

**Hudson Institute  
Annual Report 2010**

SECURITY  
PROSPERITY  
FREEDOM



# Hudson Institute 1961-2011

In 2011, Hudson Institute is celebrating a half century of forging ideas that promote security, prosperity, and freedom. In honor of its

fiftieth anniversary, the Institute is holding monthly future-oriented seminars on the important issues of the day as well as special fiftieth-

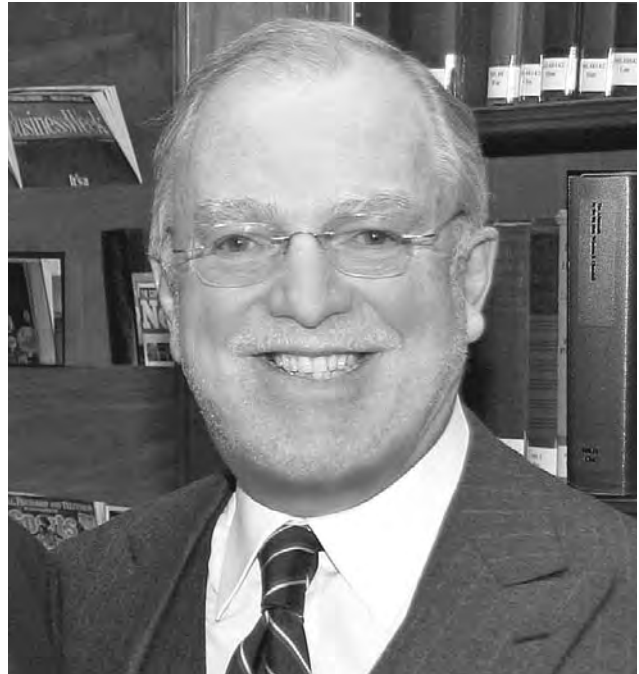
anniversary gala dinners. For more information on Hudson's fiftieth anniversary, please visit [Hudson.org/50years](http://Hudson.org/50years).



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# Message from the Chairman, CEO, and President



ALLAN R. TESSLER



**I**n 2011, Hudson Institute will celebrate a half century of forward-looking analytic policy research. As we turn fifty, this report looks back and notes our accomplishments in 2010.

Herman Kahn, Max Singer, and Oscar Ruebhausen founded Hudson Institute in 1961 because they saw the need for a more publicly engaged policy research organization. They envisioned a think tank that would think creatively about how to achieve a better future while avoiding “unthinkable” threats—and would draw on that creativity to help shape public debate on the critical issues of the day.

Hudson Institute is still dedicated to creatively asking and answering the big questions of the day. Over the past year, Hudson scholars have brought clarity to concerns that go to the heart of our economic well-being, such as the massive expansion of the federal government in health care policy, uncontrolled government spending and regulatory creep, and the continued instability of both union and state government pension plans.

On the international front, our scholars have shined a spotlight on the WikiLeaks scandal; the danger of an unstable and nuclear North Korea; the strategic threat that Iran





KENNETH R. WEINSTEIN



HERBERT I. LONDON

poses to the United States and its allies; the growing threat of radical Islam around the globe; the disturbing trend of Chávez-style populism in Latin America; increased corruption and threats to democracy in Russia; and the ongoing struggle for freedom in China.

Our work on philanthropy and civic renewal highlighted the critical importance of civil society and the faith-based sector, both in America and around the globe. Our Bradley Center for Philanthropy and Civic Renewal remains the leading voice in Washington to promote the vitality of local civic institutions and charitable groups in solving real problems. Its seminars draw on prominent intellectuals, commentators, and philanthropists to examine the political and cultural issues facing our country. The fifth annual *Index of Global Philanthropy and Remittances* has reshaped the discussion

on international development assistance. Both the Bradley Center and the Center for Global Prosperity stress the importance of philanthropy in promoting individual responsibility and furthering American ideals.

Hudson's research, analysis, and commentary—which are chronicled throughout this report—cover a broad palette of important public policy issues. As we move into the next half century of Hudson, we continue to share Herman Kahn's guarded optimism about the future and skepticism toward conventional wisdom.

We are proud of Hudson's first half century of forging ideas that promote security, prosperity, and freedom and are deeply grateful to our supporters for making this vital work possible.

ALLAN R. TESSLER  
Chairman of the Board of Trustees

A handwritten signature in cursive script, reading "Allan R. Tessler".

KENNETH R. WEINSTEIN  
Chief Executive Officer

A handwritten signature in cursive script, reading "Kenneth R. Weinstein".

HERBERT I. LONDON  
President

A handwritten signature in cursive script, reading "Herbert I. London".

# International Security and Foreign Affairs

**H**udson's work on national security and strategy expanded in 2010, with an increasing number of Fellows providing research, analysis, and guidance on critical foreign policy and defense issues. Hudson scholars focused on changing strategies and alignments in Asia, the ongoing wars in Afghanistan and Iraq, and instability in Central Asia, the rise of China and India, and the decline of Europe. They produced incisive original research, assisted strategic decision-making and intelligence assessments for governments and the private sector, participated in various commissions and task forces, and appeared frequently as experts in the world's major media.

Hudson's work on the Islamic world, and especially on the evolution of radical Islam, remained an area of deep expertise. *Current Trends in Islamist Ideology* is a signature journal of value to policymakers, analysts, academics, and opinion leaders and has been praised widely as the world's preeminent journal of its kind.

Our scholars, in the tradition of Hudson founder and noted strategist Herman Kahn, are helping national security





and defense planners understand the character of armed and unarmed conflict. Their advice was sought in 2010 on complex questions relating to the dangers of rogue nuclear powers and cyberterrorism. Hudson scholars highlighted the strategic relationships between countries and regions through analyses of energy security and resource competition, changing political and security coalitions and relationships, the spread of transnational ideologies, and the advent of new technologies and enhanced military capabilities.

## **National Security and Nuclear Strategy**

Hudson's participation in the policy process was extensive in 2010, from studies produced for the U.S. Department of Defense, to articles in leading publications such as the *Wall Street Journal*, *World Affairs*, and *Foreign Policy*, to briefings on Capitol Hill.

¶ The Center for National Security Strategies, directed by Senior Fellow Douglas Feith, worked on a project to



improve the U.S. government's ability to counter the Islamist ideology that fuels international terrorism. In 2010, Feith and Senior Fellow Abram Shulsky developed a strategy for the "battle of ideas" within the war on terror. Building on that research, in March they published a preliminary report entitled *Organizing the U.S. Government to Counter Hostile Ideologies*.

¶ How much information the U.S. government should disclose about its military, intelligence, and counterterrorism activities—and how much information news organizations should reveal to the public—were topics of discussion throughout much of 2010, particularly with the WikiLeaks scandal. One of the most prominent commentators on this subject was Senior Fellow Gabriel Schoenfeld, who published his latest book, *Necessary Secrets: National Security, the Media, and the Rule of Law* (W.W. Norton), in May. Schoenfeld was sought by numerous media outlets including the *Wall Street Journal*, *New York Times*, *Washington Post*, Fox News, CNN, and C-SPAN.

¶ As the U.S. Senate considered the new Strategic Arms Reduction Treaty (START) between the United States and Russia, Hudson Senior Fellows, including Jack David, Douglas Feith, Christopher Ford, Abram Shulsky, and Richard Weitz, analyzed, debated, and considered the ramifications for both nations. Hudson scholars followed the major developments in 2010 in nonproliferation policy, with the release of the administration's new Nuclear Posture Review, "New START," the Nuclear Security Summit in Washington, and the 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons (NPT).

¶ Senior Fellow Douglas Feith contributed to the debate over New START, and he briefed a number of Senators and Senate staff members throughout the year. His December 2010 *Wall Street Journal* op-ed was repeatedly cited by several Senators, including Senate Republican Whip Jon Kyl (R-Arizona), during the Senate floor debate on the new treaty.



GEN. MICHAEL HAYDEN AND GABRIEL SCHOENFELD



DOUGLAS FEITH



CHRISTOPHER SANDS AND FORMER SECRETARY OF THE DEPARTMENT OF HOMELAND SECURITY MICHAEL CHERTOFF



¶ Through frequent press appearances and op-eds in 2010, Senior Fellow and former Deputy Undersecretary of the Navy Seth Cropsey pursued research on national security, especially the negative effects of the decline of the U.S. Navy. In December, Cropsey hosted a panel discussion that focused on reforms of the defense procurement process.

¶ Today, the U.S. Navy fleet is less than half the size it was at the end of the Cold War and notably short of the level that naval leadership says is needed. Admiral Gary Roughead, Chief of Naval Operations and a member of the Joint Chiefs of Staff, gave a major address at Hudson Institute in November, focusing on the current state of the Navy, its future,

the strategic consequences for the United States and its allies, and the nation's position as a great power.

¶ The U.S. Department of Homeland Security (DHS) was formed eight years ago with the expressed mission of keeping America safe. In February, Senior Fellow Christopher Sands and Hudson Institute hosted a discussion of former U.S. Homeland Security Secretary Michael Chertoff's new book, *Homeland Security: Assessing the First Five Years* (University of Pennsylvania). C-SPAN covered this event.

¶ In November, Douglas Feith traveled to the United Kingdom, where he lectured at the House of Commons and at



*Admiral Gary Roughead, Chief of Naval Operations  
and a member of the Joint Chiefs of Staff*



the Royal United Services Institute about Islamist ideology and the terrorism problem with the former British Defence Secretary, the current Shadow Defence Secretary, and the Chairmen of the House of Commons Foreign Affairs and Intelligence Committees. While in London, Feith was interviewed by the BBC, David Frost, and Radio Free Europe/Radio Liberty.

¶ Senior Fellows Jack David and Abram Shulsky contributed to the debate on the so-called zero-nuke argument. In March, David published an op-ed in the *Wall Street Journal* warning of the ill-conceived fantasy of a nuclear-free world. Shulsky, together with Douglas Feith, published an op-ed in the *Wall Street Journal* in May on the illusion of nuclear zero.



¶ In February, Hudson Senior Fellows Christopher Ford and Richard Weitz hosted a panel on East Asia and nuclear security that discussed the immediate challenge of persuading North Korea to return to the Six-Party Talks.

¶ In the spring, Hudson Institute and the Partnership for a Secure America organized three panel discussions to analyze the 2010 Nuclear Security Summit, assess the new Nuclear Posture Review, and debate the eighth Nuclear NPT Review Conference.



¶ Christopher Ford wrote on a range of topics related to arms control, nonproliferation, Iran, and East Asian security in 2010. In a series of papers presented to various conferences, and in essays that were posted on his *New Paradigms Forum* website and widely read within the national security community, Ford offered extensive commentary on the Obama administration's policies with regard to nuclear weapons. He provided testimony before the House Foreign Affairs Committee and spoke at the NPT Review Conference at the UN.

¶ Senior Fellow Richard Weitz's essay "CORDS and the Whole of Government Approach: Vietnam, Afghanistan, and Beyond" was the Grand Prize Winner in the *Small Wars Journal* writing competition.



## United Nations

Throughout the year, *EYEontheUN.org* reported on a range of troubling UN actions that threaten international peace and security, leave human rights victims defenseless, contribute to the demonization of Israel, and weaken the fight against international terrorism.

¶ Anne Bayefsky, Hudson Senior Fellow and Director of *EYEontheUN.org*, was a frequent contributor to publications such as FoxNews.com, National Review Online, Forbes.com, the *New York Daily News*, the *Jerusalem Post*, *Commentary*, and the *National Post* (Canada).

## Islam

Hudson scholars, drawing on their expertise in Islamic thought and theology, have conducted a comprehensive program of research, making the Institute a leader in cutting-edge strategy and policy-relevant research on Islam, Islamist movements, and the possibilities for reform in the Islamic world.

¶ The Center on Islam, Democracy, and the Future of the Muslim World's *Current Trends in Islamist Ideology*, a signature Hudson publication on Islamist thought, is increasingly viewed by specialists as the world's leading publication for analysis of radical Islam. The journal, which probes the character of radical movements, is relied upon by domestic and foreign offices and intelligence agencies around the globe. Co-edited by Senior Fellow Hillel Fradkin, Research Fellow Eric Brown, and Senior Fellow Hassan Mneimneh, *Current Trends* fills a critical gap in the contemporary academic study of Islam. (*For more details on Current Trends, see page 42.*)

¶ In March, Hudson hosted a book discussion of *The Other Muslims* (Palgrave Macmillan), a compilation of essays by moderate Muslims, edited by Hudson Institute Senior Fellow



LEE SMITH, ASSISTANT SECRETARY OF STATE FOR NEAR EASTERN AFFAIRS JEFFREY FELTMAN, AND CFR'S ELLIOTT ABRAMS



Zeyno Baran. The *Washington Post's* Anne Applebaum called the book “a fascinating and important contribution to the debates about Islam, integration, and democracy.”

## Middle East

¶ In February, Senior Vice President Lewis Libby and Senior Fellow Hillel Fradkin co-authored a cover article in *The Weekly Standard*, which argued that while the Muslim world has traditionally been viewed through the prism of the

Arab states, the increasing influence exerted by Iran and Turkey on the region has weakened Arab ability to determine the outcome of events in the region.

¶ Senior Fellow Douglas Feith spoke and published frequently on Israel-related issues, including an October *Wall Street Journal* op-ed that examined majority identity and minority rights in Israel and in other democracies around the world.

¶ Hudson Institute held three panel discussions on the dangers of a nuclear Middle East and the Iranian nuclear program. In January, a Hudson panel examined responses to Iran's continued development of uranium enrichment capacity. In February Hudson hosted a seminar to examine the spread of nuclear weapons in the Middle East. In April a Hudson panel assessed the strategic relationships between the United States, Russia, and Iran in light of the Iranian nuclear program. Participating Hudson experts included Senior Fellows Christopher Ford, Hillel Fradkin, Richard Weitz, and Senior Vice President S. Enders Wimbush.

¶ C-SPAN's *Washington Journal* interviewed Senior Fellow Richard Weitz in August on implications of the U.S. military withdrawal from Iraq. C-SPAN also covered book events at Hudson in 2010: journalist Ian Johnson's *A Mosque in Munich*:

UZI LANDAU, ISRAEL'S MINISTER OF NATIONAL INFRASTRUCTURE





*Nazis, the CIA, and the Rise of the Muslim Brotherhood in the West* (Houghton Mifflin) and Visiting Fellow Lee Smith's *The Strong Horse: Power, Politics, and the Clash of Arab Civilizations* (Doubleday). Discussing Smith's provocative book were Jeffrey Feltman, Assistant Secretary of the State Department's Bureau of Near Eastern Affairs, and Elliott Abrams, former Deputy Assistant to the President and Deputy National Security Advisor for Global Democracy Strategy in the Bush administration.

¶ Working in close partnership with the International Republican Institute, Hudson fellows Abram Shulsky and Eric Brown helped design and conduct a series of three roundtable discussions in Iraq with Iraqi political, religious, and civil society leaders. The purpose of these unique conferences, which featured commissioned research by scholars from a number

*Ann Marlowe on assignment in Afghanistan*

of Iraqi think tanks and universities, was to facilitate a nationwide discussion among Iraqis on crucial topics facing Iraq's democratic development. Brown, a Research Fellow at the Center on Islam, Democracy, and the Future of the Muslim World, co-chaired the sessions. Senior Fellow Abram Shulsky and CEO Kenneth Weinstein also participated.

¶ In March, Hudson Institute welcomed Uzi Landau, Israel's Minister of National Infrastructure, for a major Washington address on energy security as an Israeli national policy priority. CEO Kenneth Weinstein introduced the minister.

## Asia

With a formidable military, a rapidly expanding population, and growing economic prowess, China is emerging as a





FORMER JAPANESE  
PRIME MINISTER  
SHINZŌ ABE,  
KENNETH WEINSTEIN,  
AND LEWIS LIBBY

twenty-first century global superpower. Even though China is an international leader in modern business and technology, both its attitude toward the present and view of the future are rooted in the past—and we need to understand that connection in order to address the challenges presented by Asia’s giant. Hudson Institute has a half-century tradition of forward-looking policy analysis in greater Asia.

¶ In July, Hudson Institute hosted a discussion of two books from Hudson scholars: Senior Fellow Christopher Ford’s *The Mind of Empire: Chinese History and Modern Foreign Relations* (University Press of Kentucky) and Senior Fellow Charles Horner’s *Rising China and Its Postmodern Fate: Memories of Empire in a New Global Context* (University of Georgia Press). Joining Ford and Horner for this book forum were Professor Arthur Waldron of the University of Pennsylvania and Ashley Tellis of the Carnegie Endowment for International Peace.

¶ Research Fellow Eric Brown and Senior Fellow Charles Horner have been developing new models for understand-

ing both internal Chinese and intra-Asian politics. Their article, “Beijing’s Islamic Complex,” published in May in *The American Interest*, prompted worldwide attention and is the basis for their continuing work on Sinic-Islamic relations.

¶ In June, Hudson hosted a discussion featuring Visiting Fellow Ann Marlowe, who travels frequently to Afghanistan reporting on the American counterinsurgency strategy (COIN), as well as Afghanistan’s economy, culture, and archaeology. Marlowe discussed the merits and failures of a best-practice COIN strategy in Afghanistan.

¶ In August, Executive Vice President and Chief Operating Officer John Walters hosted a major address by Indian Air Vice Marshal Muthumanikam Matheswaran on the ongoing modernization of India’s air force. He discussed the role of international cooperation, particularly with the United States, in India’s efforts to become a global aerospace power.

¶ In October, Hudson held a discussion of China’s military

expansion and the possible implications for American strategic interests in Asia with Senior Fellow Seth Cropsy and Visiting Fellow John Lee.

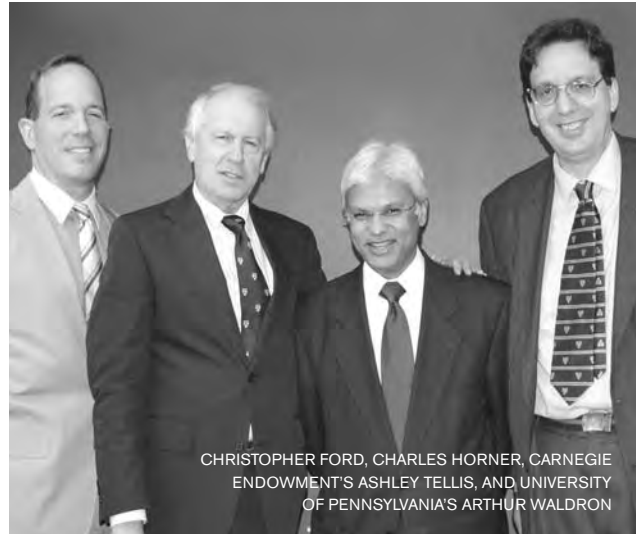
¶ Also in October, Shinzō Abe, former Prime Minister of Japan from September 2006 to September 2007 and a member of the Japanese Diet since 1993, delivered a major address to Hudson Institute. His speech, aired live on C-SPAN, focused on the future of the U.S.-Japanese relationship and its implications for Pacific and global security. Hudson Chairman Allan Tessler and Senior Vice President Lewis Libby delivered remarks.

## Latin America

After decades of boom-and-bust volatility, Latin American economies finally seem to be moving toward a trajectory of stable growth. On the other hand, some economies have been weakened by radical populism, which has taken root in Venezuela, Bolivia, Ecuador, and Nicaragua. In Venezuela, the regime led by Hugo Chávez has formed a strategic alliance with the world's leading state sponsor of terrorism—Iran—and has aided multiple terrorist groups, including the Colombian FARC, the Spanish ETA, and Hezbollah. Organized crime, drug trade, and gang violence continue to affect regional security, and Russia, China, and Iran are actively promoting their agendas in Latin America with little opposition from the United States.

¶ Hudson's Center for Latin American Studies stands out among think tanks for its examination of radical populism, the influence of foreign actors in Latin America, and U.S. relations with the rest of the Western hemisphere. In 2010, the Center held a series of significant public events, attended by current and former diplomats, government officials, and media. The Center also hosted numerous foreign dignitaries and government officials from Latin America for private briefings.

¶ Center Director and former Costa Rican Ambassador to



CHRISTOPHER FORD, CHARLES HORNER, CARNEGIE ENDOWMENT'S ASHLEY TELLIS, AND UNIVERSITY OF PENNSYLVANIA'S ARTHUR WALDRON



JAIME DAREBLUM



JOHN LEE



the United States Jaime Darembaum continued to focus attention on this often-overlooked but important region through congressional testimony, including remarks before the Senate Foreign Relations Committee, and media outreach. He provided frequent commentary to U.S. and Latin American media outlets, including CNN, *La Nación*, Voice of America, and *The Weekly Standard*. His columns are widely syndicated throughout Latin America and Spain.

¶ Throughout 2010, Darembaum and the Center hosted numerous events on the future of Latin America. In April, the Center hosted two conferences on Iran and China's increasing influence and ambitions in the region. Darembaum hosted an event in June to assess threats that armed non-state actors, such as terrorists, drug traffickers, and gangs, pose to Latin America and the United States. In the run-up to the parliamentary elections in Venezuela, the Center hosted panelists from all over Central America in September to debate the state of electoral politics in Hugo Chávez's regime.

¶ In December, Darembaum and Executive Vice President and COO John Walters participated in an event on Capitol Hill to discuss the danger that the radical populism of the Andean region—in particular Venezuela, Ecuador, and *Herbert London greets former Spanish Prime Minister José María Aznar*



KENNETH WEINSTEIN AND EUROPEAN PARLIAMENTARIAN ARNAUD DANJEAN



S. ENDERS WIMBUSH







DAVID SATTER AND ANDREI PIONTKOVSKY

Bolivia—poses to democracy, human rights, U.S. interests, and inter-American security.

## Europe

¶ In April, Hudson CEO Kenneth Weinstein hosted key members of the European Parliament's Subcommittee on Security and Defence, headed by Chairman of the Subcommittee Arnaud Danjean, to discuss topics ranging from European Union–United States cooperation on NATO's strategic concept, to cooperation in areas such as Afghanistan, Kosovo, and Bosnia and Herzegovina.

¶ Following the highly successful Vienna Forum of 2008, the 2010 Vienna Forum at Castle Neuwaldegg in May generated invigorating discussion and debate on the state of Europe, democracy, and culture, with special consideration of the Islamic integration process. The conference was a collaborative effort of Hudson Institute, *Kairos Journal*, and the Educational Initiative for Central and Eastern Europe, and featured former Spanish Prime Minister José María Aznar, Fr. Marcel Guarnizo, Hudson President Herbert London, and Hudson Senior Fellows Michael Horowitz, Paul Marshall, and Nina Shea, among others.

¶ Hudson CEO Kenneth Weinstein hosted former European

Commissioner Frits Bolkestein for a luncheon roundtable in October on the theme of a new book he is writing about the relation between intellectuals and politics. He is best known for his role as European Commissioner charged with internal market reforms, including an initiative that sought to create a more open EU market for services.

## Russia

¶ The U.S. Strategic Studies Institute (SSI) published *The Russian Military Today and Tomorrow*, which was co-edited by Hudson Senior Fellow Richard Weitz and Stephen Blank of SSI. This collection of essays is a tribute to the late Hudson scholar Mary FitzGerald and her pioneering work on Russia's military. It reviews enduring strategic issues for analysts of Russian foreign and defense policy.

¶ In August, Hudson Institute held a discussion with the American Enterprise Institute's Nicholas Eberstadt on the critical implications for Russia's internal stability and future security outlook posed by the country's continuing population challenges. Joining and contributing to the discussion was Hudson Institute Senior Vice President S. Enders Wimbush.

¶ In September, Hudson Institute held a discussion of the state of the rule of law in Russia. Joining this panel discussion were Russian defense attorney Vadim Klyuvgant, Hudson Institute Senior Fellow David Satter, and Visiting Fellow Andrei Piontkovsky, author of *Russian Identity* (Hudson Institute). The event was moderated by S. Enders Wimbush.

## Africa

¶ On Christmas Day 2009, Nigerian Umar Farouk Abdulmutallab attempted to blow up a crowded flight en route from Amsterdam to Detroit. In January, the Center for Religious Freedom and the International Christian Concern



NINA SHEA WITH PRESIDENT OF VOICES FOR SUDAN JIMMY MULLA

co-sponsored Rev. John Joseph Hayab's presentation at an event at Hudson in which he addressed underlying factors contributing to Nigeria's Muslim-Christian conflict. Senior Fellow and Director of the Center for Religious Freedom Nina Shea moderated the event.

¶ In April, Sudan held national elections in the midst of a tense peace between North and South and an ongoing conflict in the western province of Darfur. These elections represented a critical test of the 2005 Comprehensive Peace Agreement. Shea hosted events in January and March on the tensions in Sudan and challenges to religious freedom.



CAROL ADELMAN AND PRESIDENT OF THE AFRICAN DEVELOPMENT BANK DONALD KABERUKA



¶ Also in April, Hudson's Center for Global Prosperity and the Whitaker Group co-hosted a major discussion that provided a platform for African finance ministers, the African diplomatic corps, and U.S. business and policy leaders to advance strategies to increase capital flows to Africa. Hudson Senior Fellow and Director of the Center, Carol Adelman, introduced the Honorable Donald Kaberuka, President of the African Development Bank.

## Canada and North America

The United States and Canada are the world's largest trading partners and share the world's longest common border. Hudson Institute has long focused on the critical importance of the U.S.-Canadian relationship. Under the direction of Senior Fellow Christopher Sands, Hudson maintains an active program of research on Canada and U.S.-Canadian relations, focused on economics, trade, homeland security, and foreign policy.

¶ Hudson scholars were in demand to brief officials in Canada this year. In November, Hudson CEO Kenneth Weinstein completed a tour of think tanks and university research institutes

*Kenneth Weinstein greets Québec Minister of International Relations Monique Gagnon-Tremblay*

as a guest of the government of Quebec. Senior Fellow Richard Weitz testified before the Canadian Senate on Afghanistan in October, and Sands traveled to Vancouver to observe security for the 2010 Winter Olympics. Sands also briefed Canadian premiers and U.S. governors throughout the year and spoke to audiences in Lansing, Buffalo, Montreal, Cleveland, and Toronto on border security arrangements.

¶ In September, Sands hosted a discussion of a recent book on North American relations, *Borders and Bridges: Canada's Policy Relations in North America* (Oxford), by political scientists Monica Gattinger of the University of Ottawa and Geoffrey Hale of University of Lethbridge. Joining Hale to discuss his book were Kevin O'Shea, Minister (Political), Embassy of Canada, and chapter contributors Greg Anderson, University of Alberta, and Bernard Brister, Royal Military College of Canada.

¶ In November, Sands presented the preliminary scenarios generated by his study, *Alternative Energy Futures for North America*, to officials of the government of Alberta. The study uses techniques of scenario building pioneered by Hudson founder Herman Kahn to illustrate the trade-offs between energy and climate policies and the interaction of U.S. federal and state policies with those of Ottawa and the Canadian provinces.





# Economic Policy

**A** realistic optimism in the long-term ability of markets and technology to shape a more prosperous future has guided Hudson research on economics and finance since the days of Herman Kahn. During a year of concern about the future of the American and global economies, Hudson scholars continued to influence economic policy, commenting on and analyzing current conditions, proposed or enacted regulatory and economic legislation, and future projections of economic trends.

In 2010, Hudson's economic team—composed of senior level economists and distinguished former government officials—focused on an array of policy issues including tax, fiscal, employment, and housing policies, financial sector reform, international trade, and regulation. They examined the controversial passage of health care reform, the housing crisis, the affordability of rental housing, higher education and economic mobility, gender-based income inequality, job creation in an evolving global economy, the role of China in the future of economic policy, government intervention into the financial and health care markets, and the impact of human activity on worldwide climate change.





¶ Director of Economic Policy Studies and Senior Fellow Irwin Stelzer was a frequent guest on CNBC and the BBC. He has a weekly column in the *Sunday Times* (London) and the *Wall Street Journal Europe* and writes frequently for *The Weekly Standard*. Senior Fellow and Director of the Center for Employment Policy Diana Furchtgott-Roth appeared on Fox News, CNN, CNBC, C-SPAN, and many national and local radio shows, and published regular columns for *RealClearMarkets.com*, the *Washington Examiner*, and *Tax Notes*.

¶ Furchtgott-Roth and the Center for Employment Policy, along with Senior Fellows Stelzer and John Weicher, produced weekly economic reports throughout the year. *Hudson Institute's Economic Report* serves as a valuable resource for the media, policymakers, and business leaders around the globe.

## Health Care

Hudson scholars played an important role in the debate over health care reform in 2010, analyzing reform proposals,

challenging initiatives that would expand the size and scope of the federal government, and offering alternative plans to reduce the costs associated with malpractice insurance and limited insurance pools.

Hudson scholars contributed to major media outlets, including CNN, Fox News, Fox Business News, the *New York Times*, and the *Washington Post*, throughout the year as the national debate on health care reform raged on even after being signed into law by President Obama in March. In high demand were Senior Fellow and Director of the Center for Employment Policy Diana Furchtgott-Roth, Senior Visiting Fellow Tevi Troy (former Deputy Secretary of Health and Human Services), Senior Fellow and Director of Economic Policy Studies Irwin Stelzer, Visiting Fellow Hanns Kuttner (a former White House health care advisor), and others.

Troy's views have been influential in the health care debate, on both sides of the divide. As *The Weekly Standard* put it, "domestic policy wonks like . . . Tevi Troy dissected the Democrats' health care bill and helped turn public opinion

*James Capretta, Tevi Troy, and Hanns Kuttner*

against it." About Troy, *The New Republic* opined, "You should take his arguments seriously."

¶ Over the last year, Troy published three dozen important articles on health care reform. In 2010, his work appeared in the *Washington Post*, *Politico*, *Commentary*, *City Journal*, and *National Review*, among other places. He also took part in more than fifty radio interviews and was a frequent contributor to Fox News and Fox Business.

¶ Following the November congressional elections, Hudson scholars Kuttner and Troy organized a panel on the future of health care reform. Panelists, including experts from other think tanks and Capitol Hill veterans, agreed that while "repeal and replace" was the slogan of many successful candidates, changes to the legislation signed by President Obama in March would be unlikely before the 2012 election.

¶ Jeremiah Norris wrote numerous articles about health care and potential "super-bugs" affecting hospitals around





DIANA FURCHTGOTT-ROTH  
TESTIFIES BEFORE CONGRESS



the globe. His articles appeared in outlets such as *Pajamas Media*, the *Financial Times*, and *Lancet*. He also was a frequent contributor to the Center for Global Prosperity's *Blogal Prosperity* website.

## Employment

¶ Senior Fellow and Director of the Center for Employment Policy Diana Furchtgott-Roth was frequently sought out on Capitol Hill in 2010. She testified on solutions to long-term unemployment before the Joint Economic Committee in April. In September, before the same committee, she testified on how the gender pay gap is insignificant when factors such as education and field of work are taken into consideration.

¶ In June, Furchtgott-Roth spoke before the House Republican Health Care Solutions Group on the effects of the new

health care law on jobs for low-skill workers. In November, Hudson held a conference on Capitol Hill on the effects of the Paycheck Fairness Act on employment, with a roster of speakers including former Secretary of Labor Elaine Chao.

¶ In August, Encounter Books published Furchtgott-Roth's *How Obama's Gender Policies Undermine America* as part of their new series of critical pamphlets. The publication showed that, although women are riding out the recession more easily than men, President Obama and Congress, responding to feminist lobbying, are expanding preferences for women in both education and hiring.

¶ In September, Hudson published Furchtgott-Roth's *Union Pensions at Risk*. This edition updated her 2009 report, documenting the increasing disparities between union and non-union pension plans from 2005 to 2007—even before the stock market crash—and calling on union members to recognize their leaders' responsibility to close that gap.

Furchtgott-Roth argued that the pressure to increase the number of unionized workers in the economy is substantially due to the need to make union pension plans actuarially sound.

## Housing and Finance

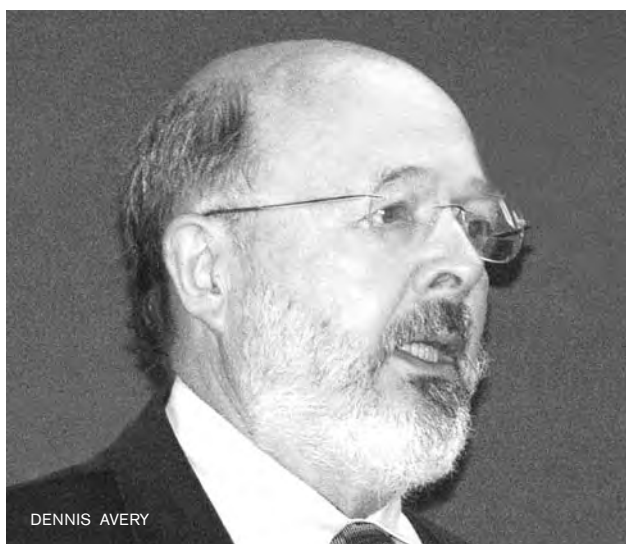
¶ Hudson Institute scholars conducted research on the continuing U.S. housing crisis in 2010. Senior Fellow John Weicher, Director of Hudson’s Center for Housing and Financial Markets, responded to a request from the U.S. Treasury Department for ideas on the reform of the housing finance system, drawing on his experience as a regulator of Fannie Mae and Freddie Mac and as Federal Housing Administration Commissioner.

¶ In November, Weicher spoke at a conference, on the status of the government-sponsored enterprises hosted by the Federal Reserve Bank of St. Louis, about the regulation of Fannie Mae and Freddie Mac in relation to their collapse.

¶ Weicher completed a two-year project on “The Long-Term Dynamics of Affordable Rental Housing in the United States,” explaining the process by which housing units become available to lower-income households, and what happens once they become affordable. The project covers the years from 1985 to 2005 and is funded by the MacArthur Foundation, which has given a further grant to Hudson to extend the project and cover the years since 2005, with a particular focus on the changes during the current severe recession.

## Energy, Food, Environment

¶ Senior Fellow Dennis Avery continues to present his message that the earth’s warming since 1850 is part of a long, natural, 1,500-year climate cycle, primarily through his weekly columns published widely in newspapers and on blogs, as well as on television and talk radio.



¶ As more governments and universities begin to worry about the world's need to double its farm output over the short space of the next forty years, Dennis Avery and Hudson's Center for Global Food Issues continue to highlight the need for "high-yield conservation." As Avery puts it, "we must triple the food yields from the current farming acres—again—or see the world's wildlife displaced from massive tracts of today's wildlands."

¶ Alex Avery, Director of Education at the Center for Global Food Issues, continued his work as a spokesman for today's well-managed high-yield farming. He focused on the reality that low-yield organic farming is not a sustainable option for the twenty-first century. Alex Avery also warned that biofuels such as ethanol take scarce farmland away from food production, only to produce small amounts of renewable energy.

¶ In May, Hudson welcomed Hank Cardello as a Visiting Fellow. Cardello is an expert in food and nutrition, as well as societal issues that businesses can play a significant role in solving. Prior to Hudson, Cardello was an executive at some of the world's largest food and beverage companies, including Sunkist, Canada Dry, Coca-Cola, Anheuser-Busch, and General Mills. Most recently, he is the author of *Stuffed: An Insider's Look at Who's (Really) Making America Fat* (HarperCollins, 2009). At Hudson, he directs the new Obesity Solutions Initiative and writes regularly for *The Atlantic* online.

¶ Hudson Institute welcomed Lee Lane as a Visiting Fellow in 2010. Lane is an expert on climate change, geoengineering, and the environment. At Hudson, he is studying the new institutional economics relating to issues of climate and energy policy.





# Religious Freedom and Human Rights

**F**or nearly fifty years, Hudson Institute’s research has been guided by the notion that freedom is transformative. In 2010, Hudson scholars continued to press for religious freedom and human rights and for combating Internet censorship around the world.

## Religious Freedom

Hudson’s Center for Religious Freedom actively follows religious persecution and intolerance throughout the world, and especially in the Muslim world today. Throughout the Muslim Middle East, Christians, Jews, Hindus, Zoroastrians, Bahais, Mandeans, Yazidis, and liberal Muslims are violently persecuted and often driven out en masse. In addition, state-enforced Islamic blasphemy and apostasy rules are now making an appearance in the West under the guise of so-called “hate speech” bans.

¶ Hudson Senior Fellow Paul Marshall and Center for Religious Freedom Director Nina Shea worked in 2010 on their forthcoming book, *Silenced: How Apostasy and Blasphemy Codes Are Choking Freedom Worldwide*, to be published by Oxford University Press in 2011. It is an account





of contemporary Muslim blasphemy and apostasy rules that includes an extensive survey of blasphemy cases in Muslim-majority countries over the past twenty years and a summary of similar instances emerging in Western democracies.

¶ The Center's research shows that there is no single definition of Muslim blasphemy; rather, it is an amorphous concept that is used to silence not simply irreverent cartoonists, but also more tolerant Muslim scholars, political and social reformers, and religious minorities.

¶ Both Marshall and Shea have been leading the discussion on those persecuted in the Muslim world under notions of blasphemy. They have contributed to CNN International, the *Wall Street Journal*, *National Review*, *The Weekly Standard*, and other outlets.

¶ In February and March, the Center for Religious Freedom held events that looked at the fight for freedom and peace in Sudan and Nigeria. (*For more on Hudson's work on Africa, please see page 15.*)

¶ In July, Shea was re-appointed by the U.S. House of Representatives to a fifth term as a Commissioner on the U.S. Commission on International Religious Freedom, and in October





Shea testified before Congress. Over the past year, Shea has also met with Deputy Secretary of State James Steinberg and Under Secretary William Burns and was consulted by Treasury Under Secretary for Terrorism and Financial Intelligence Stuart Levey on radical Saudi textbooks and U.S. policy. Shea also briefed Assistant Secretary of State for Human Rights Michael Posner on these issues.

¶ The Center's six-year project to collect, translate, analyze, and expose violent teachings in Saudi textbooks played a crucial role in convincing the Embassy of Saudi Arabia to

*CBS News' Juan Zarate, Zeyno Baran, and Hedieh Mirahmadi, President of the World Organization for Resource Development and Education*

substantially change the religious textbooks used in its academy in Northern Virginia, the Islamic Saudi Academy (ISA). As ISA has not been forthcoming on how it teaches sensitive issues such as jihad, Senior Fellow Nina Shea met with the academy's accrediting agency and was instrumental in persuading it to withhold accreditation until more is revealed on this and other issues.

¶ Shea and Marshall have documented, analyzed, and publicized the intensifying persecution of Christian minorities throughout the world, and, with Hudson Adjunct Fellow Lela Gilbert, are currently drafting a second book that is expected to be completed in 2011.

## Human Rights

¶ Joining Hudson Institute in 2010 was Senior Fellow Melanie Kirkpatrick, formerly a Deputy Editor of the *Wall Street Journal's* editorial page. In addition to contributing pieces to the *Wall Street Journal*, she is writing a book on North Koreans who escape the regime and the Christians who help them via a remarkable underground railroad system.

¶ Michael Horowitz continued his work as a central figure on a broad range of human rights and religious freedom is-





sues in 2010, forming and strategically directing bipartisan coalitions. His efforts have been vital to combating the scourge of obstetric fistula in Africa and the overcrowded and disease-infested conditions of international prisons.

¶ Horowitz has also spearheaded a new initiative that seeks to improve the ability of dissident leaders to communicate more effectively with English-speaking audiences. Additionally, Horowitz continues his work on sex trafficking, religious freedom in Pakistan, human rights in North Korea, and domestic prison rape.

¶ In December, Horowitz held a conference at Hudson Institute, covered by C-SPAN, which recommended that the government address the misclassification of refugees as terrorists under current U.S. immigration law by implementing the Kyl-Leahy reforms to the Real ID and Patriot Acts.

## Internet Freedom

¶ Senior Fellow Michael Horowitz played a major role in 2010 in advancing Internet firewall circumvention as a key component of a meaningful U.S. Internet freedom policy. Horowitz has sought to make it increasingly possible for residents of closed societies around the world to freely access information and communications via the Internet when faced with regime-imposed firewalls. Horowitz takes the view that anti-censorship technology can counter information control on the Internet, just as anti-jamming technology did for radio broadcasts during the Cold War.

¶ In February, Horowitz hosted a press conference with former U.S. Ambassador to Hungary Mark Palmer on Capitol Hill to bring attention to Internet censorship. He also engaged the media, major human rights organizations, legislators, and U.S. government officials to further mobilize support for Internet firewall circumvention. His work has helped to direct government funds toward the expansion of Internet access, fostering openness and hope for a democratic future.



# Philanthropy, Society, and Culture

**T**he importance of culture, religion, the rule of law, and an abiding respect for constitutionalism have guided Hudson Institute research since its founding in 1961. Our commitment to the flourishing of democratic societies around the world is the basis for our work on civil society, culture, foreign aid, philanthropy, and the law. Hudson researchers promote a vital civil society by examining contemporary policy debates through the prism of American citizenship, patriotism, and civic education.

## American Society

¶ Executive Vice President and Chief Operating Officer John Walters, the former Cabinet-ranked “Drug Czar,” has appeared frequently in major media outlets, including CNN’s Anderson Cooper 360°, Fox News, and the *Wall Street Journal*, to discuss the deleterious effects of illegal drugs on American society.

¶ Hudson Institute launched the Hertog Political Studies Program in 2010. Directed by Walters, the Hertog program is an elite, full-scholarship program in the theory and practice of government. In its first year, the Hertog Program brought together a select group of college and university



students from across the country with some of the great thinkers and doers shaping American life, including Henry Kissinger, Gen. Jack Keane, and Charles Krauthammer.

¶ In 2010, Senior Fellow John Fonte completed work on his latest book, *Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?* (Encounter Books, 2011). His book surveys the conflict between global governance and the independent state from ancient times to the present.

¶ Fonte was quoted by *The Economist* and a leading Japanese newspaper, *Sankei Shimbun*, on issues of citizenship. A new college textbook, *American Government and Politics* by Joseph M. Bessette and John J. Pitney, Jr., includes an essay by Fonte on the patriotic assimilation of immigrants.

¶ Throughout 2010, Hudson President Herbert London had an active program of speeches and commentary on education, citizenship, and American culture. In August, he presented a talk at Hudson, covered by C-SPAN, on his two new books on higher education. *Diary of a Dean* (Hamilton) is a memoir of London’s tumultuous years at New York University, where he founded the Gallatin School of Individual Study. His second book, *Decline and Revival in Higher Education* (Transaction), offers a glimpse into the devolution of university standards.







CAROL ADELMAN, FORMER UNDER SECRETARY OF STATE  
PAULA DOBRIANSKY, AND ANDREW NATSIOS

¶ In January, Hudson Institute, Family Security Matters, and *Human Events* co-hosted a major conference on American liberty in New York. The keynote address was by Ambassador John Bolton, and panelists included author Gordon Chang, former Attorney General Michael Mukasey, former Chairman of the Joint Chiefs of Staff General Richard Myers, then congressional candidate Allen West, and author Midge Decter. Herbert London and *Human Events* editor Jed Babbin gave opening remarks. This event was covered by C-SPAN.

¶ Following a seminar series she conducted on American identity, character, and citizenship, Senior Fellow Amy Kass has completed another annotated anthology. This one is aimed at developing more engaged and attached citizens. It is entitled *What So Proudly We Hail: The American Soul in Story, Speech, and Song* and will be published by ISI Press in 2011.

## Civic Renewal and Philanthropy

¶ Over the course of 2010, Hudson's Bradley Center for Philanthropy and Civic Renewal hosted a series of debates on current issues in philanthropy, featuring more than fifty opinion leaders in the nonprofit sector. Topics for discussion included how the financial crisis has affected grantmaking

decisions by large foundations, the implications of the Supreme Court's controversial ruling in *Citizens United v. Federal Election Commission*, and the impact of the 2010 midterm elections on foundations and the nonprofit sector.

¶ Bradley Center Director and Senior Fellow William Schambra published numerous articles in 2010 for outlets including *The Chronicle of Philanthropy*, *National Affairs*, and *The Nonprofit Quarterly*.

¶ In June, the Bradley Center held its sixth annual Bradley Symposium on the growing populist movement against the current administration's overreaching public policies. The panelists discussed how American conservatism can tap into this new populist energy without compromising its essential principles. The symposium was covered in major newspapers and blogs, including *National Review*, the *Washington Examiner*, and *USA Today*.

¶ In September, the Bradley Center released a revised and expanded second edition of its 2006 bestseller *Great Philanthropic Mistakes*. Author Martin Morse Wooster presents eight case studies that examine how America's most powerful foundations—despite the best of intentions—go awry. Wooster places special focus on the work of the Ford Foundation in the 1950s and 1960s and warns against the institutional temptation of being overly confident.

¶ In December, Hudson hosted Senator Lamar Alexander (R-Tenn.), the Chair of the Senate Republican Conference, for a keynote address, which he later delivered on the floor of the Senate, entitled “Less from Washington, More of Ourselves.” His speech and the subsequent Hudson panel were covered by C-SPAN. In his speech, Senator Alexander reflected on his work on renewing civil society that he undertook as a Hudson Senior Fellow in the mid-1990s.

## Law

¶ Distinguished Fellow Judge Robert H. Bork has continued his work on constitutional law, legal history, antitrust law, and the Supreme Court. Judge Bork also commented on the Supreme Court confirmation hearings of Elena Kagan.

¶ Visiting Fellow Elizabeth Samson wrote a number of op-eds and articles, including pieces in the *Jerusalem Post*, the *Guardian*, the *New York Post*, and the *American University International Law Review*, on the topics of international law, the United Nations, and libel laws.

¶ In October, Judge Bork was honored by the Alliance Defense Fund with their Edwin Meese III Originalism and Religious Liberty award for “his significant efforts in public-

*Herbert London, author Mark Steyn, columnist Claudia Rosett, former Attorney General Michael Mukasey, and author Midge Decter*

cally promoting and defending religious liberty and principles of sound governance and jurisprudence through the active advance of constitutional originalism.”

## Foreign Aid and International Development

¶ Five years ago, Hudson’s Center for Global Prosperity, directed by Senior Fellow Carol Adelman, created the *Index of Global Philanthropy and Remittances*, the most comprehensive annual measurement of global private giving. The *Index* is a testament to the impact of Hudson’s analytical research. The first *Index* broke entirely new ground by publishing these numbers, and now almost every major international economic institution acknowledges that private development aid is a crucial way to bring growth and prosperity to the developing world. The *Index* has been recognized by *Foreign Affairs* as “a one-stop compendium of the best available data on global philanthropy.”

¶ The Center launched the fifth annual *Index of Global Philanthropy and Remittances* in May 2010. The most recent *Index* found that in 2008—the latest year for which data was available—private giving and remittances remained remarkably resilient despite the global recession. Private philanthropy and remittances from the developed world



remained among the most important sources of funding in the developing world, adding up to nearly twice as much as government aid, and serving as a crucial lifeline for the poor.

¶ To celebrate the publication's fifth anniversary, the Center hosted a luncheon with members of the media and guests from the U.S. government, think tanks, foundations, and aid organizations. Hudson Senior Fellow Andrew Natsios, former USAID Administrator under President George W. Bush, delivered the keynote address. Adelman and Center Deputy Director Heidi Metcalf Little presented the latest data from the *Index*.



FORMER ATTORNEY GENERAL MICHAEL MUKASEY



SOUTH CAROLINA GOVERNOR NIKKI HALEY, JACK DAVID, AND JOHN WALTERS



FORMER UN AMBASSADOR JOHN BOLTON

*Kenneth Weinstein, William Schambra, The Weekly Standard Editor William Kristol, National Review Institute's Kate O'Beirne, and Senator Lamar Alexander (R-Tenn.)*





# Hudson New York

**H**udson President Herbert London oversees the New York office of Hudson Institute and engages in extensive outreach in New York, Washington, and abroad. A frequent social commentator on radio and television, London also publishes regularly in a variety of print and online media. He has penned numerous books and lectures throughout the world.

## New York Briefing Council

A subscription-only public policy lecture series, Hudson New York's Briefing Council held spring and fall sessions in 2010. The series, hosted by London, featured distinguished guest speakers who addressed a range of current public policy concerns, from security to economics.

## Hudson New York Website (HudsonNY.org)

The website of Hudson Institute's New York office attempts to encourage civil discourse on important issues of our time. The views expressed are not necessarily the opinions shared by those at the Institute, but reflect a variety of viewpoints that may be controversial and sometimes provocative. The website provides a forum for commentary on topics including religion, national security, human rights, international affairs, and energy. The site helps magnify dissident voices that stress the need for the rule of law, property rights, free-market opportunities, freedom of speech, freedom of the press, and other institutions of liberal democracy throughout the world.

The site also links to Hudson Institute New York's program, *EYEontheUN.org*, directed by Senior Fellow Anne Bayefsky, who covers UN activities for Hudson Institute, as well as managing Hudson New York's Facebook and Twitter pages.

## Guest Speakers in 2010

LIZ CHENEY, *Threats to the United States*  
BETSY MCCAUGHEY, *Health Care: Now What?*  
GEORGE GILDER, *Indispensable Allies*  
STEPHEN MOORE, *The Future of the Economy*  
TAREK HEGGY, *Inside Egypt*  
GENERAL DAVID PETRAEUS, *Afghanistan*  
DICK MORRIS, *2010: Consequences*  
DANIEL SEAMAN, *Israel Update: Insider's View*  
GERALD STEINBERG, *How Europe Bankrolls Conflict*  
JOHN BOLTON, *Deepening Crises*  
HENRY KISSINGER, *Current Global Dynamics*  
CHARLES GASPARINO, *The Wall Street Sellout*  
WILLIAM BENNETT, *America's Victory*  
STEPHEN HAYES, *What's Really Going on in Washington*  
ANTHONY JULIUS, *The New British Anti-Semitism*  
VICTOR DAVIS HANSON, *Consequences of Political Correctness*  
MITCHELL BARD, *The Arab Lobby: The Most Powerful in Washington*  
FRANK LUNTZ, *Midterm Election: How It's Shaping Up*  
AMITY SHLAES, *Rx for Recovery: How to Create Growth*  
JOHN FUND, *Political Thuggery*  
LEE SMITH, *How Big Media Are Making Hate Speech Respectable*  
ALAN DERSHOWITZ, *The Case for Moral Clarity*  
NEWT GINGRICH, *Looking Ahead*  
WILBUR ROSS, *The Economic Outlook*  
ELIE WIESEL, *Morality, Guilt, and Innocence*  
HERBERT LONDON, *Inside Academia*  
MALCOLM HOENLEIN, *The Administration, the EU, and Israel*  
REPRESENTATIVE MIKE PENCE, *Vision for a Better America*

# HUDSON HISTORY AND HERMAN KAHN

Forging ideas that promote security, prosperity, and freedom



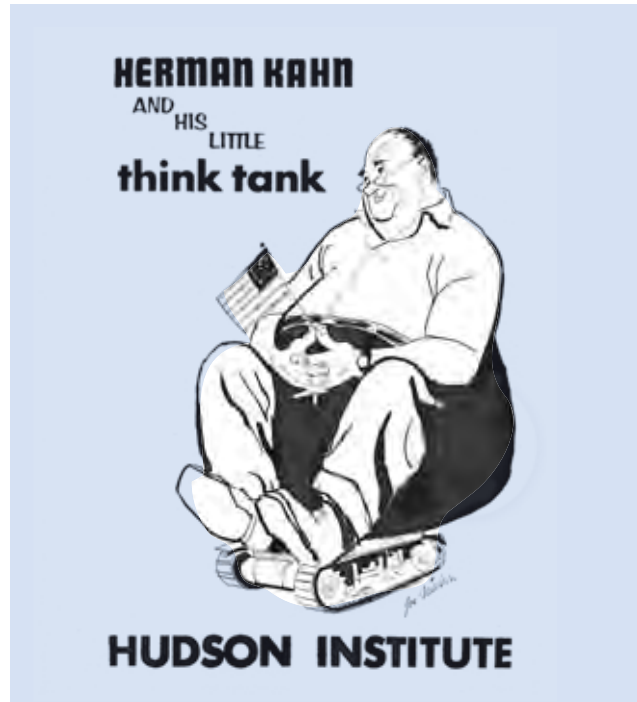
**W**hen the nuclear strategist and futurist Herman Kahn (1922–1983) founded Hudson Institute in 1961, he had a grand and powerful long-term vision for his burgeoning think tank. In the short term, he hoped that the Institute would help “to raise the level of debate” over critical issues affecting national security and international order.

Under Kahn’s leadership, Hudson Institute became a research organization of national and global significance. Hudson emerged as a think tank that would tackle policy problems of the present while looking over the horizon for gathering storms and possible solutions.

Hudson—Herman Kahn’s “little think tank”—helped the United States and its allies to craft near-term foreign and defense policies, as well as longer-term and more compre-







hensive strategies, that would undermine the Iron Curtain.

The Institute's "future studies" research cut through the pervasive pessimism of the late 1960s and 1970s and reminded America—and the world at large—of the promise and possibilities that optimism, markets, and technological innovation could bring.

Herman Kahn's wisdom has guided Hudson for fifty years. We remain dedicated to Kahn's vision, which questions the conventional wisdom and focuses on the longer term through careful and comprehensive analyses.

To commemorate this historic anniversary in 2011, Hudson will hold monthly future-oriented seminars on the important issues of the day, publish an updated history of the Institute, and hold special fiftieth anniversary-themed gala dinners—programs that will help us launch the next half century of Hudson research and analysis promoting security, prosperity, and freedom.



## James H. Doolittle Prize

**I**n 2010, Hudson Institute continued its tradition of bestowing awards on public figures who stood above the crowd and made meaningful and invaluable contributions to continuing the security, prosperity, and freedom of America.

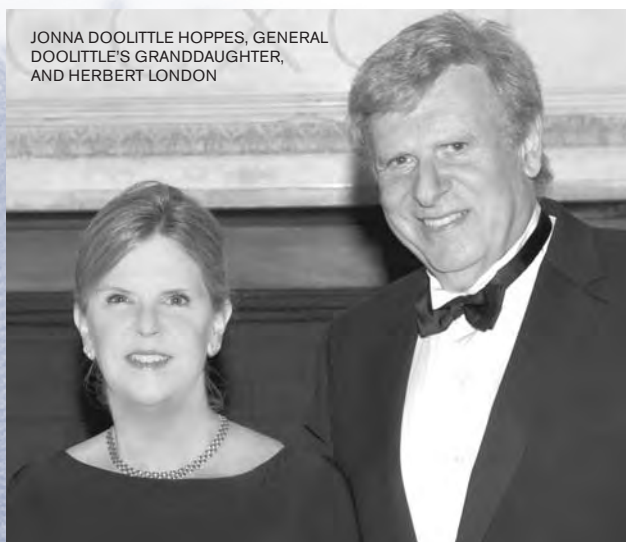
In June, Hudson Institute's **DOOLITTLE PRIZE**, named after the brave World War II aviator and aviation pioneer General James H. Doolittle, was bestowed upon General David Petraeus at a dinner in New York.

At the Doolittle Prize dinner, Colonel Bjorn Iverson accepted the award on behalf of General David Petraeus, who was unable to attend due to his sudden appointment to command the U.S. and NATO war effort in Afghanistan. The keynote speech was delivered by Hudson Senior Vice President Lewis Libby, who spoke on U.S. strategy and the War on Terror. Also speaking was New York City Police Commissioner Raymond Kelly, who spoke on security measures in urban centers.

In the past, Hudson Institute has proudly bestowed the Doolittle Prize upon distinguished recipients such as Ronald Reagan, Richard Cheney, Henry Kissinger, George Shultz, and Alexander Haig.



GEN. DAVID PETRAEUS



JONNA DOOLITTLE HOPPES, GENERAL DOOLITTLE'S GRANDDAUGHTER, AND HERBERT LONDON



COMMISSIONER RAYMOND KELLY



GOV. MITCH DANIELS



GOV. MITCH DANIELS AND FORMER VICE PRESIDENT DAN QUAYLE



LEWIS LIBBY

## Herman Kahn Award



**T**HE HERMAN KAHN AWARD, named after Hudson's founder and world-renowned futurologist, was awarded to Indiana Governor Mitch Daniels at a dinner in Washington in October. The award honors visionary leaders who embody Kahn's dedication to strong American national security, a guarded optimism about the future, and an appreciation of the role of technology as a driver of global economic progress. Presenting the award to Daniels, who formerly served as Hudson's President and CEO, was Hudson Honorary Trustee and former Vice President Dan Quayle. Also speaking at the dinner—attended by 300 distinguished guests, diplomats, and journalists—was former Japanese Prime Minister Shinzō Abe, who discussed Kahn's legacy as a prescient observer of Japan.

Mitch Daniels' popular tenure as governor has been marked by fiscal prudence, tax cuts, innovative policy solutions, and an overhaul of state government.

Media coverage of the award dinner, which was carried by C-SPAN, was widespread, including columns by David Broder and Ezra Klein in the *Washington Post*, and articles in *Politico*, *Newsweek*, *MSNBC.com*, *National Review*, and *The Atlantic*, among others.





# Hudson Outreach

**F**or nearly fifty years, Hudson Institute’s extensive research output and incisive commentary have been disseminated worldwide on a regular basis to opinion leaders, policymakers, business executives, and members of the media. Hudson scholars offer timely briefings and counsel to policymakers and officials on critical issues, both in the United States and around the globe.

## Publications

¶ As part of Hudson’s outreach, the Institute’s Communications Department, led by Vice President for Communications Grace Paine Terzian, hosts numerous events, produces a variety of publications, and reaches out to experts in government and the media to circulate policy recommendations to key decision-makers, helping inform the public of alternative policy options and spreading Hudson’s innovative ideas.

¶ *Hudson Headlines*, Hudson Institute’s e-newsletter, is sent to thousands of recipients each week. It provides a listing of upcoming and past events, the latest op-eds, new publications, media citations, testimony, transcripts, and YouTube clips.

¶ Hudson’s biannual *News & Review* newsletter provides a cumulative compilation of our progress and impact. Each issue features event summaries, new publications,







descriptions of reports, excerpts of testimony and op-eds, a scholar profile, and stories on the Institute's most recent and accomplishments.

## Expanding Hudson Online

¶ *Hudson.org* provides links to all scholars, Centers, and programs affiliated with the Institute. In 2010, Hudson Institute was one of the first think tanks to create a mobile website—*mobile.hudson.org*. As part of the continued expansion and dissemination of Hudson's research online, the mobile website allows visitors to view the latest commentary, research, and news in an easy-to-read format, directly on their smartphones.

¶ Hudson Institute also continued its expansion through social media outlets. A dedicated YouTube page features interviews with Hudson scholars and highlights from Hudson events. Hudson's Facebook page is a supplement to Hudson's website, where fans of Hudson can keep abreast of the latest events, publications, and videos. Hudson also has an increasing presence on Twitter (*@HudsonInstitute*), where Hudson Institute has a dedicated feed, and numerous scholars maintain their own feeds. Some Centers, scholars, and projects host their own websites and blogs, such as the Center for Global Prosperity's *Blogal Prosperity* and Senior Fellow Christopher Ford's *New Paradigms Forum*. Links to all our blogs and external sites can be found through the main *Hudson.org* site.

## Internship Program

¶ This year more than 200 students from an array of universities in the United States and abroad—including Harvard, Yale, Princeton, Cornell, University of Chicago, Swarthmore, Cambridge, Oxford, Penn State, George Washington, and Carnegie Mellon—provided research and administrative support to Hudson scholars and staff. Through their internships, these students gain valuable experience and insights in public policy, communications, and administration. Past Hudson interns have been hired by the federal government, Washington think tanks, congressional offices, and foreign governments and think tanks overseas.

## Media and Press Coverage

¶ In 2010, Hudson garnered press coverage in a wide spectrum of high-profile global print and online outlets. Hudson scholars appeared in leading publications such as the *Wall Street Journal*, the *New York Times*, the *Washington Post*, *Forbes*, *National Review*, *National Affairs*, *The Weekly Standard*, *The New Republic*, and many others. Moreover, Hudson’s research continued to serve as resource background at these and other leading national and local publications.

¶ Hudson scholars appeared on every major U.S. news channel and a variety of foreign outlets to provide their expertise on pressing issues and debates. Television appearances included PBS, CNN, Fox News, C-SPAN, CNBC, Fox Business, France 24, BBC, CTV Canada, NHK, CNN en Español, and Voice of America stations around the world.

## Government Relations

¶ In 2010, Hudson Institute’s visibility on Capitol Hill continued to grow, as Hudson scholars were called to testify before congressional committees on numerous topics, including U.S. policy in Latin America, intelligence and leaks, religious freedom, gender pay, and other economic issues. Their testimony was frequently televised on C-SPAN. Descriptions of our scholars’ testimony are listed throughout the pages of this report and at [hudson.org/testimony](http://hudson.org/testimony).

¶ Hudson also played host to numerous major Washington speeches and meetings with current legislators. Senator Lamar Alexander (R-Tenn.) spoke at Hud-







HUDSON SUMMER INTERNS 2010

son in December on his work on renewing civil society, which he first undertook as a Hudson Senior Fellow in the mid-1990s. Hudson’s Bradley Center for Philanthropy and Civic Renewal hosted Representative Mike Pence (R-Ind.) at its annual Bradley Symposium to discuss the Tea Party and populist conservatism.

¶ Continuing Hudson’s long tradition of scholars filling government advisory positions, Senior Vice President S. Enders Wimbush accepted the nomination by President Obama to serve as a member of the Broadcasting Board of Governors, which oversees all U.S. civilian international broadcasting.

¶ Leaders of government agencies frequently call upon Hudson scholars for their expertise. In 2010, Hudson scholars briefed leading members of Congress of both parties, Cabinet and sub-cabinet officials, as well as White House staffers. Hudson researchers also briefed dozens of leading officials from foreign governments.

## Support

¶ Hudson’s impact on public policy relies greatly on the generosity of private individuals, foundations, and corporations. Investing in Hudson Institute means

supporting independent public policy research dedicated to strengthening international security, promoting liberty and human rights, unleashing the power of free markets, and nurturing civil society through effective philanthropy.

¶ Hudson Institute is a nonprofit, non-partisan 501(c)(3) research organization. Financial support can be in the form of cash, securities, stocks, and matching gifts. Donors can also provide support for Hudson’s research and programs through bequests and other forms of planned giving and endowment support.

*More information about donating to Hudson Institute is available at [www.hudson.org/support](http://www.hudson.org/support).*



# Publications

**H**udson Institute disseminates its in-depth research through an array of books, reports, briefing papers, and serial journals each year. In 2010, more than two dozen new publications covered a variety of topics.

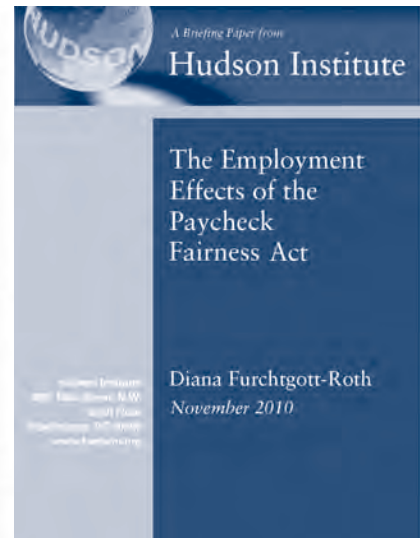
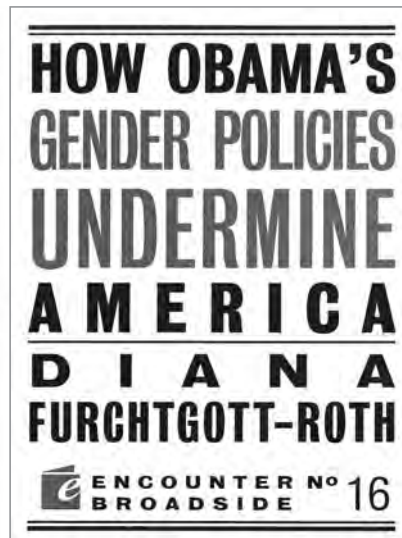
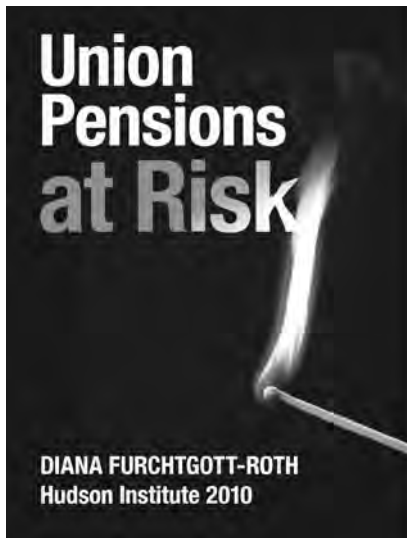
¶ The fifth annual *Index of Global Philanthropy and Remittances*, published by Hudson's Center for Global Prosperity, details the sources and magnitude of private giving to the developing world. The 2010 *Index* found that in 2008—the latest year for which data was available—private giving and remittances remained remarkably resilient, despite the global recession. Private philanthropy and remittances remained among the most important sources of funding for the developing world, serving as a lifeline for the poor.

¶ In 2010, the Center on Islam, Democracy, and the Future of the Muslim World published two volumes of *Current Trends in Islamist Ideology*. Volume 9 examines the Muslim Brotherhood, the world's oldest formally organized Islamist revivalist movement, among other topics. Volume 10 of *Current Trends* focuses on contemporary developments within the Islamic Republic of Iran, as well as Iran's regional ambitions and relations with radical Sunni movements.

¶ The Center on Islam, Democracy, and the Future of the Muslim World also published a monograph on Islamist strategies, *The Religious Foundations of Political Allegiance in Islamic Thought and Practice: A Study of Bay'a in Pre-modern Islam*, in which author Ella Landau-Tasserón of Hebrew University examines the religious foundations of political allegiance in Islamic thought and practice.

¶ *Union Pensions at Risk* (Hudson Institute) by Senior Fellow and Director of the Center for Employment Policy Diana Furchtgott-Roth examines the widespread pattern of poor





performance among collectively-bargained pension plans. In this update of two previous editions, Furchtgott-Roth emphasizes the disparity between union and non-union pension plans and suggests that union members hold their leaders responsible for that gap.

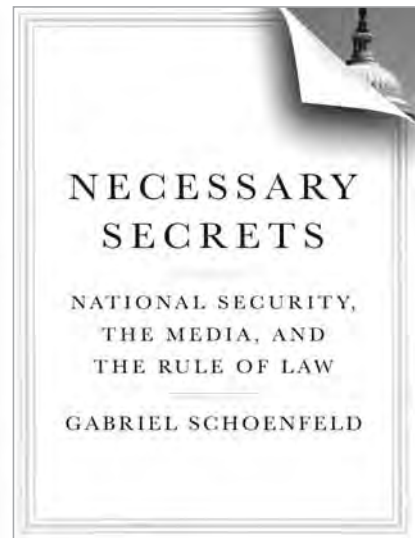
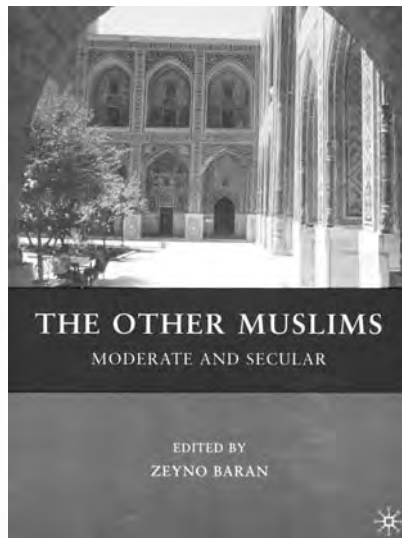
¶ In *How Obama's Gender Policies Undermine America* (Encounter Books), Furchtgott-Roth argues that women are weathering the recession more easily than men. She shows how President Obama's female-oriented affirmative action policies actually devalue the accomplishments of American women.

¶ In *The Employment Effects of the Paycheck Fairness Act*, Furchtgott-Roth argues that, at a time of high unemployment, the bill would impose substantial new burdens on employers, discourage hiring, and ultimately deprive women of jobs, the group it was designed to help.

¶ In the new and expanded *Great Philanthropic Mistakes* (Hudson Institute), Martin Morse Wooster uses eight historical case studies to determine why foundations fail. In this second edition, Wooster places special focus on the work of the Ford Foundation in the 1950s and 1960s.

¶ Hudson President Herbert London published two noteworthy books on higher education in 2010. *Diary of a Dean* (Hamilton Books) is a memoir of London's years at New York University. It traces his path from professor and ombudsman to dean of a new experimental college, the Gallatin School of Individualized Study. *Decline and Revival in Higher Education* (Transaction) follows London's personal evolution, and at the same time, the devolution of university standards.



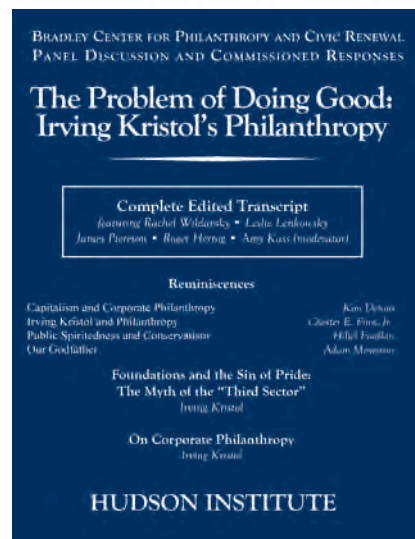
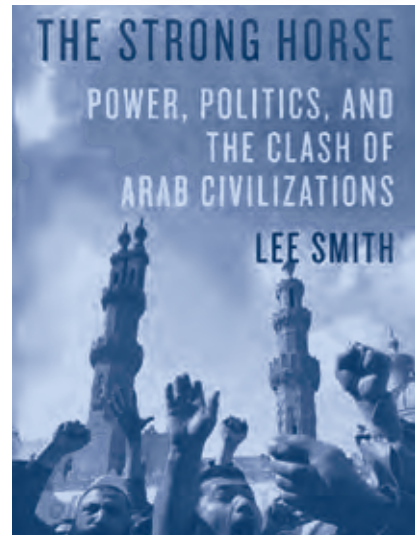


¶ Hudson's Bradley Center for Philanthropy and Civic Renewal published *The Problem of Doing Good: Irving Kristol's Philanthropy*. It features two essays by the late Irving Kristol on philanthropy, which served as the point of discussion for a Hudson panel with commentary by Roger Hertog, Leslie Lenkowsky, James Piereson, Rachel Wildavsky, and Hudson Senior Fellow Amy Kass, among others.

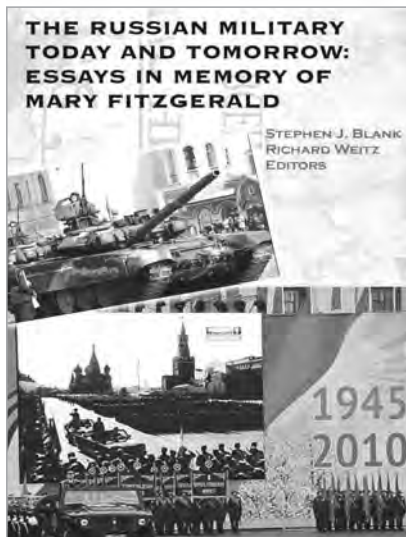
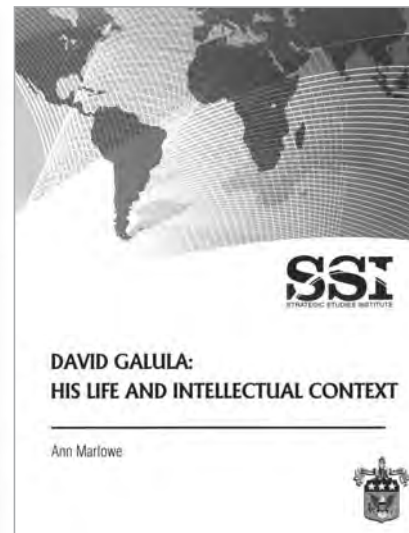
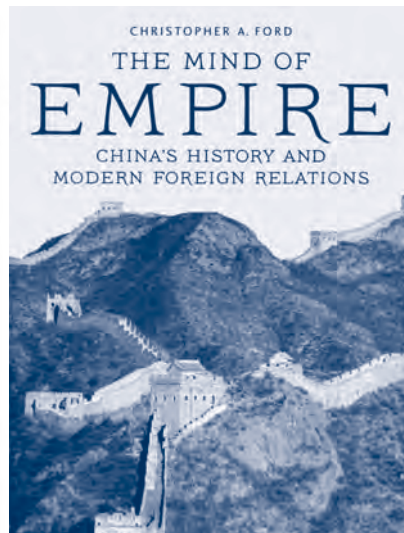
¶ In *Necessary Secrets: National Security, the Media, and the Rule of Law* (W.W. Norton), Senior Fellow Gabriel Schoenfeld explains how the American press, breaking with its own best traditions, has come to publish vital national-security secrets. This practice, he argues, is recklessly putting all Americans at risk. The book was reviewed widely by outlets including the *Washington Post*, the *New York Times*, and the *Wall Street Journal*, and Schoenfeld discussed his book on C-SPAN.

¶ Based on Visiting Fellow Lee Smith's six years in Cairo, Beirut, and Jerusalem and his extensive travels, *The Strong Horse: Power, Politics, and the Clash of the Arab Civilizations* (Doubleday), reinterprets the conventional paradigm of Islam versus the West, and argues that there is a fundamental crisis within the Arab world itself, one not caused by the West. C-SPAN covered Hudson's book forum in January, which featured Smith, Assistant Secretary of State for Near Eastern Affairs Jeffrey Feltman, and former Deputy National Security Advisor Elliott Abrams.

¶ A collection of essays edited by Hudson Institute Senior Fellow (on leave) Zeyno Baran, *The Other Muslims: Moderate and Secular* (Palgrave Macmillan), showcases commentary by moderate Muslims from Europe and the United States, who all agree that Westerners place democracy and universal human rights at grave risk if they ignore the political-ideological threat Islamists pose through their narrow interpretation of Islam.







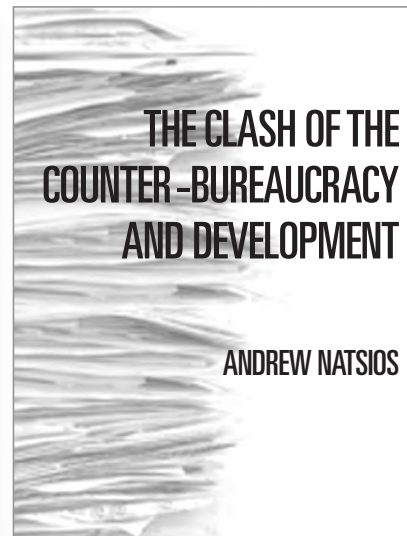
¶ In *Torn Country: Turkey between Secularism and Islamism* (Hoover Institution), Zeyno Baran focuses on the recent debate over whether Turkey is drifting away from the West. She points out that although Turks have always moved toward the West, this journey has from time to time come to abrupt stops due to the revival of Islamism.

¶ Senior Fellow Christopher Ford's book, *The Mind of Empire: China's History and Modern Foreign Relations* (University Press of Kentucky), identifies and analyzes major themes in China's conception of world political order and its own place therein, tracing these ideas from the time of Confucius to the present day.

¶ In *David Galula: His Life and Intellectual Context* (Strategic Studies Institute), Visiting Fellow Ann Marlowe focuses on David Galula (1919–1967), the father of counterinsurgency strategy. The book is based on interviews with his family and friends, as well as archival research.

¶ The essays in *The Russian Military Today and Tomorrow: Essays in Honor of Mary Fitzgerald* (Strategic Studies Institute), co-edited by Senior Fellow and Director of the Center for Political-Military Analysis Richard Weitz and Stephen Blank of the Strategic Studies Institute, represent both a memorial to the late Hudson researcher Mary FitzGerald and an analytical call to action.

¶ In *New Players in the Mediterranean* (German Marshall Fund), Hudson Senior Vice President S. Enders Wimbush and Lehigh University's Rajan Menon examine energy in the Mediterranean, including the emergence of India and China and the unlikely event that the United States will remain the strategic constant in the region.



¶ Visiting Fellow John Lee examines the concept of soft power as it applies to India in *Unrealised Potential: India's 'Soft Power' Ambition in Asia* (CIS Press), making the argument that India's enormous potential in Asia is based on the fact that a rising India (unlike China) complements, rather than challenges, the preferred strategic, cultural, and normative regional order.

¶ Hudson co-founder and Senior Fellow Max Singer's *Handling the "Tectonic Shift" in U.S. Foreign Policy under Obama: A Strategy for Israel* (BESA Center) argues that Israel must balance its acceptance of Obama's policies with the reinforcement of parts of the American policy-making system that have not been converted to the president's view.

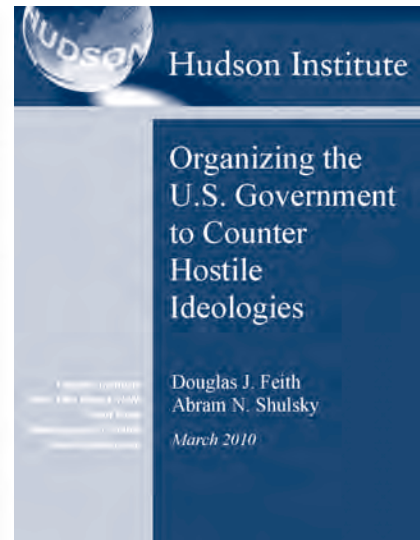
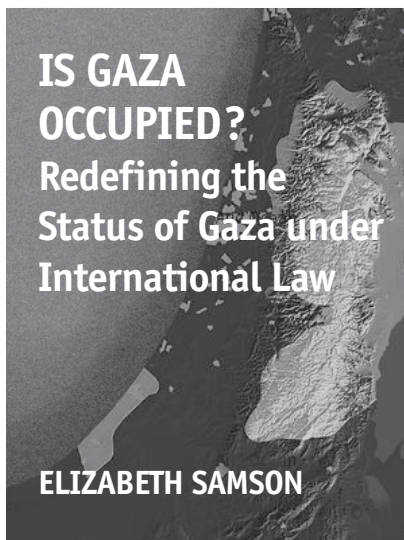
¶ In *The Federal Role in Supporting Auto Sector Innovation* (Brookings), Hudson Senior Fellow Christopher Sands and the Federal Reserve Bank of Chicago's Thomas Klier examine the challenges of combining basic research with private sector innovation activity in the automobile industry.

¶ Senior Fellow and Deputy Director of the Center for Global Prosperity Heidi Metcalf Little wrote *The Role of Private Assistance in International Development* (NYU International Law Journal), which examines private development assistance as well as the potential benefits and drawbacks of increased private assistance in international development.

¶ Senior Fellow Andrew Natsios, in *The Clash of the Counter-Bureaucracy and Development* (Center for Global Development), examines the development of the counter-bureaucracy and its clash with the programmatic side of aid.

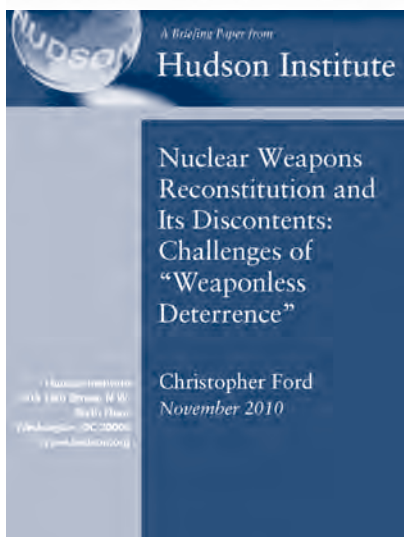
¶ In *Is Gaza Occupied? Redefining the Status of Gaza under International Law* (American





University International Law Review), Visiting Fellow Elizabeth Samson examines the legal parameters of the term “effective control” under international law in the context of an occupation and asserts that the application of the standards of the test for effective control indicates that Israel no longer occupies Gaza since the disengagement in 2005.

## Briefing Papers

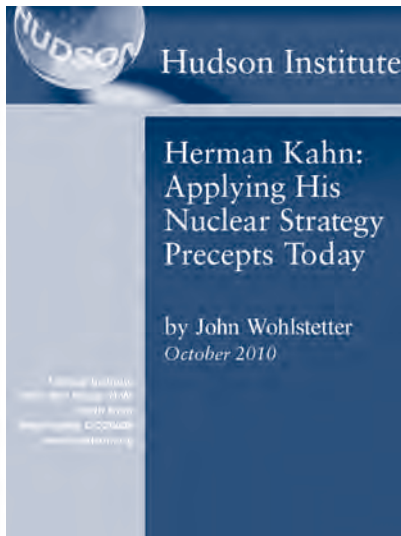
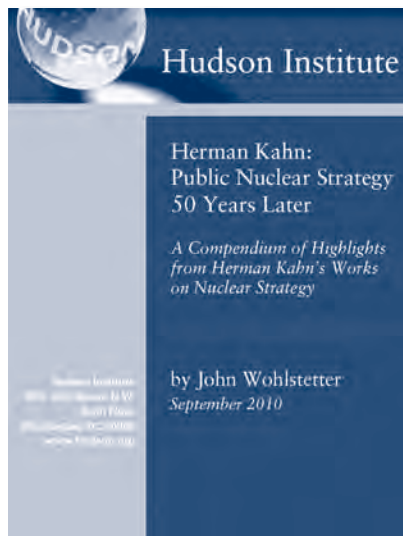


¶ In *Filangieri, the Founding Fathers, and the Culture of Human Rights*, Visiting Fellow Marcello Pera discusses the relationship between eighteenth-century Italian jurist and philosopher Gaetano Filangieri and Benjamin Franklin, as well as the characteristics of good legislation and innate human rights.

¶ *Organizing the U.S. Government to Counter Hostile Ideologies*, co-authored by Senior Fellows Douglas Feith and Abram Shulsky, presents arguments that the effort to counter Islamist ideology remains the least developed element of the U.S. War on Terror, offering recommendations on how to organize the government to wage an ideological campaign.

¶ Senior Fellow and Director of the Center for Technology and Global Security Christopher Ford released four Hudson Briefing Papers during 2010: *Selling “New START”*; *Counterterrorism as a U.S. National Security Priority*; *Nuclear Weapons Reconstitution and Its Discontents: Challenges of “Weaponless Deterrence”*; and *Playing for Time on the Edge of the Apocalypse: Maximizing Decision Time for Nuclear Leaders*.





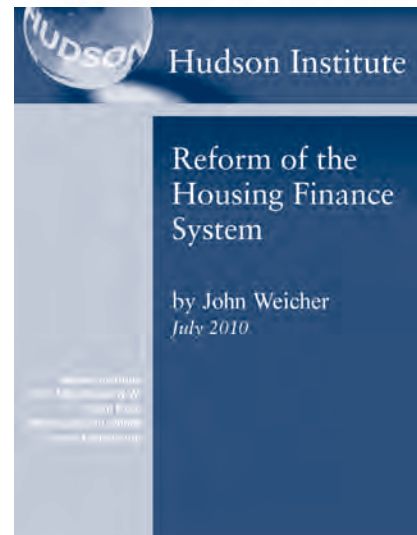
¶ *Herman Kahn: Public Nuclear Strategy 50 Years Later* is a useful compendium of highlights from Herman Kahn’s works on nuclear strategy, with excerpts chosen by Hudson Trustee John Wohlstetter from *On Thermonuclear War* (1960), *Thinking about the Unthinkable* (1962), *On Escalation* (1965), and *Thinking about the Unthinkable in the 1980s* (1984 posth.).

¶ Also by Wohlstetter, *Herman Kahn: Applying His Nuclear Strategy Precepts Today*, analyzes Herman Kahn’s major works and offers insights and incisive thinking about the current nuclear problems that we face. Wohlstetter draws on Kahn’s insights to analyze arms control, leaders and values, accident control, missile defense, and the nuclear taboo.

¶ Senior Fellow and Director of the Center for Latin American Studies Jaime Daramblum’s *Latin America: Political Assessment, Tendencies, and Challenges* gives a frank evaluation of the issues facing Latin America. He focuses on both a technological and an educational gap that must be bridged in order for Latin America, and in particular Central America, to join the twenty-first century.

¶ In *Reform of the Housing Finance System*, Senior Fellow John Weicher offers his view on how federal housing finance objectives should be prioritized in the context of the broader objectives of housing policy, and what role the federal government should play in supporting a stable, well-functioning housing finance system.

¶ In *Sympathy, Love, and Marriage: Effective Reform in Middlemarch*, adapted from a lecture presented at a conference sponsored by the National Endowment for the Humanities, Senior Fellow Amy Kass discusses George Eliot’s famous novel in light of its teaching about what makes for efficacious reform—personal, social, and political.



# Finances *for fiscal year ending September 30, 2010*

Investment Income 12.91%

Foundations 38.8%

Government 18.48%

Corporations 6.25%

Individuals 23.56%

**REVENUE**

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New York Briefing Series 2.10%

Major Fundraising Events 2.51%

Development 2.12%

Public Affairs 3.13%

Economics & Energy  
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8.46%

Science, Environment,  
& Technology .49%

Law, Culture, & Society 25.58%

**EXPENSES**



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Center for Latin American Studies  
Center for National Security Studies  
Center for Political-Military Analysis  
Center for Technology and Global Security  
Eye on the UN  
Alternative Maritime Strategies  
North America Studies  
U.S. Strategic Planning

### Economic Policy

Economic Policy Studies  
Center for Employment Policy  
Center for Global Food Issues  
Center for Housing and Financial Markets  
Center for Science in Public Policy  
Obesity Solutions Initiative  
Project on Technology to Improve Government Services  
Future of American Health Care

### Religious Freedom and Human Rights

Center for Religious Freedom  
Project for International Religious Liberty

### Philanthropy, Society, and Culture

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Center for Global Prosperity  
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## ALEXANDER HAIG

In February, Hudson Institute mourned the loss of longtime friend and Trustee Emeritus Gen. Alexander Haig. Haig, a four-star Army general who held influential positions in the U.S. military and government, serving as Secretary of State under President Reagan and White House Chief of Staff under Presidents Nixon and Ford, as well as Commander of NATO forces in Europe, had a close association with Hudson Institute over several decades as scholar and Trustee. In 1999 he was a recipient of our James H. Doolittle Prize. A confidant of Hudson founder Herman Kahn, Haig joined Hudson after resigning as Secretary of State and was Senior Fellow and Chairman of Hudson's research program on Europe and the World.

# Hudson Management and Scholars



**Kenneth R. Weinstein** is Chief Executive Officer of Hudson Institute. He oversees the Institute's research, project management, external affairs, and government relations. 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.



Hudson President **Herbert I. London** oversees the activities of the New York office. His work has appeared in *Commentary*, *National Review*, *American Spectator*, and the *Wall Street Journal*, among others. He frequently comments for radio and television outlets, including Fox News Channel and CNN. In 2010, London wrote two books: *Diary of a Dean* (Hamilton Books) and *Decline and Revival in Higher Education* (Transaction).



**John P. Walters** is Chief Operating Officer and Executive Vice President 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 *Wall Street Journal*.



Hudson Senior Vice President **Lewis Libby** 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.



**S. Enders Wimbush**, Hudson Senior Vice President, specializes in long-range security environments, Asia and Eurasia, strategic communications, national security, defense planning, and public diplomacy. From 1987 to 1993, Wimbush was director of Radio Liberty in Munich. He has published in numerous outlets, including the *Wall Street Journal* and the *Los Angeles Times*.



Vice President and Chief Financial Officer **Deborah Hoopes** is responsible for oversight and control of all financial aspects of Hudson's operations. Hoopes came to Hudson after serving as Controller of the Indiana Department of Transportation and serving on the Board of Second Helpings.



**Grace Paine Terzian**, Hudson's Vice President for Communications, oversees all Hudson communications and outreach, including publications, public relations, website, and events. She was formerly Executive Director of the Allergy and Asthma Network and Senior Vice President of the Independent Women's Forum.



**Katherine Smyth** is Hudson's Corporate Secretary, responsible for all corporate documentation, oversight, and administration. She has extensive experience in think tank program management, having worked at the International Institute for Strategic Studies and the Center for Strategic and International Studies.





**Carol Adelman** is a Senior Fellow and Director of the Center for Global Prosperity, which produces the annual *Index of Global Philanthropy and Remittances*. She specializes in foreign aid, trade, and development, global philanthropy, and international health. She also serves as vice chair of the Advisory Committee on Voluntary Foreign Aid to the U.S. Agency for International Development (USAID).



**Alex Avery** is Director of Research and Education at Hudson's Center for Global Food Issues. Prior to joining Hudson in 1994, he was a McKnight Research Fellow at Purdue University. He is the author of *The Truth About Organic Foods* (Henderson, 2006), and frequently comments on pesticides, organic foods, and high-yield farming.



**Dennis Avery**, Senior Fellow and Director of the Center for Global Food Issues, specializes in agriculture, environment, world hunger, biotechnology, pesticides, and water issues. He is the author of *Unstoppable Global Warming: Every 1,500 Years* (Rowman & Littlefield, 2007). Previously, Avery served the U.S. Department of State as an agricultural analyst, assessing foreign policy implications of farming.



**Zeyno Baran**, Senior Fellow (now on leave) is an expert on Islamist ideology, democracy, and energy concerns across Europe and Eurasia. In 2010, she published two books, *The Other Muslims: Moderate and Secular* (Palgrave Macmillan) and *Torn Country: Turkey between Secularism and Islamism* (Hoover).



**Anne Bayefsky** is a Senior Fellow focusing on international human rights law, equality, and constitutional human rights law. She directs *EYEontheUN.org*, which monitors the United Nations' activities. An Adjunct Professor at Touro College, she was formerly a Visiting Professor at Columbia University School of Law. Bayefsky comments frequently in the media.



Distinguished Fellow Judge **Robert Bork** focuses on constitutional law, legal history, antitrust law, and the Supreme Court. Judge Bork formerly served as Solicitor General, acting Attorney General, and Judge for the United States Court of Appeals for the District of Columbia. He is the author of several books, most recently *A Time to Speak* (ISI Books, 2008).



**Kim Bowling** is Hudson'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.



Visiting 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 is the author of *Stuffed: An Insider's Look at Who's (Really) Making America Fat* (HarperCollins, 2009).

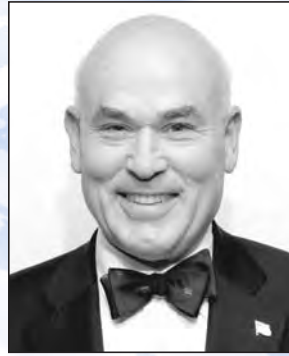




**Seth Cropsey** is a Senior Fellow and expert on military affairs and Asian policy. He has published in the *Wall Street Journal*, *Washington Post*, *World Affairs*, *Foreign Affairs*, and *The Weekly Standard*, among other outlets. Previously, he served as Deputy Undersecretary of the Navy during both the Ronald Reagan and George H. W. Bush administrations.



Ambassador **Jaime Daremblum**, 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*.



**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. He has been published in the *Wall Street Journal* and *National Review*, among other major outlets.



Senior Fellow **Dr. Ronald Dworkin** practices anesthesiology at Greater Baltimore Medical Center. He has written for the *Wall Street Journal*, the *Baltimore Sun*, and other newspapers. His latest book is *Artificial Happiness: The Dark Side of the New Happy Class* (Basic Books, 2006).



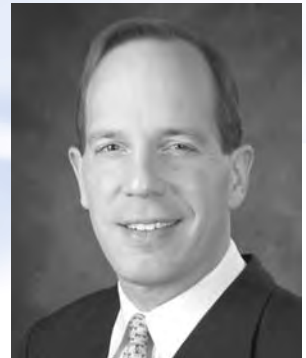
Senior Fellow **Charles Fairbanks** has served as a Deputy Assistant Secretary of the U.S. Department of State and member of the department's policy planning staff. He was Director of the Central Asia-Caucasus Institute at Johns Hopkins University's School of Advanced International Studies.



**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 most recently of *War and Decision: Inside the Pentagon at the Dawn of the War on Terrorism* (Harper, 2008).



**John Fonte** is a Senior Fellow and Director of the Center for American Common Culture at Hudson. He studies national identity, the assimilation of immigrants, global organizations, and the future of American liberal democracy. He is currently working on his latest book, *Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?* to be published in 2011 by Encounter Books.



**Christopher Ford** is a Senior Fellow and Director of the Center for Technology and Global Security. Ford specializes in nuclear nonproliferation and strategic studies. Previously, Ford served as the U.S. Special Representative for Nuclear Nonproliferation. His latest book is *The Mind of Empire: China's History and Modern Foreign Relations* (University Press of Kentucky, 2010).



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.



**Diana Furchtgott-Roth**, Senior Fellow and Director of the Center for Employment Policy, was Chief Economist at the Department of Labor. She specializes in economic policy, labor economics, economic regulation, and tax policy. Furchtgott-Roth has appeared on numerous media outlets including Fox News, CNN, CNBC, and PBS. She is a regular columnist for the *Washington Examiner*, *Tax Notes*, and *RealClearMarkets.com*.



**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, most recently, *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.



Senior Fellow **Michael Horowitz** directs the Project for International Religious Liberty. Horowitz studies many civil rights issues, including human trafficking, Internet freedom, prison reform, and human rights. He is frequently called upon to testify before Congress and has been cited in leading outlets such as the *Wall Street Journal*, the *New York Times*, and the *Washington Post*.



**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 Press, 2007).



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.



**Louis Jacobson** is a Senior Fellow and Visiting Professor at Georgetown University. He is a labor economist with extensive experience in designing, managing, and executing large-scale evaluations of government programs.



**Amy Kass** is a Senior Fellow specializing in philanthropy, civic leadership, civic education, and American citizenship. For thirty years she was an award-winning teacher of classic texts in the College of the University of Chicago. She is the editor of four books, most recently *Giving Well, Doing Good: Readings for Thoughtful Philanthropists* (Indiana University Press, 2008).



**Amy Kauffman** is a Research Fellow focusing on U.S. campaign and election laws, campaign finance, and politics and elections. Previously, she was director of Campaign For America, a Washington-based nonprofit organization dedicated to campaign finance reform. Kauffman has commented on CNN, C-SPAN, Fox News, NBC, and CBS.



**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.



**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 a Deputy Editor of the editorial page from 2006-2009 and a long-time member of the editorial board. She is currently at work on a book on North Korea.



**Marie-Josée Kravis** is a Senior Fellow and Member 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* magazine, the *Wall Street Journal*, and the *National Post* (Canada), among others.



**Hanns Kuttner** is a Visiting Fellow studying health care. He wrote *Health Care Reform: The Long-Term Fiscal Impact* (Hudson Institute, 2009) during the height of the public health care debate. Previously, he was a White House domestic policy staffer for George H.W. Bush, responsible for health and social service programs.



**Lee Lane** joined Hudson in 2010 as a Visiting Fellow specializing in climate change, geoengineering, and the environment. He previously was a Resident Fellow at the American Enterprise Institute, and from 2000 to 2007 was Executive Director of the Climate Policy Center. Lane is the author of *Strategic Options for Bush Administration Climate Policy* (AEI Press, 2006).



Based in Australia, **John Lee** is a Visiting 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).





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.



**Ann Marlowe**, a Hudson Visiting Fellow, is a businesswoman and writer specializing in the U.S. military, counterinsurgency strategy, and Afghanistan. A frequent traveler to Afghanistan—who has embedded with the U.S. Army numerous times—Marlowe writes on Afghanistan’s politics, economy, culture, and U.S. counterinsurgency strategy for the *Wall Street Journal*, *The Weekly Standard*, the *New York Post*, *Forbes*, and other outlets.



**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 is *Blind Spot: When Journalists Don’t Get Religion* (Oxford University Press, 2009). His articles have appeared in the *Wall Street Journal*, *The Weekly Standard*, and *National Review*, among others.



**Heidi Metcalf Little** is a Senior Fellow and Deputy Director of Hudson’s Center for Global Prosperity, where she focuses on philanthropy and religious giving. Prior to joining Hudson, Metcalf Little served as Chief of Staff in the Office of the Assistant Secretary for the U.S. Department of Health and Human Services’ Administration for Children and Families.



**Hassan Mneimneh** is a Senior Fellow at Hudson’s Center on Islam, Democracy, and the Future of the Muslim World. He is co-editor of *Current Trends in Islamist Ideology*. Mneimneh was previously Director of the Iraq Memory Foundation and Co-Director of the Iraq Research and Documentation Center.



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 author of *The Great North Korean Famine* (U.S. Institute of Peace, 2001).



**Jeremiah Norris** is a Senior Fellow and Director of Hudson’s Center for Science in Public Policy, specializing in public-private partnerships in development assistance; trade and development; and global AIDS, tuberculosis, and malaria policies. His articles and letters have been published in the *Wall Street Journal*, *Pajamas Media*, *The Lancet*, and the *Financial Times*.



**Aparna Pande** is a Research Fellow at Hudson’s Center on Islam, Democracy, and the Future of the Muslim World. She focuses on India, Pakistan, foreign policy, security studies, religion in politics, political Islam, and South Asia. Her articles have been published on the *Huffington Post*, *Pajamas Media*, and *Real Clear World*, among other outlets.



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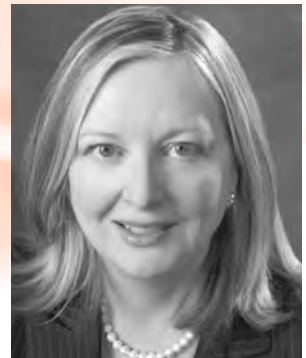
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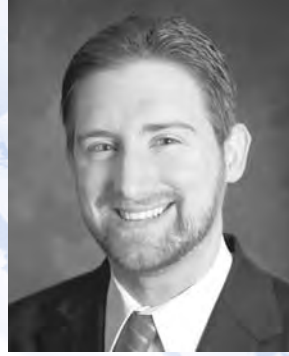
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