, gentle wit, extraordinary sweetness of temperament, and unpretentious but undeniable brilliance and talent. Hudson could not have had truer and more valuable colleague and advisor than Bill Schweitzer. All of us will miss Bill, his gentle demeanor, his stories about baseball and Capitol Hill, and his deep concern and profound gratitude for our nation.

HONORING RUPERT MURDOCH

# GLOBAL LEADERSHIP AWARD



The 2015 Global Leadership Award was presented to Rupert Murdoch, Executive Chairman of 21<sup>st</sup> Century Fox, at a gala dinner in New York City on November 30, 2015. Murdoch was honored for his singular vision in a decades-long career and strategic leadership that has transformed the global media landscape. He joins a distinguished list of past Hudson Institute honorees that includes Ronald Reagan, George Shultz, Mitch Daniels, Joseph Lieberman, David Petraeus, and Shinzo Abe.

“There is a yearning outside the country for American assertiveness and engagement,” Mr. Murdoch said in his acceptance speech. “As we have seen in Syria and in Ukraine and in the streets of Paris, without this country’s

self-confident championing of that ‘human quest for freedom and humane values,’ global affairs collapse into nightmare—the policy wasteland becomes fertile territory for terror.”

Dr. Henry Kissinger, former U.S. Secretary of State and National Security Advisor, gave a special introduction at the event. “It is essential that the United States, with its history of democracy and its commitment to world order play a significant role, and history will not permit the United States to lead from behind,” Kissinger said. “Wherever he has been active, and above all in the United States in the last decade, [Rupert Murdoch] has provided a thoughtful alternative to conventional wisdom, a strong point of view, and a courageous stand in sometimes difficult situations.” Hudson Board Vice Chair Marie-Josée Kravis and Hudson President Kenneth R. Weinstein also addressed the Institute’s guests.

Hudson’s new Global Leadership Award highlights the prerequisites for global leadership—strategic vision and dedication to strong alliances, open markets, and innovation—while celebrating and recognizing the farsighted individuals who have made exceptional contributions to the security, prosperity, and freedom of the United States and its allies.





*Kenneth R. Weinstein addresses the audience at the Global Leadership Award dinner*



*Vice Chair Marie-Josée Kravis*



*Former Sen. Joe Lieberman (I-CT) and Rupert Murdoch*



*Former Secretary of State Henry Kissinger*



# NEW HEADQUARTERS

As part of our strategic transformation, Hudson Institute will move to new headquarters at 1201 Pennsylvania Avenue, N.W. in early 2016. The move—the fourth in our 54-year history—marks a significant milestone for Hudson. Staff and guests will be welcomed into a larger, state-of-the-art facility that is ideally located between Congress and the White House. We thank our extraordinary benefactors for making the move possible, especially Betsy and Walter Stern, and we look forward to hosting you in our new office.



Hudson Institute is a research organization promoting American leadership and global engagement for a secure, free, and prosperous future.

Founded in 1961 by strategist Herman Kahn, Hudson Institute challenges conventional thinking and helps manage strategic transitions to the future through interdisciplinary studies in defense, international relations, economics, health care, technology, culture, and law.

Hudson seeks to guide public policy makers and global leaders in government and business through a vigorous program of publications, conferences, policy briefings and recommendations.

Hudson Institute is a 501(c)(3) organization financed by tax-deductible contributions from private individuals, corporations, foundations, and by government grants.

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# Hudson Institute

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