

FOREIGN POLICY RESEARCH INSTITUTE
2011 ANNUAL REPORT



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PHILADELPHIA FREEDOM

Few cities can claim a more extraordinary historical legacy than Philadelphia. This claim may initially seem grandiose, but it is rather a matter of ascertainable history; and the mere fact that it might be considered grandiose, even by so many of its own citizens today, is itself somewhat extraordinary and worth exploration. The evolution of what is now sometimes referred to as the Pax Americana—as an emotive terminology expressing the degree of influence America genuinely does have in the world today, and considering all that this term really implies, including the political, the economic, and the military—truly took its initial form right here. The various influences which led to the American form of Democracy, the American manifestations of individual and religious freedom (and of individual rights and responsibilities), the American forms of economic enterprise (in most all of its guises), the American ideals of civic participation (even in contention), and even much of the American military (especially naval and marine), all truly first coalesced in this city—and then, evolving, spread back outwards to the world. This process began well before the events of the American Revolution—even if that is indeed its most famous manifestation; and it continued well into the early 20th century—even as Philadelphia gradually ceded pre-eminence in politics and the military to Washington and in economics to New York, Chicago, and Los Angeles. This is a spectacular legacy indeed, and the words “Philadelphia Freedom,” therefore, do still have some measure of resonance around the world even today.

– Nicholas Pagon, “Philadelphia: How One City’s Maritime History Changed the World,” FPRI *Footnotes*, February 2011





Alan Luxenberg
Acting President, FPRI

Dear Friends,

On December 25, 2010, we suffered a tragic loss with the death of Harvey Sicherman, who served as President of FPRI from 1993 until his passing. It was my fortune to work with him for all of those years. He was a man of integrity, wisdom, and humor; he was a *mensch*, and he will never be forgotten.

In 2011, we carried on with a lot less humor but with even greater determination to fulfill FPRI's mission – using the insights of scholarship to advance America's national interest.

To sustain the great FPRI tradition of marrying history and geography to inform policy recommendations – established by our founder Robert Strausz-Hupé and carried on by his student Harvey Sicherman – we relied on the intellectual leadership of Professors Walter McDougall and James Kurth, long-time Senior Fellows of FPRI.

McDougall, the Chairman of our Board of Advisors, is a Pulitzer Prize-winning historian whose 1997 book, *Promised Land, Crusader State: America's Encounter with the World Since 1776*, was described this year by Walter Russell Mead as having “changed the way the history of American foreign policy is taught at America's leading universities.” In 2012, McDougall will take a sabbatical from

UPenn to write the sequel to that volume. McDougall also chairs our Center for the Study of America and the West, devoted to the exploration of American identity and Western civilization and supported by The Lynde and Harry Bradley Foundation.

Kurth, the former Editor of our quarterly journal *Orbis*, is one of the great strategic thinkers not just of Philadelphia but of the nation; his many FPRI essays are collected on our website. Something to look forward to is the forthcoming publication of his essay on “America and the East,” examining China’s rise and America’s strategic options.

We are also indebted to Edward Turzanski and Lawrence Husick, two of our Senior Fellows who can be counted on to disagree with each other on a range of issues but who nonetheless help FPRI keep the larger public informed on national security issues, and to Mackubin Owens, the Editor of *Orbis*.

With lengthy experience in the U.S. intelligence community, Turzanski frequently finds himself doing a half-dozen radio or TV interviews in a single day, reaching as many as 17 million listeners in a day, while Husick’s briefing on cyberwar was described by former National Security Advisor Bud McFarlane as “the best briefing I’ve heard from anyone anywhere” on this topic. Husick also directs our program on Teaching Innovation, and his FPRI essay “What Students Can Learn from Steve Jobs” was reprinted in the *Huffington Post*, on the website of the National Council for the Social Studies, and in a newsletter for salesmen – a unique combination of media outlets. A Marine Corps veteran, Owens writes for *National Review Online*, the *Christian Science Monitor*, and the *Wall Street Journal*.

At the same time, Michael Noonan, the director of our National Security Program, has been busy building FPRI 2.0, which now includes Dominic Tierney (Swarthmore College), a writer for *Atlantic Online*; Barak Mendelsohn (Haverford College), who is periodically solicited to participate in the *NY Times* online forum “Room for Debate”; Michael Horowitz (UPenn), one of the top young defense analysts in the nation; and Vanessa Neumann, who writes on Latin America and terrorism for *The Weekly Standard* and other media. To broaden our outreach this fall, Neumann is hosting a series of exclusive salons in Manhattan. Early in the year, our Marine Corps veteran David Danelo completed work on

the geopolitics of northern Mexico. This eventually helped secure him a position where he could put his ideas into practice as Policy Director for U.S. Customs and Border Protection in the U.S. Department of Homeland Security. That's impact.

The National Security Program also benefits from an ongoing partnership with the Reserve Officers Association in Washington, D.C., which hosts most of our D.C. programs. Other projects include a study by David Satter of Russia's internal political development and foreign policy, plus studies of a range of issues including missile defense, transnationalism and its implications for American sovereignty, and the Fort Hood massacre. We thank our Vice-Chairman, Dr. John Templeton, for his generous support of this program.

The National Security Program enjoys another partnership with Temple University's Center for the Study of Force and Diplomacy, with whom we collaborate on the Hertog Program in Grand Strategy. Faculty from over a dozen universities participate in the Consortium on Grand Strategy, chaired by Professors Richard Immerman and Vladislav Zubok. The project is supported by the Hertog Foundation.

This year, with a grant from trustee Robert A. Fox, we built an incredibly productive Program on the Middle East, thanks to the good efforts of its coordinator Tally Helfont. We gave thorough coverage throughout the year to the Arab Spring through publications and seminars, plus a timely History Institute for Teachers on "Teaching the Middle East: Between Authoritarianism and Reform."

FPRI's Asia Program has been ably led for years by Prof. Jacques deLisle, one of the keenest observers in the country on political developments in China, the China-Taiwan issue, and the legal questions surrounding Taiwan's international status. Through his various roles at UPenn, we are fortunate to cosponsor numerous programs with Penn's Center for East Asian Studies and with Penn's Law School.

Under the chairmanship of Stephen Gale, our Center on Terrorism and Counterterrorism is completing work under a Federal contract on irregular warfare, and, with the support of the Commonwealth of Pennsylvania, has completed work on the state of Pennsylvania's homeland security efforts.



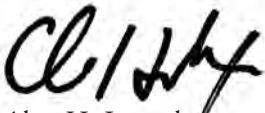
Ambassador Adrian Basora leads our work on democratic transitions, which started out years ago with a focus on Eastern and Central Europe but now is utilizing the lessons of that region's experience for understanding and aiding the transitions in the Middle East. At the same time, FPRI Senior Fellow James McGann continues his internationally acclaimed work on Think Tanks and Civil Society, of great interest to all those countries who would like to learn from America's experience with think tanks.

This month a new blockbuster appears on the scene—the publication of *Woman, Man, and God in Modern Islam* by FPRI Senior Fellow Theodore Friend. An award-winning historian, Friend set out alone across Asia and the Middle East on a quest to understand firsthand the life situations of women in Indonesia, Pakistan, Saudi Arabia, Iran, and Turkey and now relates hundreds of encounters with people he met along the way. The result is an eye-opening account of five Muslim societies. Like Ambassador Basora, Friend served as President of Eisenhower Fellowships and the Philadelphia Committee on Foreign Relations.

Finally, unique among think tanks, FPRI and its Wachman Center have for over 15 years sponsored the History Institute for Teachers, a series of weekend-long conferences for high school teachers. More than 570 schools in 46 states have participated in this high-level intellectual experience, which most will never forget and which we hope will inspire their teaching. We benefit from an ongoing partnership with the First Division Museum at Cantigny in Wheaton, Illinois for the military history component. Not only do we reach teachers, we now reach students directly through our webcasts for classrooms; over 100 classrooms tuned in this year to our webcast on 9/11.

Though I can't name them all here, we thank all of our 82 affiliated scholars for their outstanding intellectual contributions, our hardworking staff for their time and dedication, and all our supporters for making this work possible.

With best wishes,



Alan H. Luxenberg
Acting President, FPRI
November 15, 2011



THE 2011 ANNUAL DINNER

“The sad truth of Arab social and economic development is that the free-market reforms and economic liberalization that remade East Asia and Latin America bypassed the Arab world. This is the great challenge of the Arab Spring and of the forces that brought it about. The marketplace has had few, if any, Arab defenders. If the tremendous upheaval at play in Arab lands is driven by a desire to capture state power—and the economic prerogatives that come with political power—the revolution will reproduce the failures of the past.” – Fouad Ajami, *“The Road to Serfdom,” Wall Street Journal, July 8, 2011*



The Foreign Policy Research Institute's
2011 ANNUAL DINNER

Featuring the presentation of
**THE 7TH ANNUAL BENJAMIN FRANKLIN
PUBLIC SERVICE AWARD**

Honoring and featuring a keynote by

FOUAD AJAMI

on

REFLECTIONS ON THE ARAB SPRING

Tuesday, November 15, 2011

The Westin Hotel – Philadelphia
99 South 17th Street at Liberty Place

6 p.m. Reception, 7 p.m. Dinner, 8:00 Program
Private reception at 5:30 for Platinum Partners

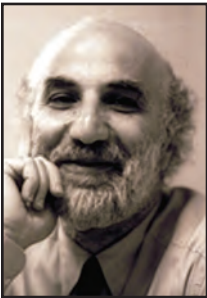


THE BENJAMIN FRANKLIN AWARD FOR PUBLIC SERVICE

FPRI has always sought to bring the best of scholarship to bear on foreign policy problems. Moreover, a crucial part of the Institute's program stresses the importance of public service on behalf of the nation. These two elements are also symbolized by the career of Benjamin Franklin, who devoted himself from an early age to public service and the resolution of problems through objective analysis that draws upon the best knowledge available. Franklin's international career culminated in his role as a diplomat whose work proved crucial in securing American independence.

In 2005, on the occasion of FPRI's 50th anniversary and on the eve of the 300th birthday of Benjamin Franklin, we were pleased to inaugurate the annual Benjamin Franklin Award for Public Service, to be awarded each year to the American whose public service best exemplifies the ideals of Benjamin Franklin and the United States. Dr. Henry A. Kissinger was the first honoree, followed by Charles Krauthammer, Philip Zelikow, John R. Bolton, Robert D. Kaplan and Niall Ferguson. FPRI's trustees are now pleased to present this award to

FOUAD AJAMI



Fouad Ajami is one of the most astute observers of the Middle East, with a poet's gift for expression on display in his many essays for *Foreign Affairs* magazine, the *Wall Street Journal*, *The New Republic*, and elsewhere. Particularly at this time of turmoil throughout the Middle East, he is a ubiquitous presence on CNN.

A naturalized U.S. citizen born in Southern Lebanon, Professor Ajami is a senior fellow at The Hoover Institution and co-chairman of Hoover's Working Group on Islamism and the International Order. Until recently, he was the Majid Khadduri professor and Director of Middle East Studies at The Johns Hopkins School of Advanced International Studies, a post he held for 30 years. Between 1989 and 2008, he was a contributing editor for *U.S. News and World Report*. In June 2002, he was elected by the members of the Council on Foreign Relations to a five-year term on the Council's Board of Directors, and re-elected in 2007. His books include *The Arab Predicament*; *The Vanished Imam*; *The Dream Palace of the Arabs*; and *The Foreigner's Gift: The Americans, the Arabs and the Iraqis in Iraq*.

In the tradition of Benjamin Franklin, he is one of the world's most fervent advocates of liberty. We welcome Fouad Ajami to Philadelphia, the cradle of liberty.

Chairman, Annual Dinner and Partnership Campaign: **John M. Templeton, Jr.**

Chairman of the Board: **Robert L. Freedman**

Chair, Finances: **James H. Gately**

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Co-Chairs, Nominations: **Eileen Rosenau and John R. Haines**

Chair, Special Events: **Susan Goldberg**

Welcoming Remarks – John M. Templeton, Jr.

Dinner

Tribute to the Late Harvey Sicherman

Hon. John F. Lehman

*Presentation of the 7th Annual Benjamin Franklin
Public Service Award to*

Fouad Ajami

by Robert L. Freedman, Chairman,
Alan H. Luxenberg, Acting President
Susan H. Goldberg, Special Events Chair,
and John M. Templeton, Jr.

Keynote Address – Fouad Ajami

Closing Remarks – John M. Templeton, Jr.

Adjournment

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In each of our projects, we strive to address a vital issue of the day and do so in a way that speaks to multiple audiences. The research produced by the scholars takes the form of books and articles in professional journals that help shape the intellectual climate in which foreign policy is made. This work is also condensed into a form that, by electronic means, reaches a much larger group. We are thus able to reach a wide spectrum that includes policymakers and policy analysts, scholars, educators, the media, and interested citizens. Highlights of FPRI's research, publications, events, and media coverage over the past year are presented below by major programmatic areas.

PROGRAM ON NATIONAL SECURITY

Chair: The Hon. John F. Lehman, Jr.

Director: Michael P. Noonan

The end of the Cold War ushered in a period of neither peace nor prolonged rest for the United States military and other elements of the national security community. The 1990s saw the U.S. engaged in Iraq, Somalia, Haiti, Bosnia-Herzegovina, Kosovo, and numerous other locations. The first decade of the twenty-first century likewise has witnessed the reemergence of a state of war with the attacks on 9/11 and military responses (in both combat and non-combat roles) globally. Today, more than a decade after that tragic day the United States remains engaged against al Qaeda and its affiliated movements, but other threats, challengers, and opportunities loom over the horizon.

The FPRI's Program on National Security examines contemporary and emergent threats and opportunities to American security through a wide aperture. In particular the program focuses on:

- American grand strategy
- The contemporary and future global geopolitical environment that affect the U.S. and its interests
- The ends (strategies), ways (organization and methods of force employment), and means (force structures and capabilities) that impact the use of military force

- Counterterrorism and homeland security
- Development, diplomacy, and informational issues that contribute to the holistic implementation of strategy.

The Hertog Program on Grand Strategy. This program is jointly sponsored by Temple University’s Center for the Study of Force and Diplomacy (www.temple.edu/cenfad) and FPRI. This year marks the third year of a three-year grant to Temple University from the Hertog Foundation.

The program has three main goals:

1. to create a consortium of grand strategy scholars and practitioners in Greater Philadelphia that will meet six times annually (modeled on FPRI’s Inter-University Study Groups). Scholars gather from Temple University, University of Pennsylvania, Swarthmore, Princeton, Haverford, LaSalle University, Lehigh University, Rutgers, St. Joseph’s University, Villanova, the University of Delaware, West Chester University, and the U.S. Army War College.
2. to promote and disseminate scholarship on grand strategy through a public lecture series (at Temple) and through journal articles, as well as *the Telegram*, an electronic bulletin series jointly produced by FPRI and Temple.
3. to expose Temple undergraduate and graduate students to classic works of strategic thinking through a new course at Temple on “Grand Strategy: History and Policy.”

By looking at grand strategy, we hope to encourage a way of thinking about power that can draw upon history, strategic studies, and classic works of theory to inform choices in times of global crisis. FPRI’s Michael Noonan is coordinating the project with Richard Immerman and Vladislav Zubok at Temple University.

Russia’s Past, Present, and Future

FPRI Senior Fellow David Satter is writing a monograph examining the political situation in Russia and the growing threat of domestic terrorism there, suggesting that despite the surface calm there is no way for the tensions in society to be addressed. Satter also analyzes the Russian economy, in particular the impact of corruption on the climate for investment, the uncertainty of property

rights as a result of “raiding,” and the long term consequences of supporting the remnants of the former Soviet economy. Finally, the monograph assesses Russian foreign policy and the consequences of the supposed “reset” in U.S.-Russian relations. It will seek to show that concessions to Russia on missile defense and human rights are unlikely to lead to a real improvement in relations because a corrupt Russian leadership needs to distract the Russian population from its misdeeds by creating the impression of a threat from abroad.

In addition to work on the monograph, Satter is finishing work on a documentary film about the fall of the Soviet Union based on his first book, *Age of Delirium: the Decline and Fall of the Soviet Union*. The two hour documentary seeks to show the meaning of an ideological state, a message of continuing relevance as the U.S. as we deal with the threat of Islamic fanaticism. Finally, his new book, *It Was a Long Time Ago and It Never Happened Anyway: Russia and the Communist Past*, will be published in December by the Yale University Press. It deals with the failure of Russia to learn the lessons of the communist past and the consequences of this failure for Russia’s future.

FPRI 2.0

The FPRI 2.0 initiative is a plan to draw the next generation of influential foreign and defense policy thinkers and doers into FPRI’s orbit. Since 2007 FPRI has drawn affiliated scholars such as the author David Danelo (who has since left to direct policy and planning at Customs and Border Protection), the University of Pennsylvania’s Michael C. Horowitz, Haverford College’s Barak Mendelsohn, and Swarthmore College’s Dominic Tierney and Vanessa Neumann.

The Program on National Security contributed further to the development of the next generation of those interested in national security topics (whether they become policymakers, scholars, or concerned citizens) by working with and mentoring research assistant interns from Johns Hopkins University, the University of Pennsylvania, Haverford College, and Appalachian State University.



CENTER ON TERRORISM AND COUNTERTERRORISM

Chair: **Stephen Gale**

Director: **Gregory Montanaro**

FPRI's Center on Terrorism and Counterterrorism and its Program on National Security collaborated this year under the terms of a federal contract to develop a course for the United States Army's Special Operations Command. Also under this contract, FPRI is orchestrating a major conference on the opportunities and challenges of irregular warfare for the United States that will take place in December 2011. With support from the Commonwealth of Pennsylvania, FPRI examined the Commonwealth's overall state of readiness and use of homeland security resources.

Twenty-four hours after the demise of Osama bin Laden, we published and circulated around the world analyses by two of our scholars; within 48 hours, we presented an impromptu briefing on the implications, featuring 7 FPRI scholars and 2 guest scholars; within 72 hours, we posted the audio file of the briefing on our website, and within 4 days, we circulated an executive summary of the briefing around the world.

“the best briefing I've heard from anyone anywhere”

– Robert McFarlane, former National Security Advisor, on the cybersecurity briefing by FPRI Senior Fellow Lawrence Husick

CENTER FOR THE STUDY OF AMERICA AND THE WEST

Chair: **Walter McDougall**

Study Group Chair: **Darryl Hart**

In a review essay in the *Claremont Review of Books*, Winter 2009/10, Walter Russell Mead describes FPRI's Walter McDougall as “the father of the New Look revisionism,” arguing that McDougall's *Promised Land, Crusader State* (Houghton Mifflin, 1997) “challenged two generations of received scholarly wisdom” and changed “...the way the history of American foreign policy is taught at many leading universities.” That was one of our major objectives when we established the Center a decade ago. Now, Dr. McDougall is writing a sequel, *Beyond the Crusader State: American Exceptionalism for the 21st Century*.

The Center comprises historians and political scientists who explore and illuminate the key dimensions of American identity and Western Civilization. The Center publishes original research, conducts a Study Group, sponsors history institutes for high school teachers from around the country, and offers materials to many thousand more as web-based resources. The Center's work affects both the scholarly discourse and the teaching of history, with a particular focus on three subjects not well-covered in American schools: 1) American military history, 2) innovation and entrepreneurship, and 3) 9/11 and the war on terrorism.

In 2011, the group examined how the laws of war have been transformed over the past forty years, America's strategic options as it confronts a rising China, tensions between Islam and Christianity in Sub-Saharan Africa, and new data about fertility in the West and its larger implications.

In 2011, FPRI's Center for the Study of America and the West also initiated a series of programs and publications to examine the rise of transnationalism, a way of looking at things that presupposes the transformation of the system of nation-states into, well, something else. The implications for American interests and American democracy will be assessed.

ASIA PROGRAM

Director: Jacques deLisle

FPRI's Asia Program promotes debate and analysis of the many important developments in this vital region. Essays by program chair Jacques deLisle analyzed the next generation of China's leadership, the political and legal aspects of Taiwan's participation in international organizations, and the implications of the rise of both China and India. Among the programs and publications presented within the year were:



In February, we released an E-Book entitled *“Beyond the Summit: Issues in U.S.-China Relations At, and After, Hu Jintao’s State Visit to Washington,”* with contributions by scholars from the U.S., China, and Taiwan.

On March 19-21, 2011, FPRI held a History Institute on *“China and India: Ancient Civilizations, Rising Powers, Giant Societies, and Contrasting Models of*

Development,” with a keynote by **Robert Kaplan**, Senior Fellow, Center for a New American Security, on **China, India, and the US: A Geopolitical Perspective**

In June, FPRI Senior Fellow June Teufel Dreyer testified before the U.S. House of Representatives Committee on Foreign Affairs, on “Why Taiwan Matters,” subsequently published as an FPRI E-Note.

On November 4, FPRI is convening its annual Asia Program conference at the Reserve Officers Association on “**Contested Terrain: China’s Periphery and International Relations in Asia.**”

PROGRAM ON THE MIDDLE EAST

Coordinator: Tally Helfont

FPRI’s Program on the Middle East is dedicated to examining current developments and emerging trends in the Middle East and North Africa, and providing thoughtful analysis within the context of U.S. strategic interests in the region.

In 2011, some of the publications to come out of the Program on the Middle East included:

Middle East Media Monitor

This year, FPRI launched a new E-Note series, The Middle East Media Monitor, published once a month, reviewing a current topic in the Middle East media from the perspective of the foreign language press coverage in countries such as Egypt, Iran, Iraq, Israel, and Turkey. These articles provide FPRI’s readership with an inside view of how some of the most important countries in the Middle East are covering issues of importance to the American foreign policy community.

- **Post-Mubarak Egyptian Attitudes Toward Israel**, Michael Sharnoff, 10/2011
- **In their own Words: Al Qaeda’s View of the Arab Spring**, Gilad Stern, 9/2011
- **Hezbollah On Trial: Lebanese Reactions to the UN Special Tribunal’s Indictments**, Benedetta Berti, 8/2011

- **The Arab Summit That Wasn't And The Deterioration Of Iraqi Politics**, Samuel Helfont, 7/2011
- **An Enemy From Within: The Iranian Regime And The New Political Challenge**, Raz Zimmt, 6/2011
- **Turkish Media Coverage Of The Western Intervention In Libya**, Sevil Çakir Kiliçoğlu, 5/2011
- **The Rise And (Future) Fall Of A Turkish-Iranian Axis**, Gallia Lindenstrauss and Yoel Guzansky, 4/2011
- **Qaradawi's Return and Islamic Leadership in Egypt**, Aaron Rock, 3/2011
- **WikiLeaks in the Arab Press**, Tally Helfont, 2/2011

E-Notes

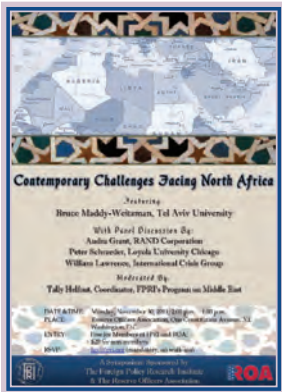
- **Jordan's Protests: Arab Spring Lite?** Samuel Helfont and Tally Helfont, 7/2011
- **Russia's Anxieties About the Arab Revolution**, Stephen Blank, 7/2011
- **The Arab Uprisings Of 2011: Ibn Khaldūn Encounters Civil Society**, Theodore Friend, 7/2011
- **Understanding Turkey's 2011 General Election Results**, Gerald Robbins, 6/2011
- **The Moroccan Spring**, Ahmed Charai, 6/2011
- **Libya: Our First Cosmopolitan War?** Jeremy Rabkin, 5/2011
- **Egypt's Revolution Foreseen in Fiction: Before the Throne by Naguib Mahfouz**, Raymond Stock, 5/2011
- **Bin Laden's Demise and it's Implications**, Tally Helfont, 5/2011
- **Turmoil in the Arabian Peninsula**, J.E. Peterson, 4/2011
- **Saudi Arabia's Intervention in Bahrain: A Necessary Evil or a Strategic Blunder?** Rachel Bronson, 3/2011
- **Moroccan Democracy and the Future of the Sahara**, Ahmed Charai, 3/2011

- **Libya in Crisis... What's Next?** Dana Moss, 2/2011
- **Turkey's Changing Foreign Policy and its International Ramifications**, Efraim Inbar, 2/2011
- **The Moroccan Exception**, Ahmed Charai, 2/2011
- **Egypt: What the U.S. Should Do?** Barry Rubin, 1/2011
- **Tunisia: Exemplar or Exception?** Bruce Maddy-Weitzman, 1/2011

Through FPRI's Wachman Center, The Middle East Program strives to provide a starting point for educators teaching about the region through history institutes, textbooks and a series of bulletins. Programming this year included:

- **Teaching the Middle East: Between Authoritarianism and Reform**, a History Institute held exclusively for Social Studies and History teachers, curriculum supervisors, and junior college faculty featuring presentations by *Daniel Brumberg, Jillian Schwedler, Amin Tarzi, Christopher Swift, Eric Trager, Mike Reynolds, Audra K. Grant, Michael S. Doran, and Adam Garfinkle.* Philadelphia, PA. October 15–16, 2011.

Other programming included:



- **Contemporary Challenges Facing North Africa** (upcoming), featuring a paper by *Bruce Maddy-Weitzman*, Senior Research Fellow at the Moshe Dayan Center for Middle Eastern and African Studies at Tel Aviv University, and panelists: *Audra K. Grant*, political scientist at the RAND Corporation, *Peter Schraeder*, professor of Political Science at Loyola University Chicago, and *William Lawrence*, director the International Crisis Group's North Africa Project. Reserve Officer's Association, Washington D.C. upcoming November 30, 2011.



- **A Trip Report on the Hashemite Kingdom of Jordan**, featuring *Samuel Helfont*, FPRI Associate Scholar, and Princeton Ph.D. candidate and *Tally Helfont*, Research Fellow and Coordinator, FPRI's Middle East Program, held at FPRI, September 9, 2011



- **Egypt, Regime Change, and The Muslim Brotherhood**, a symposium featuring *Samuel Helfont*, FPRI Associate Scholar, and Princeton Ph.D. candidate, *Aaron Rock*, Princeton Ph.D. candidate, and *Eric Trager*, FPRI Associate Scholar, and University of Pennsylvania Ph.D. candidate, May 24, 2011.
- **The Second Arab Revolution**, a talk delivered by *Michael S. Doran*, a Senior Fellow at the Brookings Institution, a former Deputy Assistant Secretary of Defense, and a former Senior Director at the National Security Council, March 2011.
- **Egypt: An Eyewitness Report**, a briefing given by *Eric Trager*, FPRI Associate Scholar, and University of Pennsylvania Ph.D. candidate, February 9, 2011.

PROJECT ON DEMOCRATIC TRANSITIONS

Director: Ambassador Adrian A. Basora

Launched in 2005, the Project on Democratic Transitions began with a primary focus on the post-1989 transitions of Eastern Europe and the former Soviet Union. The goal was to better understand both the successes and the failures of democratization in the post-communist countries, and to draw policy-relevant conclusions from this experience. Since the January 2011 advent of the Arab uprisings, it has become clear that there are important parallels (as well as many significant differences) between the post-communist experience and the challenges now facing Arab democratizers in North Africa and the Middle East. The Project is therefore now examining lessons learned in Europe/Eurasia and in Latin America over the past two decades that may be applicable to the Arab uprisings. The goal is to develop useful guidelines both for policymakers in the United States and for reform leaders in the transition countries themselves.

PDT Director Adrian Basora is a former U.S. ambassador to the Czech Republic and served immediately prior to that as Director for European Affairs at the National Security Council (1989-91) during the dismantling of the Iron Curtain.



Dr. Daniel Friedheim of Drexel University has recently joined Ambassador Basora as Deputy Director and Coordinating Research Fellow for the Project on Democratic Transitions. He earned his PhD with distinction from Yale University, and his analyses of the dynamics of regime change have appeared in *East European Politics & Societies* and other professional journals, and in book chapters published by Cambridge University Press and others. Prior to entering academia, Dr. Friedheim served as a US Foreign Service Officer in Brazil and Mexico, and was a consultant for the World Bank.

THINK TANKS AND FOREIGN POLICY PROGRAM

Director: James McGann

Led by Dr. James McGann, one of the world’s leading experts on think tanks worldwide and compiler of the annual Think Tank Index, the program compiles data on all the world’s think tanks, publishes the results in books and articles, and



provides briefings to governments and NGOs around the world. This year, James McGann participated in a symposium on “What Do Think Tanks Do?” sponsored by the Israel Democracy Institute, held May 15-16, in Jerusalem.

FPRI’s Think Tank and Foreign Policy Program partners with the University of Pennsylvania’s International Relations majors in providing hands-on internships for students. This year marks twelve years of collaboration with more than 400 interns participating.



MEASURING OUR IMPACT

- FPRI's website welcomes 100,000 visitors monthly, with an archive of hundreds of hours of audio/video files.
- FPRI bulletins are circulated to 35,000 key people in 85 countries and reach thousands more on the Internet.
- FPRI's scholars are interviewed and cited by local, national, or international news media.
- FPRI's participating teachers represent over 500 public, private, and parochial schools from 46 states.
- FPRI E-Notes and Orbis essays are regularly reprinted in the nation's universities and war colleges.
- FPRI's scholars publish books with the most prestigious university presses – Harvard, Yale, Chicago – and trade publishers – Harpers, Random House.
- FPRI draws response from soldiers on the battlefield, teachers in the classroom, and key government officials.

FPRI IN THE MEDIA

Now more than ever, the influence of FPRI's scholars spans the world with important insights, opinions and research. Among the many venues in print and on the web this year were:

The New York Times

The Wall Street Journal

Washington Post

Christian Science Monitor

Newsweek

The New Republic

The Weekly Standard

Foreign Affairs

Foreign Policy

American Interest

Current History

Journal of Strategic Studies

Philadelphia Inquirer

Associated Press

National Review Online

Atlantic Monthly Online

Survival



E-NOTES, FOOTNOTES, AND TELEGRAMS

Each week, FPRI emails E-Notes, succinct analyses of some critical international issue, to some **35,000** key people in **85** countries directly, and reach thousands more indirectly by postings on the Internet at FPRI's site (which now receives over **100,000** visits a month) and in repostings. Telegrams, modeled on our E-Notes, are drawn from the Consortium on Grand Strategy, while Footnotes are drawn from our History Institute weekends.

These essays are frequently reprinted in or quoted by newspapers around the world. For example, Tom Friedman's column in the New York Times for Sunday, May 15, 2011, cited at length the FPRI essay by Raymond Stock on Egypt's revolution. Between January and October, 80 essays were published.

Orbis, a Journal of World Affairs

Mackubin T. Owens, *Editor*
Michael Horowitz, *Book Review Editor*
Ann Hart, *Managing Editor*



“Orbis is more vital than ever, because of the way it is covering the most important defense issues from a nonideological point of view, which few other non-military journals are doing on a regular basis.”

Robert D. Kaplan

Half a century since its founding, *Orbis* continues to offer serious discourse on the full range of topics relating to American foreign policy and national security, as well as in-depth analysis on important international developments. *Orbis* is available to institutional subscribers online at ScienceDirect.

Typically, each issue focuses on a broad theme: The World A Decade After 9/11 (Fall), Foreign Fighters Around the Globe (Spring), and Grand Strategy (Winter). The Summer issue was dedicated to Harvey Sicherman, with lengthy essays of appreciation, plus a compilation of some of Harvey's best essays. Also included was a never-before published essay by Harvey on the history of U.S. diplomacy in the Arab-Israeli conflict, based on his last lecture to our History Institute for Teachers.



WACHMAN CENTER

Director: Alan Luxenberg



Greater international awareness is essential if we are to compete in the global economy, promote responsible citizenship, or just become better human beings.

Marvin Wachman

The Wachman Center focuses on “teaching the teachers”—advancing teachers’ knowledge of world affairs and aiding them in incorporating this knowledge in the classroom. Its work is focused in four core areas:

- Teaching Military History
- Teaching Asia
- Teaching the Middle East and 9/11
- Teaching the History of Innovation

The Center reaches teachers and classrooms across the nation through Footnotes, its bulletin for educators, which are frequently reprinted in *American Educator* and other education journals and posted at other websites; through webcasts for high school classrooms; through the books it produces with Mason Crest, and through its History Institutes for Teachers. FPRI essays are often posted by ERIC, the Education Resources Information Center, sponsored by the Institute of Education Sciences (IES) of the U.S. Department of Education.

“From the days when the late Marvin Wachman bestrode FPRI’s corridors, the Institute has had as one of its main missions the provision of the highest quality aid to secondary school educators on issues of social science, foreign policy and international security. It is one of the few professional-level organizations of its kind to pay such close attention to this mission, one of the few to realize both how important and how difficult it is to educate young Americans in what we hope will for a very long time to come be a well functioning democracy.” – Adam Garfinkle, Editor *The American Interest Magazine* (and former speechwriter for Secretary of State Colin Powell)

Walter McDougall and David Eisenhower co-chair the Center's History Institutes for Teachers. These history institutes have received generous funding from the Annenberg Foundation, The Lynde and Harry Bradley Foundation, the Ewing Marion Kauffman Foundation, H.F. Lenfest, I. Wistar Morris, III, W.W. Kean Butcher, Bruce Hooper, and the Stuart Family Foundation, and in-kind support from the Cantigny First Division Foundation, a division of the McCormick Foundation.

Each weekend-long program provides some 45 educators from around the country the opportunity to learn directly from the top scholars in their fields on subjects teachers are often under-prepared to teach. Many more teachers access the videotapes, reports, classroom lessons, and other materials posted at our website.

HISTORY INSTITUTES IN 2011

China and India: Ancient Civilizations, Rising Powers, Giant Societies, and Contrasting Models of Development

Sponsored by: The Wachman Center of the Foreign Policy Research Institute
 Center for East Asian Studies, UPenn
 South Asia Center, UPenn
 Penn Lauder CIBER (Center for International Business Education and Research), UPenn
 Philadelphia, PA, March 19-20, 2011



Civilian Control of the Military and American Democracy

Hosted by the Cantigny First Division Foundation, Wheaton, IL, April 2-3, 2011

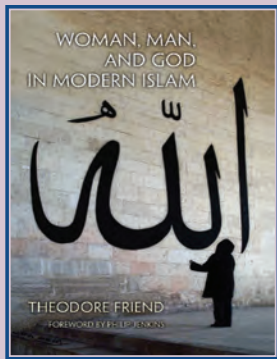
Teaching the Middle East: Between Authoritarianism and Reform, October 15–16, 2011

WEBCASTS

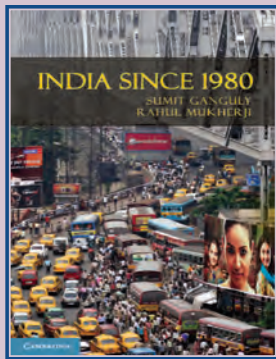
What Students Should Know about 9/11: Two Webcasts Designed for Secondary School Students, September 8, 2011



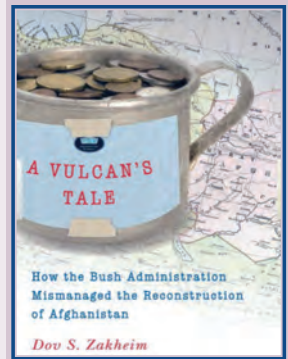
SELECTED 2011 BOOKS FROM FPRI SCHOLARS



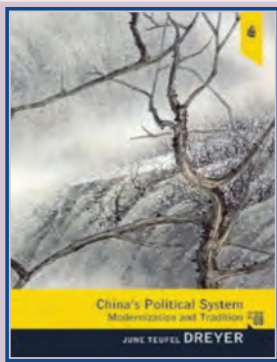
Theodore Friend



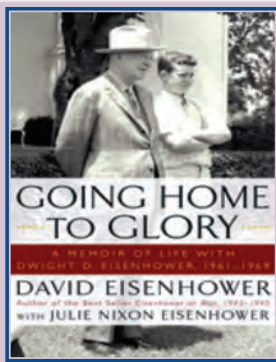
Sumit Ganguly
(co-authored by Rahul Mukherji)



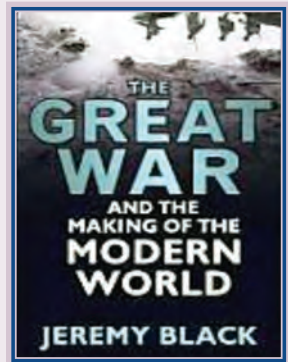
Dov Zakheim



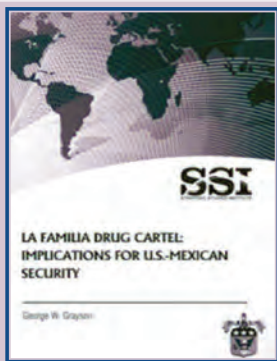
June Teufel Dreyer



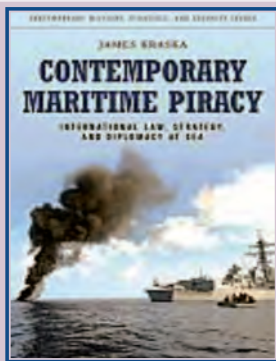
David Eisenhower



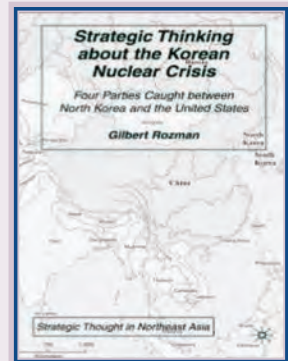
Jeremy Black



George Grayson



James Kraska



Gilbert Rozman

BOOKTALKS IN 2011

Friday, March 4—*U.S. Civil-Military Relations after 9/11*

Mackubin Thomas Owens, Naval War College and FPRI

Thursday, March 24—*The Long Divergence: How Islamic Law Held Back the Middle East*

Timur Kuran, Duke University

Wednesday, June 15—*Why Hitler Lost*

Andrew Roberts, author of *The Storm of War: A New History of the Second World War*

Wednesday, July 20—*A High Price: The Triumphs and Failures of Israeli Counterterrorism*

Daniel Byman, Georgetown University

Wednesday, July 27—*A Vulcan's Tale: How the Bush Administration Mismanaged the Reconstruction of Afghanistan*

Dov S. Zakheim, Co-Chairman, FPRI, and former Undersecretary of Defense

Wednesday, September 14—*Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?*

John Fonte, Hudson Institute

THE ROBERT STRAUZ-HUPÉ SOCIETY

FPRI's *Robert Strausz-Hupé Society*, named after our founder, is made up of those individuals who have included bequests to FPRI in their wills. Its current members are W.W. Keen Butcher, Edward Dunham, Robert L. Freedman, Charles B. Grace, Jr., Jack O. Greenberg, Jerome Kaplan, Rocco Martino, I. Wistar Morris III, Elaine Piccolomini, Alan L. Reed, Samuel J. Savitz, and John M. Templeton, Jr.



Robert Strausz-Hupé came to the United States from Vienna in the 1920s, working in the field of investment banking. He lectured throughout the country on the coming Nazi threat, and became a lecturer at the University of Pennsylvania even before he earned his Ph.D. In the 1950s, he founded the International Relations Program at Penn and the Foreign Policy Research Institute, and authored the best-selling book *Protracted Conflict*, focusing on the nature of the Soviet threat. His last essay, published posthumously in 2002, was called “The New Protracted Conflict,” commenting on 9/11 and beyond. From 1969 to 1989, he served as U.S. Ambassador in five posts.

He is remembered as a beloved professor who would enter the classroom, ask his graduate assistant the topic of the day, and then offer an impromptu discourse on the subject for 50 minutes without the benefit of a single note. He is widely credited with introducing “geopolitics” into the American vocabulary.



In Memoriam

HARVEY SICHERMAN



Harvey Sicherman, one of the nation's leading thinkers on American foreign policy and on the Arab-Israeli conflict, was president of Philadelphia's Foreign Policy Research Institute from 1993 until his death on December 25, 2010. A graduate of the University of Scranton, Sicherman earned a Ph.D. in political science from the University of Pennsylvania in 1971. It was there that he was recruited by future Navy Secretary John Lehman into the FPRI; he later joked that he "slept with Lehman – through many a class."

Sicherman initially worked at FPRI from 1969-70 as a research assistant, then from 1974-1980, as a research associate and later as associate director for research. He met Alexander M. Haig Jr. at FPRI, where Haig spent the last six months of 1979 upon retiring from his post as NATO's Supreme Allied Commander. As Secretary of State, Haig took Sicherman to Washington as his special assistant from 1981-82, not just because of Sicherman's skill at policy analysis and speech writing but, it is said, "Because he made the general laugh." Subsequently, he served as consultant to Navy Secretary Lehman (1982-87), consultant to Secretary of State George Shultz (1988-90) and as a member of the policy planning staff of Secretary of State James Baker (1991-92). In the latter position, he played a key role in conceptualizing U.S. policy to manage the peaceful unification of East and West Germany, in the process coining the memorable phrase "Europe whole and free."

His books include *The War on Terror: 21st Century Perspectives*; *The Templeton Lectures on Religion and World Affairs*; and *Is There Still a West?* His many FPRI essays appear on the institute's website. Among them are his memorial tributes to Alexander Haig; Robert Strausz-Hupé, FPRI's founder; and Yitzhak Rabin, the late prime minister of Israel.

“For sixteen years, beginning in 1994, I had the privilege of spending part of most Mondays in the company of Harvey Sicherman. His distinguished service as a strategic adviser and speech writer for three Republican secretaries of state had come to a sudden end when Bill Clinton defeated George H. W. Bush’s bid for re-election. That proved a blessing for the Foreign Policy Research Institute, founded in 1955 by Ambassador Robert Strausz-Hupé, Sicherman’s graduate school mentor at the University of Pennsylvania. It meant Harvey was free to return to Philadelphia in 1993 and assume leadership of the Institute at a critical juncture. He would serve as FPRI’s president for the rest of his life during which time the Institute’s profile, prestige, and influence reached unprecedented heights and its programs of research, teaching, and publication diversified, digitalized, and addressed the new global challenges of a new century. Sicherman’s formidable personality, intellect, and physical presence became the beloved face of FPRI over those years. They also personified the strengths he built into the whole institution. His legacy will live on. So, too, will his legend....”

Walter McDougall

“Harvey had an influence, often strong, on the great national security issues of the Reagan era. His views were frequently sought out by officials inside and outside the State Department or later the Pentagon. People also simply liked to be around him. They trusted his discretion and they liked his ever ready humor, even when they didn’t always get the full gist of his wit. But his influence can be traced in no small measure to his integrity and his inner calm. People knew that he never curried favor or trimmed his views in order to accommodate what he thought his associates desired to hear, and they knew his ambition was not for higher office or influence, but simply to measure up to his own personal standards, and the values of his ethics and his religion. Perhaps this was corny, but it was also undoubtedly true...”

John Lehman



“I considered myself fortunate to count Harvey Sicherman among my close personal friends, as well as among my most astute professional colleagues. For several years we were neighbors, attending the same Sabbath services; our sons were classmates at one of the local schools. Harvey was a character of the first order—he wore a homburg, saddle oxfords and often carried a cane. But he had a heart of gold, always ready and willing to help a young up-and-coming analyst with an introduction or a job. And he was funny: he could be as wry, witty and gently critical about the administration policy of the day as about the Torah portion of the week—and, depending on which audience he addressed, he had a ready tale to regale his listeners...”

Dov Zakheim



JOHN GILRAY CHRISTY, FPRI Trustee and former Chairman of the Board of Trustees, died in Chestnut Hill on June 10, 2011. He was formally Chairman and CEO of IU International in Philadelphia. Mr. Christy graduated from Dartmouth College. He went on to be a naval officer flying jets off of aircraft carriers. After receiving a Master's Degree from UC Berkeley in South Asian

Studies, Jack worked for the Development Loan Fund (AID) in India. He joined ITT in New York after leaving the government. Later Jack would move to Philadelphia, where he joined IU International. Upon leaving IU International, he founded Chestnut Capital Corp. Jack was a former Board member of Fidelity Bank, the Philadelphia Contributionship, the Philadelphia Orchestra, and the Eisenhower Fellowship.

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Thinking of Harvey;
too good, too soon.

Peter Hamilton

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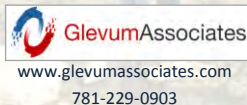
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*Our congratulations
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**With sincere acknowledgement to
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From a Friend

You Can't Argue with Geography

By Walter A. McDougall

FPRI Footnotes, September 2000

I learned then that one can never know enough geography—or, to put it another way, one must learn more geography whenever one endeavors to learn more history. That is why it is so disheartening that most Americans emerge from their schooling as functional illiterates in geography despite the fact that 90 percent of U.S. adults consider some geographical knowledge a prerequisite to being a well-rounded person. The poll, conducted on behalf of the National Geographic Society, showed that only one-third of Americans could name a single country in NATO and that half could not name any members of the rival Warsaw Pact. The average adult could identify only four European countries from their outlines on a map, and less than six of the fifty United States. One in four could not find the Pacific Ocean. What is more, the group that performed the worst in the survey were those aged between 18 and 24, a finding that would not surprise those of us who teach history in universities. For it appears that many American students were not even given a chance to learn much geography in their elementary and high school years. Why is that?

Is it because educators have just been unaware of the importance of geography to many branches of knowledge, not least history? Is it because they once knew, but have forgotten? Is it because geography seems to involve rote learning of “boring” facts rather than development of the “thinking” faculties? Is it because the influential political-correctness and multiculturalist movements are suspicious of a subject that emphasizes distinctions among regions, invites unflattering comparisons and hierarchy among nations and cultures, and has been used in the past as an intellectual tool of empire? Is it because geography just seems passe in an era when communications technology, commerce, and ideas “transcend boundaries” and make the earth a “global village”? Or is it because geographers themselves have failed to define and promote their subject?

History and Geography

By James Kurth

FPRI E-Notes, September 2005

Fifty years ago, the United States was engaged in an epic struggle on a world scale: the Cold War with the Soviet Union and international communism. At the time, there were two dominant ways of thinking in America about world affairs. One, the mode of most practitioners of foreign policy, was pragmatism. Drawing upon a pervasive and long-standing American philosophical approach, it tended to look at the particulars of each distinct case. The results were foreign policies and strategies that were usually short-term and often short-sighted. In 1955, there was considerable evidence—most recently the stalemating of the United States in the Korean War; the defeat of America's ally, France, in the Indochinese War; and the Soviet development of H-bombs—that this approach was no way to win the Cold War.

The second way of thinking, the mode of many scholars of international politics (most notably Hans Morgenthau), was scientism. This also drew upon a pervasive and long-standing American philosophical approach: the belief that important problems could be solved by scientific laws and technical innovations. The results were policy and strategy recommendations that, however elegant in theory, were too abstract to be helpful in practice.

Excerpts from FPRI Classics

In 1955, there was also considerable evidence—the U.S. reliance upon abstract nuclear strategies of massive retaliation and upon largely formal alliance systems, such as the Baghdad Pact and the South East Asian Treaty Organization—that this approach was also no way to win the Cold War. Neither pragmatism nor scientism paid much attention to the ways history and geography shaped the actual realities of the foreign challenges America faced.

It was in this conceptual context that FPRI founder Robert Strausz-Hupé decided that there was a better way of thinking about world affairs, which was geopolitics. By this, he meant an emphasis upon history and geography. Strausz-Hupé knew that America's greatest adversary, the Soviet Union, grounded its own foreign policy and strategy in an interpretation of history and geography, and that the Soviets viewed their struggle against the United States through a long-term perspective, i.e., they had developed a strategy of protracted conflict. He also believed that, although communist ideology helped to make the Soviets implacable, it was an error to try to predict Soviet behavior from communist ideology alone; rather, Soviet foreign policy and strategy were also greatly shaped by the history and geography of Russian imperialism. For the United States to prevail in this protracted conflict with the Soviet Union, it would have to develop its own understanding of history and geography and its own strategy of protracted conflict.

In order to expound this geopolitical understanding of world affairs, Strausz-Hupé founded FPRI in Philadelphia in 1955, as an antidote to the twin deformations of pragmatism and scientism. Drawing upon the best of scholarship, the Institute would perform an educational role with respect to two audiences. First, it would help to enlighten political leaders and policymakers about the nature of the protracted conflict, the historical and geographical realities that shaped it, and how to win it. Second, it would help to educate other opinion-makers, who in turn would help to inform the wider public. Hence, the debate over American foreign policy, heretofore limited to a small elite, would be “democratized.”

The world has turned over many times since 1955. The Cold War, the Soviet Union, and communist ideology are no more, and in large measure this is because the United States did prove capable of waging a protracted conflict over the long-run. But . . . America is now engaged in a new protracted conflict on a world scale, this time with Islamist insurgency and terrorism. In the more distant future, there may also develop a protracted conflict with the rising economic and military power of China, although this is not inevitable.

It would be an error to try to predict the behavior of Islamist insurgents and terrorists on the basis of Islamic theology or even Islamist ideology alone, particularly since Islamists take their own understanding of their history very seriously. Rather, an American understanding of the history and geography of the variety of Islamist threats is essential. Similarly, it would be an error to try to predict Chinese behavior from communist ideology or even from abstract notions of the Chinese national interest alone. The Chinese certainly take their own understanding of their history and geography very seriously, and so should we.

As in 1955 and the fifty years since, so too today and very likely in the fifty years to come, FPRI will seek to comprehend the world and to aid U.S. foreign policy and strategy. FPRI's scholars will pay special attention to those protracted conflicts that make tragedy an enduring condition of world affairs. It will do so by contributing a distinctive way of thinking: one that emphasizes history and geography and focuses on the perennial and the long term, especially those ideals that sustain the American experiment.

Excerpts from FPRI Classics

Benjamin Franklin and the Traditions of American Diplomacy

By Harvey Sicherman

FPRI E-Notes, January 2007

Let me turn now to the lessons that we may take from this saga that ought to be, if they are not already, American traditions. I want to distinguish four.

The first is clarity of purpose. When you examine the record of Franklin and his contemporaries, as biographer Stacy Schiff has noted, Washington wanted to win the revolution without French soldiers or sailors, Adams wanted to win the revolution without a French treaty, and Franklin wanted to win. He felt that if independence could be achieved, the U.S. would shortly free itself of those burdens. In the end, his clarity of purpose prevailed over the other two. You really have to know exactly what you want and to have thought it through and stick with it.

The second has to do with the relationship between war and diplomacy. Franklin's story illustrates that diplomacy cannot redeem military defeat. Without Saratoga, there would have been no treaty. Without Yorktown, there would have been no peace. But diplomacy can convert military victory into political gain. Franklin converted the military victory at Saratoga into the alliance, and he and others converted the victory at Yorktown into the Treaty of Paris that ended the war and confirmed American independence.

Third, in diplomatic technique, there is a difference between a waltz and a march. The real problem Franklin had with Adams was that Adams was a geometrician when it came to foreign policy: There's the king, we need something from him, let's just march up and tell him what we need! Franklin understood that you would never get there that way. Instead, you had to waltz, to wander around the floor, sometimes in the opposite direction, in order finally to get to the center of things. That's still a very important technique. Depending on the society you are in, you have to be able to advance your diplomacy the way that society is prepared to accommodate it, not simply to march up and issue your demands.

Fourth, there is the importance of the gifted amateur. Franklin was very gifted, but he had no formal training. Perhaps foreign policy is too important to be left to the foreign service, as war is too important to be left to the generals. Franklin was a democrat. He believed that a person could raise himself up by his own efforts. He retired at the age of 42 and devoted himself to public service. He believed very strongly in a society where there was room for talent.

Unfortunately, every generation forgets these diplomatic habits of Franklin's and has to rediscover them, sometimes at our country's peril.

FPRI Fact Sheet

MISSION

Founded in 1955 by Ambassador Robert Strausz-Hupé, FPRI is a 501(c)(3) non-partisan, non-profit organization devoted to bringing the insights of scholarship to bear on the development of policies that advance U.S. national interests. In the tradition of Strausz-Hupé, FPRI embraces history and geography to illuminate foreign policy challenges facing the United States.

WHO WE ARE

The 82 affiliated scholars of FPRI include a Pulitzer Prize-winning historian, a former president of Swarthmore College, a Bancroft Prize-winning historian, and a former Ambassador and senior staff member of the National Security Council. We count among our trustees a former Undersecretary of Defense, a former Secretary of the Navy, a former Assistant Secretary of State, a foundation president, and numerous active or retired corporate CEOs, lawyers, and civic leaders.

WHAT WE DO

We conduct research on pressing issues—the war on terrorism, developments in the Middle East, nuclear proliferation, relations with China, Russia, and Japan, sources of instability in the Western hemisphere—and long-term questions, such as the role of religion in international politics, the nature of Western identity, and the management of national security in an era of fiscal austerity.

We publish a quarterly journal, *Orbis*, and a weekly electronic bulletin, both of which draw on the research findings of our scholars, our Inter-University Study Groups, our conferences, and our seminars.

We educate the public and “teach the teachers” through our Wachman Center and History Institute, with a view to fostering civic and international literacy in the community and in the classroom.

We train interns from colleges and high schools in the skills of policy analysis and historical scholarship.

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