

50TH ANNIVERSARY 1961-2011

# HUDSON INSTITUTE

ANNUAL REPORT 2011



HUDSON



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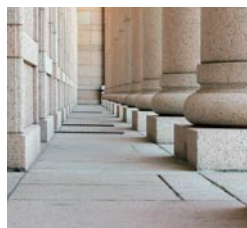
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Allan R. Tessler, Chairman



Kenneth R. Weinstein, President and CEO



## MESSAGE FROM THE CHAIRMAN AND PRESIDENT & CEO

**W**hen the renowned strategist Herman Kahn founded Hudson in 1961, he envisioned a unique organization where bold and unconventional solutions drawn from a broad, forward-looking perspective would address the challenges of the day.

A half century later, Kahn's approach has stood the test of time. The Institute's history of policy research is a storied one: predicting the rise of Asia and of the Information Age in the early 1960s; fighting the "limits to growth" movement in the 1970s; promoting missile defense and pro-growth economics in the 1980s; designing the Wisconsin Works program that became the basis for national welfare reform in the 1990s; and, in the past decade, predicting the impending credit crisis, the rise of political Islamism, and Russia's transformation into an authoritarian petro-state.

In 2011, Hudson proved once again that our research is uniquely ahead of the curve and an invaluable asset for policymakers and critical thinkers in the United States and abroad. More members of Congress—as well as foreign dignitaries—visited and cited Hudson than at any time in the past few decades.

We celebrated our fiftieth anniversary with gala dinners and a series of seminars on themes central to our research. In New York, we honored Chairman Emeritus Walter Stern for his dedication to Hudson and Senator Joseph Lieberman for his long service to our country. In Washington, we presented our prestigious

Herman Kahn Award to Senator Jon Kyl and honored members of the armed services returning from Iraq and Afghanistan. At the Kahn dinner, Senator John McCain paid a poignant tribute to the members of the military and his fellow Senator from Arizona.

In addition to Hudson's signature journals, *Current Trends in Islamist Ideology* and the *2011 Index of Global Philanthropy and Remittances*, we produced over two dozen reports and monographs. Our scholars also published twelve acclaimed new books this year, including Amy Kass' anthology, *What So Proudly We Hail: The American Soul in Story, Speech, and Song* (with Leon Kass and Diana Schaub); Nina Shea and Paul Marshall's *Silenced: How Apostasy and Blasphemy Codes Are Choking Freedom Worldwide*; David Satter's *It Was A Long Time Ago, and It Never Happened Anyway: Russia and the Communist Past*; and John Fonte's *Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?*

Given the turmoil in Egypt, and in the Arab world more broadly, we added Samuel Tadros and Kurt Werthmuller to our world-class team of experts who study the ideological character of radical Islam and the persecution of religious minorities in the Islamic world. Tadros and Werthmuller focus on Egypt's political transformation and the plight of the Copts, giving Hudson a new wealth of expertise.

This year we proudly announced the

appointment of former AEI President Christopher DeMuth as a Distinguished Fellow. DeMuth brings to Hudson an unparalleled depth of knowledge and experience in the field of government regulation. His research and writing also offer unique insights into how ideas shape policy.

Finally, we are returning to our roots as a technology-oriented think tank by undertaking a major project to examine why innovation in the United States has failed to live up to expectations. Drawing on Hudson's reputation for pathbreaking research, we have formed a project advisory board that includes many of the biggest names in technology, including PayPal co-founder Peter Thiel, Google Executive Chairman Eric Schmidt, Microsoft Chief Research and Strategy Officer Craig Mundie, Biogen Idec CEO George Scangos, and President of Rockefeller University Marc Tessier-Lavigne.

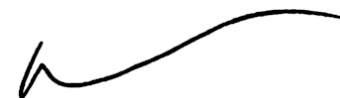
These new initiatives—and others on national security, India, the economics of the Internet, and e-government—will add in critical ways to what is arguably one of the most serious research agendas in the think tank world, including our cornerstone programs on American national security, Islamic radicalism, human rights and religious freedom, philanthropy at home and abroad, the rise of Asia, and American culture.

Our fiftieth-anniversary year—a year that Herman Kahn would have been proud of—has been outstanding, which you'll see chronicled in the pages of this

report. As we enter the next half century of Hudson's forward-looking policy research promoting security, prosperity, and freedom—and as we head into a critical election cycle that will shape our nation's agenda for some time to come—we are deeply grateful to our supporters and friends for making our vital work possible.



Allan R. Tessler  
Chairman of the Board of Trustees



Kenneth R. Weinstein  
President and CEO

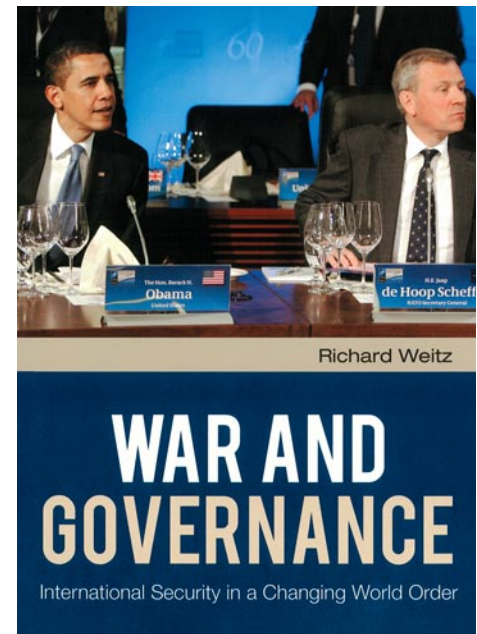


# INTERNATIONAL SECURITY AND FOREIGN AFFAIRS

Hudson Institute's uniquely future-oriented policy research has, for fifty years, analyzed defense and foreign policy trends and events. Hudson scholars, following in the tradition of Hudson founder and noted strategist Herman Kahn, help national security and defense planners understand the character of armed and unarmed conflict.

In 2011, Institute experts—many of whom have served in high-level government positions—provided research, analysis, and guidance on critical foreign policy and defense issues, including shifting strategies and alignments in Asia, the ongoing war in Afghanistan 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 participation in the policy process was extensive in 2011, including studies produced for the U.S. Department of Defense, articles for leading



publications such as the *Wall Street Journal*, *World Affairs*, and *Foreign Policy*, and briefings on Capitol Hill.

Hudson's work on the Islamic world—and especially on the evolution of radical Islam—remains an area of deep expertise. Hudson's signature journal, *Current Trends in Islamist Ideology*, is valued by policymakers, universities, and opinion leaders, and has been praised widely as the world's preeminent journal of its kind.

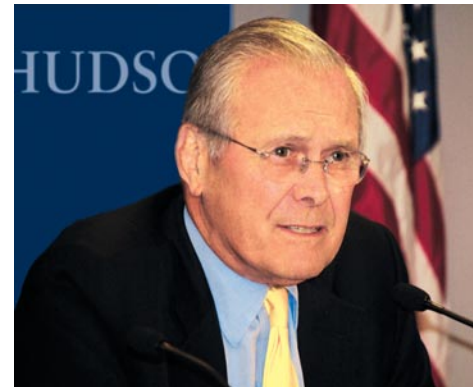
## National Security and Nuclear Strategy

Hudson experts seek to provide a solid footing for national security strategies to counter threats and maintain U.S. global

leadership. They analyze a broad but integrated range of issues central to U.S. national security. A strong America requires an integrated and cross-disciplinary understanding of grand strategy. In 2011, Hudson Institute's national security experts studied the manifold threats faced by the United States, its allies, and its interests; offered forward-looking analyses of ever-changing global security landscapes; provided realistic knowledge of U.S. capabilities, ranging from counterterrorism to high-tech warfare; and developed comprehensive and effective strategies that seek to minimize threats, leverage existing capabilities and alliances, and promote U.S. values and interests.

The Institute's national security team includes former senior-level officials such as Senior Vice President Lewis Libby, the

Former Secretary of Defense Donald Rumsfeld and Deputy National Security Adviser Michael Froman

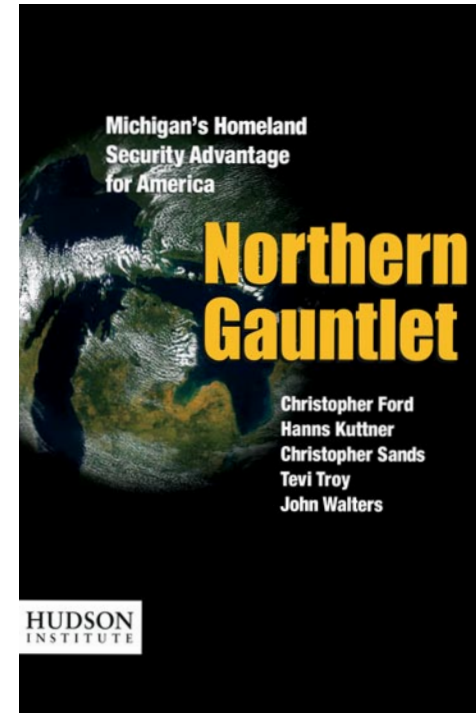


former Chief of Staff to Vice President Richard Cheney; Senior Fellow Douglas Feith, the former Undersecretary of Defense for Policy; former Deputy Undersecretary of the Navy Seth Cropsey, former Principal Deputy Assistant Secretary of State for Arms Control Christopher Ford, and former Deputy Assistant Secretary of Defense Jack David.

In 2011 Hudson Institute hosted a series of discussions dealing with issues critical to national security. Highlighting the lineup was a Hudson book event for former Secretary of Defense Donald Rumsfeld's *Known and Unknown*, featuring Secretary Rumsfeld, Douglas Feith, Lewis Libby, and former CNN Pentagon







correspondent Jamie McIntyre. Other important events addressed issues including export controls, the revolution in Egypt, and domestic and foreign challenges to American sovereignty. *(For more on Egypt and the Arab Spring, see page 10.)*

The Center for National Security Strategies, directed by Feith, continued work on a project designed to help organize the U.S. government to counter the Islamist ideology that fuels international terrorism. Feith and Hudson Senior Fellow Abram Shulsky are developing practical strategies and doctrines for the “battle of ideas” within the War on Terror. In 2011, Feith and Shulsky, together with Brookings Institution Fellow William Galston, prepared an extensive report on this topic.



# HISTORY OF THE FUTURE

MAX SINGER

THE SHAPE OF THE WORLD  
TO COME IS VISIBLE TODAY

Feith and Cropsey penned the cover article of the July 2011 issue of *Commentary*, “The Obama Doctrine Defined,” in which they examined the ideas and historical outlook that inform President Barack Obama’s approach to national security policy on issues ranging from Libya to transnational law to America’s relationships with Israel and other free-world allies. Feith and Cropsey are expanding this analysis in a forthcoming book to be released in 2012.

Increasing ship costs, decreasing naval budgets as land action against jihadists continues, and the U.S. Navy’s own declared strategy of emphasizing humanitarian assistance and disaster relief all suggest that the United States will experience increasing difficulty executing

President of the Czech Republic Václav Klaus and Lewis Libby



APARNA PANDE

the traditional missions of a great maritime power. Led by Senior Fellow Seth Cropsey, Hudson Institute’s maritime policy research focused attention on the implications of a shrinking U.S. Navy threatened by future budget cuts, a growing Chinese navy, and an increasingly tense world—and how these changes might affect the United States’ position as a great power.

Led by Senior Fellow Christopher Ford, a former Principal Deputy Assistant Secretary of State for Arms Control, and drawing on Hudson Institute’s half-century heritage of strategic nuclear research, the Center for Technology and Global Security provided comprehensive analysis of the policy merits and programmatic implications of countervailing reconstitution—

maintaining the capacity to restart nuclear weapons programs after the elimination of all existing nuclear weapons—as an approach to continuing nuclear reductions, the possibility of achieving a world free of nuclear weapons, and the challenge of maintaining an abolition regime in the face of proliferation pressures.

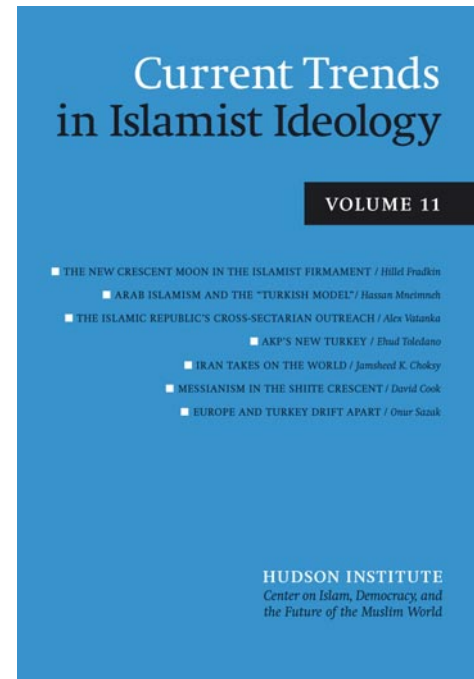
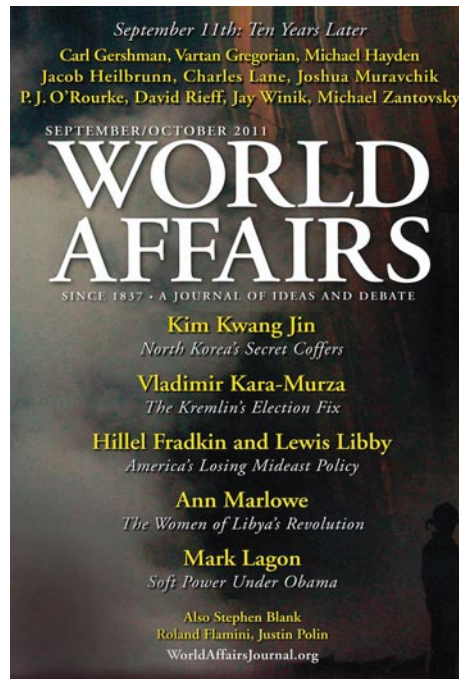
Complementary work was done by Senior Fellow and Director of the Center for Political-Military Analysis Richard Weitz, who researches proliferation issues, and by Adjunct Fellow Shmuel Bar, who analyzes regional proliferation through the traditions, history, and current strategic thinking of Muslim and Arab culture. Jack David, Senior Fellow and former Deputy Assistant Secretary of Defense for Combating Weapons of Mass Destruction and Negotiations Policy, also contributed his expertise to Hudson’s research on the topic.

## Radical Islam

Because the threats emanating today from the Muslim world are increasingly interconnected and global in character, Hudson Institute’s frequently cited research focuses on the growing presence of radical Islam and the challenges presented to American interests; terrorism and global jihad, and threats to U.S. allies, especially Israel; and potential U.S. and international policy responses.

Senior Vice President Lewis Libby,

Bottom: Ann Marlowe reporting from a rebel camp in Libya



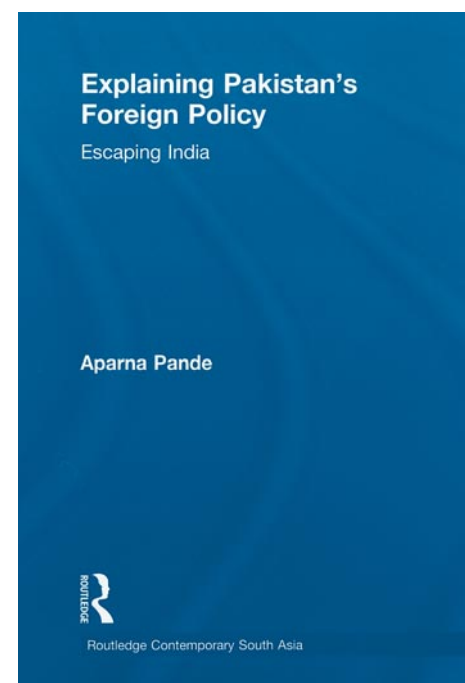


Senior Fellow Hillel Fradkin, Senior Fellow Maneeza Hossain, Research Fellow Eric Brown, and Visiting Fellows Nibras Kazimi and Lee Smith, drawing on their expertise in Islamic thought and theology, have made Hudson a leader in cutting-edge strategy and policy-relevant research on Islam, Islamist movements, and the possibilities for reform in the Muslim world.

The Center on Islam, Democracy, and the Future of the Muslim World, directed by Hillel Fradkin, is dedicated to analyzing the Muslim world as a whole and not solely specific regions and countries. This focus derives from the tendency of Muslim regimes and political movements—especially radical Islamic ones—to view

themselves as global in their politics. The Center also undertakes research on specific regions and countries of importance to American national security interests.

*Current Trends in Islamist Ideology*, the flagship publication of the Center, is the only journal exclusively devoted to radical Islam and its ideology. Founded by Hillel Fradkin, Eric Brown, and former Pakistani Ambassador Husain Haqqani in response to the terrorist attacks of 9/11, *Current Trends in Islamist Ideology* fills a critical gap in the contemporary scholarly study of radical Islam. The journal's website, [www.CurrentTrends.org](http://www.CurrentTrends.org), received over 400,000 hits from around the globe in 2011.



HILLEL FRADKIN AND HEDIEH MIRAHMADI,  
PRESIDENT OF WORDE



Visiting Fellow Alex Alexiev also contributed to Hudson’s research on radical Islam by authoring a monograph entitled *Wages of Extremism*, in which he presented an alternative approach to fighting and winning America’s war against radical Islam triggered by the events of September 11.

## Middle East

The Arab Spring, as the various revolutions that have spread throughout the Middle East have been termed, is only the latest in a series of major movements in the region. The Western world’s response to these revolutions has been as varied as the peoples that create the cultural and historical make-up of the region today. With the demise of Muammar Gaddafi in Libya and Osama bin Laden in Pakistan, and the ongoing draw-down of American forces in Iraq and Afghanistan, the question of what kind of relationship the United States will and should have with the Middle East has been at the forefront of Hudson research and commentary.

Senior Fellows Nina Shea and Paul Marshall, Visiting Fellows Lee Smith and Ann Marlowe, and Research Fellows Samuel Tadros and Kurt Werthmuller provided continuous commentary on events happening on the ground in Egypt and Libya. They have also analyzed the U.S. response to each revolution. Senior Fellows Jack David, Douglas Feith, Hillel

Fradkin, and Senior Vice President Lewis Libby published noteworthy op-eds and analyses of the long-term repercussions of the unrest, both for the region and for U.S. and allied interests around the world. Marlowe made multiple trips to Libya, filing and publishing weekly commentary from there for her *World Affairs* blog and other publications, including the *Weekly Standard* and *The Daily*. She also provided first-hand commentary from a rebel camp in Libya to Fox News.

Fradkin and Libby continued work on a long-term project looking at the role that Turkey is playing amidst the turmoil in the region. Through a series of journal articles and commentary, Fradkin and Libby examined the shift of power from Iran to Turkey. In a piece published by *World Affairs*, they discussed the power shift from Ahmadinejad’s Iran to Erdogan’s Turkey. In an April 2011 *Commentary* article, Fradkin and Libby presciently argued that the United States should be worried about a possible Muslim Brotherhood election victory in Egypt. And in an incisive *World Affairs* article in September, they examined the historical undercurrent of U.S. policy in the Middle East and argued that basing any foreign policy on these “strategic concepts”—many of which they argue are flawed in the current context of continued uprisings—would quickly draw the United States into a military conflict that should, and could, have been avoided.

Senior Fellow Seth Cropsey argued in a *World Affairs* piece entitled “Democracy



Top: Samuel Tadros, Lee Smith, Nina Shea, Paul Marshall, and Douglas Feith  
Bottom: Kenneth Weinstein and Nobuteru Ishihara, Secretary-General of Japan's Liberal Democratic Party



in Egypt: Applying the Tocqueville Standard” that in the recent Egyptian uprising, the Western media did not spend enough time considering the principles on which political parties are built, what kinds of parties are likely to emerge from Egypt’s current state, and whether they will improve Egypt’s prospects for individual liberty.

Hudson scholars are also involved with efforts to build and strengthen civil society in dozens of countries, and frequently travel the globe to promote these efforts. Working in close partnership with the International Republican Institute, Eric Brown and Abram Shulsky helped design and conduct a series of three roundtable discussions in Iraq with Iraqi political, religious, and civil society leaders. The last of these sessions, held in January, brought together a large number of leaders from all regions of Iraq and parts of Iraqi society to discuss actions these leaders could take to promote Iraq’s democratic development.

A firm supporter of the importance of the U.S.-Israel relationship as a part of America’s national interests in the Middle East, Hudson Institute regularly hosts public forums for such prominent Israeli officials as Ambassador Michael Oren and Ministers Moshe Ya’alon and Uzi Landau. Hudson scholars have published op-eds and articles about the importance of maintaining Israel’s security, and they have visited Israel to meet officials and conduct projects with Israeli partner organizations. Hudson Institute scholars

Top: Sen. Jon Kyl and *Weekly Standard* Editor William Kristol. Bottom: John Walters and Sen. Bob Corker



participate in the annual Herzliya Conference, Israel's premier defense policy forum.

Hudson, in partnership with the Foundation for Defense of Democracies, hosted a major conference examining the future of U.S.-Israel relations, carried live on C-SPAN. Panelists included some of the country's most distinguished policy experts such as the Council on Foreign Relations' Elliott Abrams; Brookings' Michael Doran; co-chair of the Republican Israel Caucus Rep. Peter Roskam (R-III.); and Feith, Fradkin, Shulsky, and Libby from Hudson.

Feith spoke and published frequently on Israel-related issues. In a November *Wall Street Journal* op-ed, Feith explained why President Barack Obama's record on Israel is an appropriate issue for the upcoming presidential race. Adjunct Fellow Ronald Radosh, an award-winning historian, continued to write on Arab-Israeli relations and U.S. policy in the Middle East.

## Asia

Hudson Institute has a half-century tradition of forward-looking policy analysis in greater Asia. Hudson's research portfolio is extensive in issues relating to Asia, including geopolitics, trade, proliferation, religion, demographics, and international policy.

Senior Fellows Charles Horner and Christopher Ford study how contemporary



developments in China are influenced by the country's evolving views of its modern historical experience and by its intellectual and cultural traditions. Horner and Research Fellow Eric Brown have paired to study the strategic implications of increased Sinic-Islamic relations. Their article, "Beijing's Islamic Complex," published in *The American Interest*, prompted worldwide attention and serves as the basis for this research.

Hudson experts and scholars—including Senior Fellows Jack David, Christopher Ford, and Seth Cropsey, Senior Vice President Lewis Libby, and Visiting Fellow John Lee—study U.S. strategy for the future and security of the Asia-Pacific region and South Asia, including bilateral and trilateral relation-

ships as well as broader alliance issues in the region. Special attention is focused on countries where Hudson has a long legacy of research, including Japan, South Korea, and Taiwan. Research Fellow Aparna Pande examines the future of India's defense and foreign policy, its relations with Pakistan and China, and its alliance with the United States.

Horner and Brown have been developing new models for understanding both internal Chinese and intra-Asian politics. In October, their article "A Century after the Qing: Yesterday's Empire and Today's Republics," was published in *China Heritage Quarterly*. The article, a lengthy and wide-ranging analysis of the contemporary meaning of the hundredth anniversary of the end of China's ancient imperial

system, stirred widespread comment among historians and Sinologists.

Hudson scholarship devotes special attention to the challenge of developing a stronger framework for the United States' bilateral relationships in the region. Of particular note in 2011 was the major address that Nobuteru Ishihara, Secretary-General of Japan's Liberal Democratic Party, gave to a Hudson audience. Ishihara commented on a renewed U.S.-Japan alliance and what that means for the rest of Asia. His speech garnered much media attention in the United States and Japan.

During the major earthquake and subsequent tsunami that hit Japan this year, Senior Fellow Jun Isomura provided daily updates from Japan and was frequently cited as a source of analysis on the long-term strategic effects of this disaster. He co-authored, with Senior Fellow Seth Cropsey, an op-ed in Japan's *Yomiuri Shimbun* that called for effective political leadership and a concerted international response to the disaster.

The death of long-time North Korean dictator Kim Jong Il in December was a subject of commentary from Hudson's stable of Asia scholars. Senior Fellow Melanie Kirkpatrick authored a striking op-ed in the *Wall Street Journal* about what his death meant to North Korean human rights moving forward. (See page 21 for more on Kirkpatrick's activities). Senior Fellow Jack David also authored a piece for *National Review Online* arguing that the regime's "surviving leaders are





unlikely to change North Korean policy.”

Other Hudson scholars also applied their expertise to analyzing the repercussions of Kim Jong Il’s death. Senior Fellow Richard Weitz commented extensively in international media on the military and nuclear angle, and Visiting Fellow John Lee provided insightful commentary in the *International Herald Tribune* and on Australia’s *ABC News*.

The U.S.-Pakistan-India relationship was also the focus of research. Spearheaded by Research Fellow Aparna Pande, this critical trilateral relationship—especially in light of the capture and killing of Osama bin Laden—was examined through various op-eds, testimony before Congress, visits from foreign dignitaries, and the publication of Pande’s book, *Explaining Pakistan’s Foreign Policy*:



JAIME DAREMBLUM AND  
REP. ILEANA ROS-LEHTINEN

*Escaping India.* The U.S.-India relationship will undoubtedly be a defining partnership for this century. Hudson Institute will launch, in early 2012, the Initiative on the Future of India and South Asia, to analyze an integrated range of issues central to the future of the U.S.-India relationship, including significant changes in U.S. policy toward South Asia, the threat of Islamist extremism, changing trends in labor, scientific, and environmental standards, and the rise of China as a competitor to both India and the United States.

## Latin America

Hudson’s Center for Latin American Studies stands out for its unique exami-



nation of radical populism, the influence of foreign actors in Latin America, and U.S. relations with other nations in the Western hemisphere. In 2011, the Center held a series of significant public events, attended by an impressive array of current and former diplomats, government officials, and media. The Center also hosted numerous foreign dignitaries and government officials from Latin America for private briefings. The Center, directed by Senior Fellow and former Costa Rican Ambassador Jaime Daremblum, provides analysis of key economic, social, and political developments and trends throughout 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.

Daremblum continued to focus attention on this often-overlooked but important region through congressional

testimony and media outreach. He provided frequent commentary to American and Latin American media outlets, including CNN, *La Nación*, Voice of America, and the *Weekly Standard*. His columns are syndicated throughout Latin America and Spain. Daremblum also testified before Congress, notably to the full House Committee on Foreign Affairs on democracy and Nicaragua.

## Africa

Hudson Senior Fellow and former USAID administrator Andrew Natsios examines how U.S. policy can promote stability and democracy in fragile states, focusing often on Africa. Under the Comprehensive Peace Agreement, voters in the south of Sudan voted in January on whether to secede from the North. For all their differences, the North and the South will remain dependent on each other after the referendum, if only because both need oil revenues. Thus, Natsios co-authored a seminal piece in *Foreign Affairs* entitled “Sudan’s Secession Crisis: Can the South Part from the North without War?” presenting hope that the vote, and secession, could go forward peacefully. Natsios also completed work on his forthcoming book, *Sudan, South Sudan, and Darfur: What Everyone Needs to Know*, to be published by Oxford in March 2012.

Hudson’s work on Africa includes

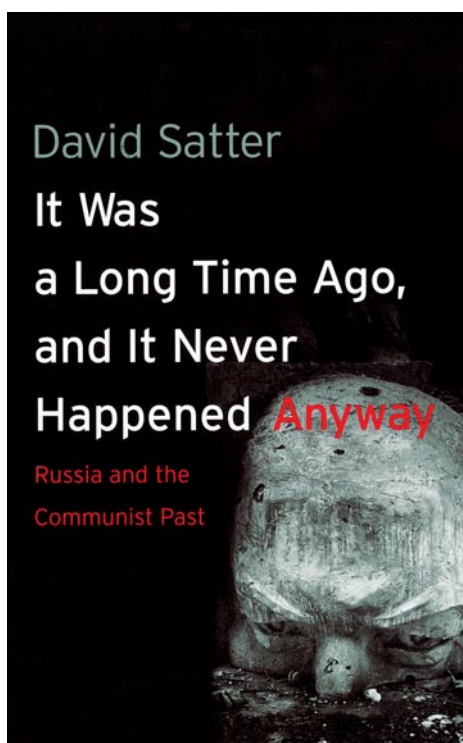
timely analysis and projects by Senior Fellows Carol Adelman, Michael Horowitz, Paul Marshall, and Nina Shea. Our scholars have examined countries such as Eritrea, Nigeria, Côte d'Ivoire, Sudan, Egypt, and Libya. (For more on Egypt and Libya, see pages 10 and 19.)

## Russia and Eurasia

The twentieth anniversary of the fall of the Soviet Union occurred in 2011. Senior Fellow David Satter’s research has tracked the two decades since the collapse, examining the lessons Russia has drawn from its Communist past.

The documentary film *Age of Delirium* premiered in Washington, in conjunction with Johns Hopkins’ SAIS, to critical acclaim. The film, directed and written by Satter, is the story of the fall of the Soviet Union as lived and experienced by the Soviet people. Satter shows, through personal stories of the Soviet people, what it meant to live in a society based on a false idea and the tragic consequences of the Soviet attempt to remake human nature.

Satter also completed *It Was a Long Time Ago, and It Never Happened Anyway: Russia and the Communist Past* (Yale) in 2011. In this book, Satter presents a striking new interpretation of Russia’s historical tragedy, locating as its source Russia’s disregard for the value of the individual compared to the goals of



RUSSIAN HUMAN RIGHTS LEADER  
LEV PONOMAREV



the state. He shows the lasting influence of the Communist experience on Russia and the extent to which Communism had deep roots in Russian history. The book also shows changes needed for Russia to overcome its Communist legacy.

In the Republic of Georgia, Senior Fellow Charles Fairbanks continued his effort to build democracy through the civic education of university students. The market-oriented liberal arts program, constructed by Fairbanks and implemented by him in Georgia during and after the Russian invasion, has resulted in record enrollments by Georgian students.

Senior Fellow and Director of the Center for Political-Military Analysis Richard Weitz' latest book, *War and*

*Governance: International Security in a Changing World Order* (ABC-CLIO) was published in 2011. In it, Weitz analyzes a number of critical issues such as whether regional security institutions have distinct advantages and liabilities in promoting international security, as compared with universal organizations such as the UN.

## Canada and North America

Senior Fellow Christopher Sands specializes in Canada and U.S.-Canada relations, an area that encompasses energy issues, the alliance relationship, and

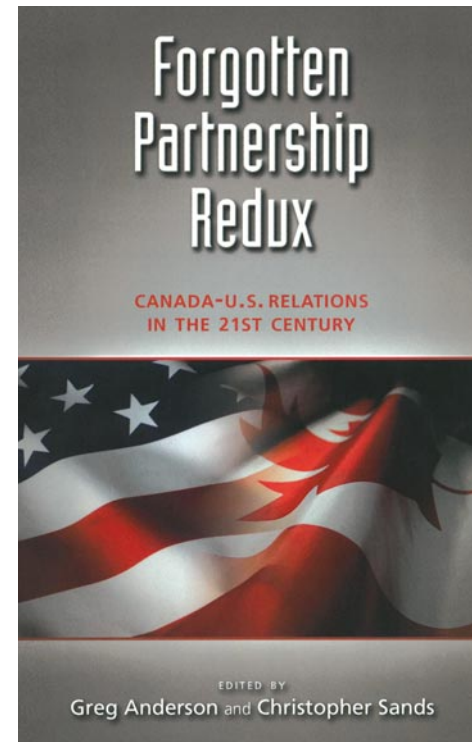


border security. In 2011 Sands spoke to national and Canadian media on a wide variety of topics pertaining to North American security and economic issues. His commentary also frequently appeared on the *Huffington Post* and other noteworthy websites.

Sands assembled a team of Hudson scholars that included Senior Fellows Christopher Ford and Tevi Troy, Visiting Fellow Hanns Kuttner, and COO and Executive Vice President John Walters to produce a report, *Northern Gauntlet: Michigan's Homeland Security Advantage for America*. Published in September, the report analyzes the potential for Michigan to make a larger contribution to U.S. border security, cybersecurity, and

biodefenses by leveraging its existing economic base and workforce. Sands also authored a monograph, *America and the Canadian Presence*, which analyzed where Canada fits into the picture as the United States faces global challenges.

Sands co-edited a book with University of Alberta Professor Greg Anderson, *Forgotten Partnership Redux: Canada-U.S. Relations in the 21st Century* (Cambria), published in December, which includes essays by more than twenty leading scholars from the United States, Canada, and Mexico. In the book, the experts assess the present and future of this bilateral relationship, arguing that the United States should continue to approach Canada in the spirit



of partnership despite asymmetries of power in order to manage complex intervulnerability.

John Walters, who served as Director of the White House Office of National Drug Control Policy during the George W. Bush administration, analyzes the security threat from large, violent criminal organizations operating across the U.S.-Mexico border and in Central and South America. He was interviewed or quoted by national and international media outlets in 2011, including Fox News Channel, CNN, CNN International, Sun News (Canada), Voice of America, and the *Washington Examiner*. (For more on John Walters' work, see page 29.)





# RELIGIOUS FREEDOM AND HUMAN RIGHTS

**F**or fifty years, Hudson Institute's research has been guided by a firm belief that freedom is inherently transformative. Hudson's vibrant programs consistently press for religious and other fundamental freedoms and human rights. Our scholars document abuses of religious freedom globally—especially in the Muslim world—and they work to develop policies that fight human trafficking, reform prisons, and combat Internet censorship.

## Religious Freedom

The Center for Religious Freedom, directed by Senior Fellow Nina Shea, seeks to show the centrality of religious freedom to political freedom and democracy. The Center defends individuals and minority groups persecuted for their religious beliefs and works to promote religious freedom through U.S. foreign policy. Led by Shea and Senior Fellow Paul Marshall,





the Center's current work highlights and opposes the tyranny of Muslim blasphemy and apostasy laws, which are used to oppress Muslim reformers, converts, religious minorities, and others.

Hudson's Center for Religious Freedom is deeply committed to the importance of individual religious freedom in American foreign policy. It has called attention to the compelling human rights situation of the many Christians who languish in prisons and are even killed for their faith in Iran, Iraq, Pakistan, Saudi Arabia, Afghanistan, northern Nigeria, Egypt, Sudan, Eritrea, and elsewhere. The Obama administration appealed on behalf of hikers imprisoned in Iran, but has been too quiet about persecuted religious believers—even calling for “both sides” to restrain themselves when, in October, the Egyptian army tanks crushed Coptic youths in a deliberate measure to disperse a Coptic protest against the burning of their churches.

The Center has become the “go-to”

place on the suppression of religious and speech freedoms in the Muslim world and on political developments regarding Egyptian Copts, with an active program of Congressional testimony and briefings, speeches, and media interviews. The Center's numerous events included a panel on the persecution of Egypt's Copts, which was covered by C-SPAN and has since garnered over a thousand views on Hudson's website. Other events included discussions of Sudan's elections, radicalism in Nigeria, and the

prospect of Islamist governments in Egypt and Tunisia.

The year 2011 was turbulent for the Middle East, particularly for religious minorities. With the eruption of the so-called Arab Spring, Hudson's Center for Religious Freedom warned about signs of an intensifying region-wide religious cleansing of Christians and other non-Muslims. In the first half of the year, Shea and Marshall wrote dozens of blog posts about Egypt for *National Review Online* and other news outlets and held several policy panels focusing on targeted violence against the Copts and the other effects of the rise of Islamist movements.

On a trip to Saudi Arabia in February, Shea raised concerns over internationally distributed Saudi textbooks directly with the Saudi Minister of Education. On the tenth anniversary of 9/11, the Center released its fourth analysis of these dangerous and violence-provoking textbooks. The electronic report, entitled *Ten Years On: Saudi Arabia's Textbooks Still Promote Religious Violence*, received more





than a thousand downloads in its first week on Hudson's website and four thousand downloads in 2011 overall. This fall the State Department, for the first time, finally began its own official study of this problem.

With revolution ripping through several Arab countries to the apparent benefit of Muslim Brotherhood organizations, the Center for Religious Freedom welcomed two cutting-edge Research Fellows—Samuel Tadros and Kurt Werthmuller. The Center for Religious Freedom has been ahead of the curve in analyzing regional developments. For months, the mainstream media denied the impending Islamist “tsunami” that Tadros had presciently predicted. A Cairo native, Tadros cofounded the Egyptian Union of Liberal Youth and has first-hand experience of

the Islamist threat to that region. His regular Egyptian election coverage has been featured on *National Review Online*, and he has been quoted by the *Wall Street Journal*, the *Weekly Standard*, the *Christian Post*, and the Associated Press.

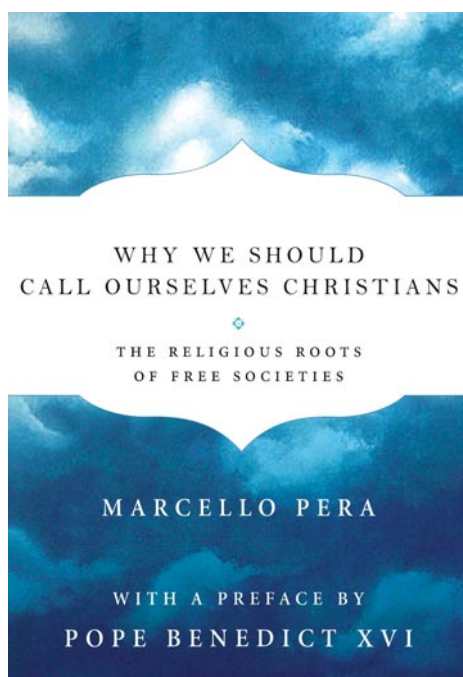
Werthmuller, whose history of the Copts was published last year by the American University of Cairo, writes regularly on Coptic persecution and the rise of the Muslim Brotherhood in Egypt for the *Huffington Post*, *National Review Online*, *Patheos*, and *World Magazine*.

Paul Marshall and Nina Shea's book *Silenced: How Apostasy and Blasphemy Codes Are Choking Freedom Worldwide* was published by the prestigious Oxford University Press in October and was reviewed widely by academic and policy journals. Marshall and Shea have been

interviewed on the book by Fox News, Moody, *National Review Online*, and many other media outlets. Launched at a Capitol Hill event, *Silenced* is now the main resource for those concerned with freedom of religion and speech in the Muslim world, and, increasingly, in the West.

Former President of the Italian Senate, Visiting Fellow Marcello Pera is a well-known commentator, philosopher, and professor. He researches how Europe could reclaim its Christian culture to meet the civilizational challenges posed by a strong and growing Muslim presence. Written from a secular and liberal—but not anti-Christian—point of view, Pera's most recent book, *Why We Should Call Ourselves Christians: The Religious Roots of Free Societies*, published in September by Encounter, explains why the Christian



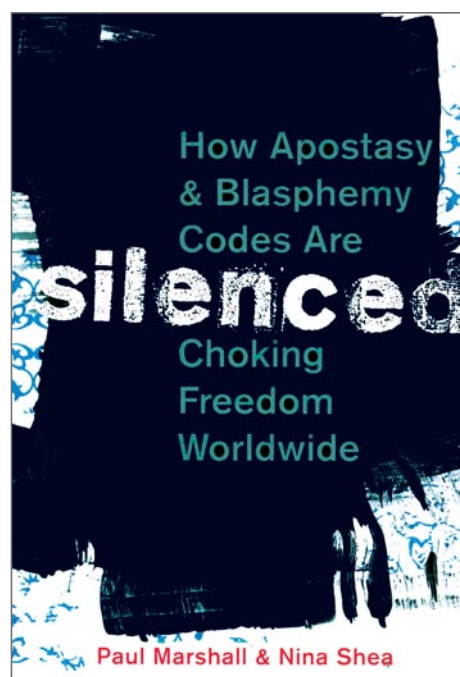


culture is still the best antidote to the crisis and decline of the West. Widely reviewed, the book features a compelling preface by Pope Benedict XVI.

Pera joined Marshall and Shea, as well as the Ethics and Public Policy Center's George Weigel, for a panel discussion at Hudson Institute on how Christianity is relevant to the future of Europe.

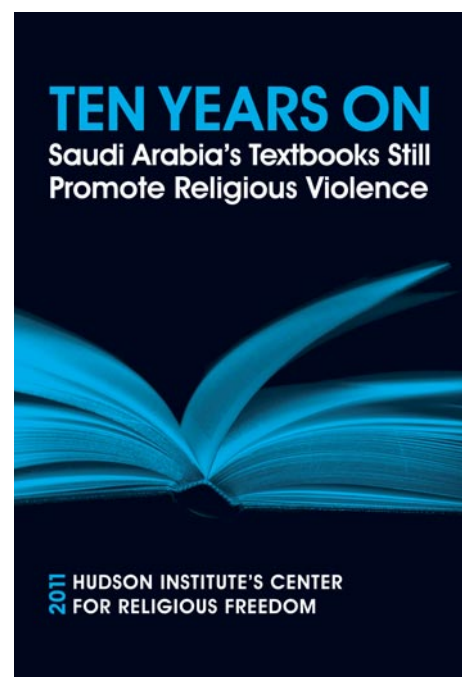
## Free Speech and Human Rights

The very definition of free speech in democratic societies is under threat, as Western Europe, Canada, and Australia now arrest and try political leaders, cartoonists, journalists, and writers who criticize



Islam. Marshall and Shea address the silence of the U.S. foreign policy establishment on the coercion of religious conformity in the Muslim Middle East and the related threat to free speech in the West.

To further the vitally important free exchange of ideas and dialogue, Senior Fellow Michael Horowitz works with a broad coalition to neutralize efforts by China, Iran, and other authoritarian regimes to monitor or block their citizens' Internet access. Horowitz focuses on additional human rights issues that affect some of the most vulnerable populations in the world today, including rape victims and refugees from authoritarian regimes. Horowitz builds bipartisan coalitions that seek to protect these populations through effective laws and policies, such as those designed to prevent international and



domestic human trafficking, address prison rape and promote international prison reform, provide aid for victims of obstetric fistula, and combat Chinese support for the authoritarian regime in North Korea.

Senior Fellow Melanie Kirkpatrick is currently writing a book recounting a rare good-news story from North Korea: the escape to freedom of a small number of its people with the help of rescuers from the United States and South Korea. Through the little-known stories of North Korean refugees and the courageous individuals who help them, she examines the failed policies of the United States, South Korea, China, and the UN and recommends more humane policies designed to open up North Korea, create dissent, and change the totalitarian regime.





# ECONOMIC POLICY



Irwin Stelzer, Harold Furchtgott-Roth, and Christopher DeMuth

**E**ver since Hudson Institute's founding in 1961, its economic policy research has been guided by a realistic optimism about the power of vibrant markets and technology to shape a better future for mankind. Driven by this future-oriented, dynamic vision, Hudson experts research issues ranging from digital innovation to the future of workforce preparedness to creative solutions for long-term energy needs.

In a year of volatile American and global economic markets, Hudson's 2011 research on economics and health policy proved invaluable to policymakers and opinion leaders worldwide, with experts commenting on current conditions, analyzing proposed or enacted regulatory

and economic legislation, and projecting future economic trends.

Hudson's economic team—composed of senior-level economists and former government officials with distinguished records of public service—focused on an array of policy issues including tax, fiscal, employment, and housing policies, financial sector reform, international trade, and regulation.

## Fostering Innovation

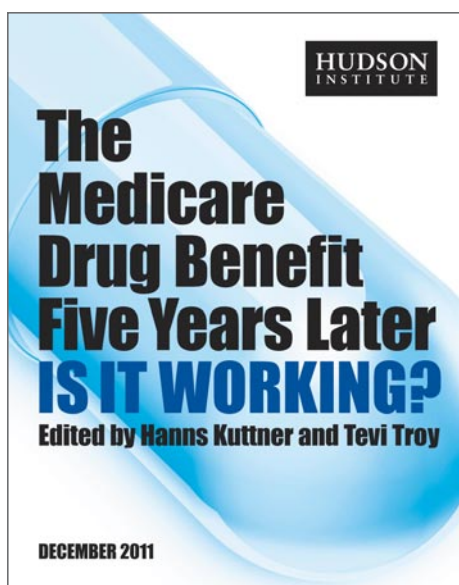
This year Hudson Institute announced and launched a major initiative to jump-start a national debate about innovation strategies. The program, which leverages

the talents of Hudson scholars across the breadth of the Institute, will analyze conditions favorable to America's innovation dominance in the past; identify factors that drive or weaken American innovation today; examine the historical innovation pipeline and seek to construct a new one; and provide strategies to revitalize American innovation superiority.

The project's advisory board includes many of the biggest names in technology, including PayPal co-founder Peter Thiel, Google Executive Chairman Eric Schmidt, Microsoft Chief Research and Strategy Officer Craig Mundie, Biogen Idec CEO George Scangos, and President of Rockefeller University Marc Tessier-Lavigne. New Visiting Fellow Lianchao Han, a patent attorney specializing in intellectual property protection strategies and innovation, is leading the effort.

## Health Care

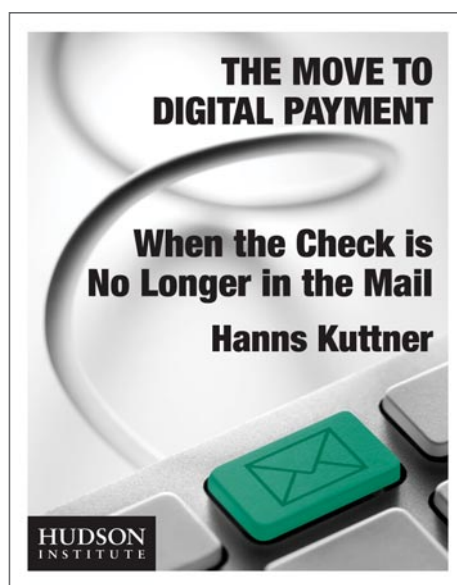
In the aftermath of President Barack Obama's landmark health care reform legislation, which saw some parts begin to be implemented in 2011, Hudson experts examined the potential for more reasoned approaches to reform. Senior Fellow Tevi Troy, former Deputy Secretary of Health and Human Services, is a frequent contributor to national media programs reaching a nationwide audience, with over seventy television and radio appearances in 2011. His numerous



op-ed pieces have run in such outlets as the *Washington Post*, the *Wall Street Journal*, and *Commentary* magazine. His article in *Commentary* entitled *The Fog of Mediscare* was described by radio host Hugh Hewitt as “the domestic policy equivalent of Jeane Kirkpatrick’s *Dictatorships and Double Standards*.”

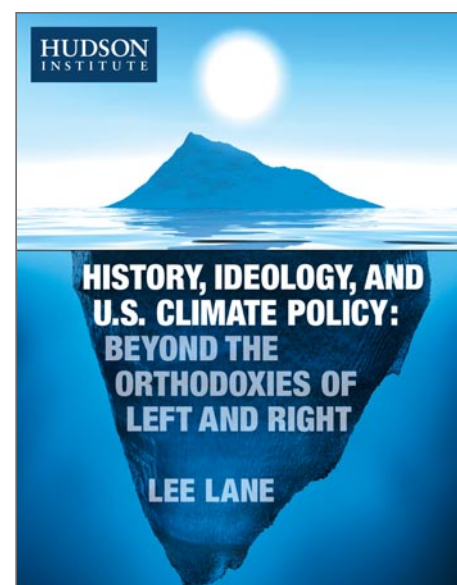
Sen. Orrin Hatch (R-Utah) spoke at a Hudson event on putting the states back in charge of health care reform. With the health care system in flux, Visiting Fellow Hanns Kuttner, a former White House health policy advisor, projected the growing costs of health care. Kuttner also examined the growth in digital government currency allocated for recipients of public benefits programs in his 2011 Hudson monograph, *The Move to Digital Payment: When the Check Is No Longer in the Mail*.

In 2006, the U.S. Department of Health



and Human Services (HHS) implemented the Medicare Part D program, opening a heated debate, both on the merits of the original legislation and on its implementation. Troy and Kuttner hosted an event examining Medicare Part D, keyed by former HHS Secretary and Governor of Utah, Michael Leavitt. Based on the event proceedings, Kuttner and Troy published *The Medicare Drug Benefit Five Years Later: Is It Working?*

In addition to the work of Kuttner and Troy, Hudson’s Center for Science in Public Policy, under the direction of Senior Fellow Jeremiah Norris, researched an assortment of international health issues in the developing world, including the economic impact of tropical and cardiovascular diseases. Norris and Troy took part in an event looking at health care and innovation in Japan in the wake of the tsunami and resulting nuclear



emergencies. The event, co-sponsored by Hudson, coincided with the 2011 BIO International Convention and drew wide media coverage in Japan.

## Energy and Environmental Policy

As development increases the need for energy worldwide, Hudson scholars remain at the center of the debate, offering market-based solutions to the large-scale issues of energy supply and environmental concerns. The Institute’s economic experts examine the factors shaping U.S. and global energy policy and markets, including:

- shifting demand to developing nations

- the need for realism in combatting the potential negative effects of global climate change
- challenges posed by carbon taxes and overregulation
- the nature of federal spending on “green” jobs
- the future of nuclear energy in a post-Fukushima era

Visiting Fellow Lee Lane authored three monographs in 2011. The first, entitled *U.S. National Interest, Climate Engineering, and International Law*, looks at the perceived risks of both climate change and the measures proposed to counter it. The second, entitled *Emission Controls, Economic Growth, and Palm Oil Production*, argues that, for many countries, economic development may offer a better means of coping with climate change than greenhouse-gas controls. The third paper, *History, Ideology, and U.S. Climate Policy: Beyond the Orthodoxies of Left and Right*, that was launched at a Hudson event, analyzes the international debate on climate policy and climate change, arguing that a more serious policy discourse is necessary to face these challenges.

Senior Fellow Irwin Stelzer also examines factors shaping U.S. and global energy policy and markets. His weekly column on the U.S. political economy appears in the *Sunday Times* (London), and

Hanns Kuttner, Rep. Rubén Hinojosa, and John Weicher



SEN. ORRIN HATCH AND TEVI TROY

he writes frequently on the European economic crisis for the *Wall Street Journal Europe*. He is also a contributor to the *Weekly Standard*.

## Telecommunications and Economics of the Internet

Hudson launched the Center for Economics of the Internet, an innovative program on Internet policy that focuses on free-market principles, in June. The Center, directed by Senior Fellow and former FCC Commissioner Harold Furchtgott-Roth, presents a market-oriented perspective on Internet policy that examines property rights, contract rights, competition, and government interference.

As part of the Center’s launch, Furchtgott-Roth held a series of events



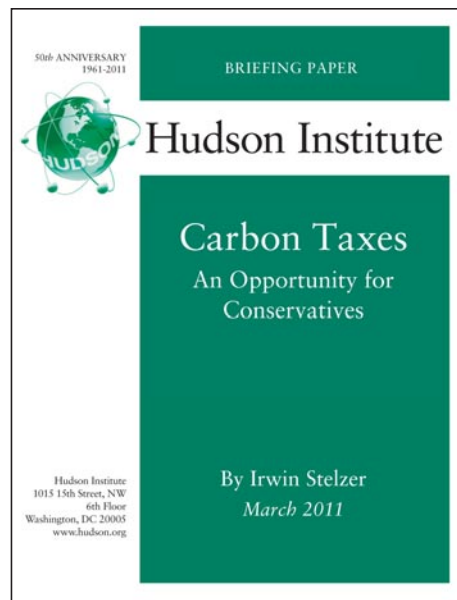
that looked at the evolution of communications and the telecom industry, including hosting current FCC Commissioner Robert McDowell and James Miller, member of the Board of Governors for the United States Postal Service. Miller spoke at an event broadcast on C-SPAN about the long-term problems plaguing the United States Postal Service.

Senior Fellow and Director of Hudson's Economic Policy Studies group Irwin Stelzer—a frequent contributor to BBC and CNBC—published a monograph entitled *Antitrust Policy in an Age of Rapid Innovation*, which examines government antitrust regulation in light of the then-proposed AT&T/T-Mobile merger.

Our nation's commitment to universal telecommunications has created a vibrant network of rural telecommunications providers. Visiting Fellow Hanns Kuttner published the monograph *The Economic Impact of Rural Telecommunications: The Greater Gains* (in conjunction with the Foundation for Rural Services) that looked at the demand for stronger telecom options in rural areas. This paper was released at an event attended by many of the leading proponents for increasing rural telecom capabilities.

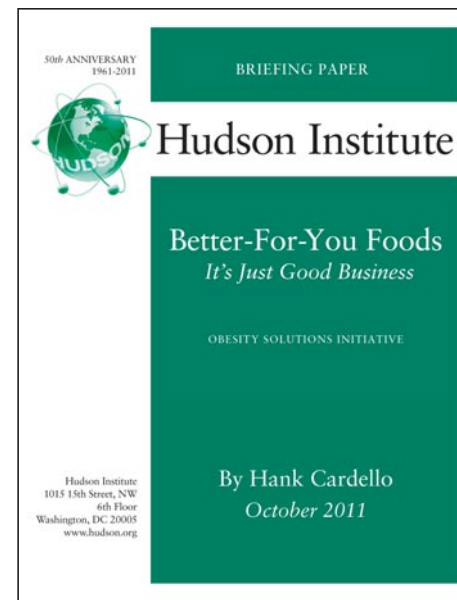
## Housing and Financial Markets

Hudson Institute scholars conducted research on the continuing U.S. housing -



crisis during 2011. As part of a project on the home mortgage interest deduction, Hudson's Center for Housing and Financial Markets held a conference, keynoted by Rep. Rubén Hinojosa (D-Texas), on proposals to limit or eliminate the deduction. Throughout 2011 Senior Fellow John Weicher, Director of the Center, frequently wrote and spoke on this issue.

During the year, Weicher participated in conferences and meetings on the current and future research agenda of the U.S. Department of Housing and Urban Development. Weicher also continued his work on "The Long-Term Dynamics of Affordable Rental Housing in the United States," with presentations to several professional association meetings. Covering the years since 1985, the research project, funded by the MacArthur Foundation, analyzes the process by



HANK CARDELLO

which housing units become available to lower-income households.

## Trade and Regulation

Senior Fellow Christopher Sands tracked the Obama administration's 2011 efforts to negotiate regulatory cooperation and border security coordination with Canada, assessing the new talks in *The Canada Gambit: Will It Revive North America?* Applauding the talks as a positive step with gains for both countries, Sands notes that overcoming regulatory differences is necessary to U.S. competitiveness and to the realization of a single North American market in the future. (For more on Chris Sands' work, see page 16.)

In December, Hudson announced that Christopher DeMuth will be joining the Institute in 2012 as a Distinguished Fellow. DeMuth, former President of the American Enterprise Institute from 1986 through 2008, is pursuing research on government regulation, competition, and law and economics.

DeMuth is widely recognized as a pioneer in the think tank sector. Previously, he served in the Reagan administration as Administrator of the Office of Information and Regulatory Affairs in the Office of Management and Budget and Executive Director of the Presidential Task Force on Regulatory Relief. The former Editor-in-Chief and Publisher of *Regulation* magazine, his articles on regulation and

other subjects have appeared in *National Affairs*, the *Public Interest*, the *Harvard Law Review*, the *Yale Journal on Regulation*, and other publications.

## Obesity Solutions and Food Policy

Obesity is one of the leading preventable causes of death worldwide. The link between obesity and diseases such as type 2 diabetes is undeniable. However, food companies continue to market unhealthy foods. In keeping with the Hudson tradition of pragmatic, market-based solutions to pressing societal problems, Hudson's Obesity Solutions Initiative, led by Senior Fellow Hank Cardello, released a study entitled *Better-For-You Foods: It's Just Good Business* in 2011. The report and its accompanying event, which garnered wide media coverage from CNN, the *Wall Street Journal*, and CNBC, shows that the food and beverage industry can experience higher profit margins and sales by marketing more "better-for-you" products.

Current policies under assessment by the Obesity Solutions Initiative include the deployment of tax incentives to lower the number of calories sold and the leveraging of marketing budgets to educate consumers about nutrition and portion control.

Alex Avery, Director of Education at Hudson's 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. Senior Fellow and Center Director Dennis Avery, an early ethanol skeptic and high-yield farming advocate, was gratified by the *Washington Post's* 2011 editorial endorsement of his longtime policy recommendations. He is also finishing his newest book, *Climate and Collapse: Abrupt Climate Change Through History*, to be published in 2012.





# PHILANTHROPY, SOCIETY, AND CULTURE

**H**udson Institute's research has always been guided by a belief in the importance of culture, religion, philanthropy, civic renewal, and the rule of law. Our renowned scholars work to promote a vital civil society through applied research that examines contemporary policy debates through the prism of American citizenship and identity, patriotism, and civic education.

## American Culture and Identity

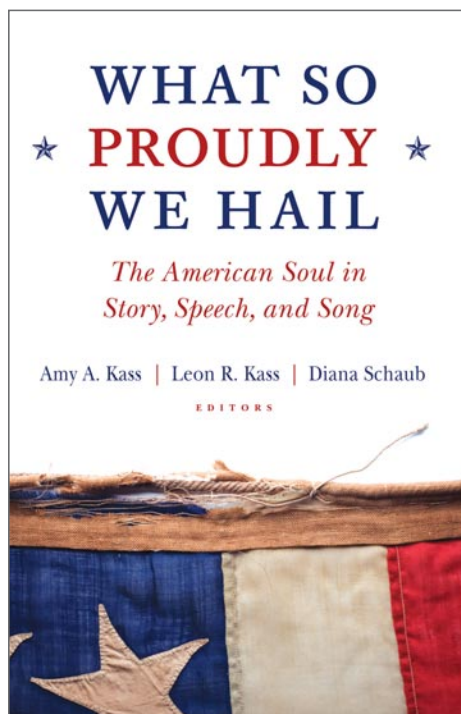
Senior Fellow Amy Kass, an Emeritus Professor of the Humanities at the University of Chicago who has won numerous awards for her teaching, works extensively on civic renewal and American identity. American public life requires citizens who are knowledgeably attached to their country and communities, and who possess the character—the attitudes, sensibilities, and virtues—necessary for robust civic participation. The overall aim of Kass' work is to contribute to the formation of such citizens through the soul-shaping possibilities offered by American imaginative literature and political rhetoric.

*What So Proudly We Hail: The American Soul in Story, Speech, and Song*—co-edited by Amy Kass, AEI's Leon Kass, and Loyola College's Diana Schaub—was published in May by ISI



Press. The book was also the topic of the 2011 Bradley Symposium (See page 31). Kass, with her co-editors, is developing a valuable website ([whatsoproudlywehail.org](http://whatsoproudlywehail.org)) with an e-learning curriculum, "The Meaning of America," based on the book. Kass is also developing a similar series, based on American holidays, which will be available on the book's website. Emerging with much fanfare as an excellent educational tool, the book and the accompanying online curriculum will be featured on the National Endowment for the Humanities website.

Hudson's Institute's Center for American Common Culture, under the direction of Senior Fellow John Fonte, seeks to strengthen, sustain, and perpetuate



AMY KASS, FLANKED BY LEON KASS AND SEN. LAMAR ALEXANDER

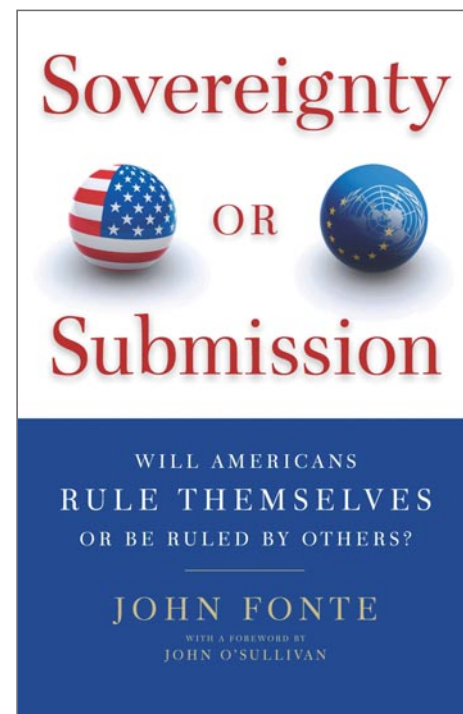
American national identity and the American way of life. The Center has established itself as a major actor in the policy arena by promoting the patriotic assimilation of immigrants and by presenting a vigorous intellectual defense of American national identity, democratic sovereignty, and common culture.

Fonte's latest book, *Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?* (Encounter Books), has garnered much attention, including accolades from Czech Republic President Václav Klaus and Sen. Jon Kyl. In it, Fonte addresses the debate over democratic self-government versus transnational global authority. Widely reviewed in a variety of outlets, the book tells the story of the global governance movement and explains how it threatens the liberal

democratic nation-state in general and American self-government in particular.

Herbert London, President Emeritus of Hudson Institute and former Dean and founder of New York University's Gallatin School, is a prolific social critic whose commentary examines the decline of American culture, the rise of radical secularism, and the challenge posed by radical Islam. His latest book, *Reclaim American Liberty* (edited with Carol Tabor), was published by the University Press of America in December.

The Hertog Political Studies Program completed its second year in 2011. Directed by Hudson Chief Operating Officer and Executive Vice President John Walters, the Hertog Program is an elite, full-scholarship program in the





theory and practice of politics. The students hail from schools such as Harvard, Yale, Princeton, and The University of Chicago. This past year, the Hertog Program expanded to include two groups of twenty-five students, with speakers including Associate Justice of the Supreme Court Antonin Scalia, Sen. Tom Coburn (R-Okla.), and journalist Juan Williams.

The former Chairman of the National Endowment for the Humanities Bruce Cole, also the former Chairman of the American Revolution Center, joined Hudson Institute as a Senior Fellow in May. He writes compellingly on civic education and American history.

## Philanthropy and Civic Renewal

Over the course of 2011, Hudson Institute's Bradley Center for Philanthropy and



INDIANA GOV. AND FORMER  
HUDSON INSTITUTE PRESIDENT AND CEO  
MITCH DANIELS



Civic Renewal hosted a series of lively debates, involving more than fifty opinion leaders, on current issues in philanthropy. Topics for discussion included how the financial crisis has affected charitable giving, whether the philanthropic community has lost its moral bearings, and the impact of the Gates Foundation on the nonprofit sector. In addition to providing practical advice and counsel to funders and the philanthropic community, the Center is renowned for provoking fruitful and balanced conversation about the most important—and seldom discussed—issues before the nonprofit sector.

Bradley Center Director and Senior Fellow William Schambra published numerous articles in 2011 for outlets including *The Chronicle of Philanthropy*, *Philanthropy Daily*, and *The Nonprofit Quarterly*. Schambra published an article in *The Chronicle of Philanthropy* in September that examined the role of large foundations in the early development of



the eugenics movement. The article sparked a debate, with outlets such as *National Affairs* and *Philanthropy Daily* reprinting the critique and the Carnegie Institution of Washington and the Carnegie Corporation of New York issuing a response.

The seventh annual Bradley Symposium, cohosted this year by Hudson's Bradley Center for Philanthropy and Civic Renewal and *National Affairs*, featured a discussion among prominent political figures and scholars on American identity, focusing on a speech by Theodore Roosevelt entitled "True Americanism." The forum was moderated by Hudson Senior Fellow Amy Kass and Leon Kass, AEI's Madden-Jewett Scholar.

Covered in major newspapers and



Top: John Walters, Indiana Gov. Mitch Daniels, William Schambra, and columnist David Brooks  
Below: author Gertrude Himmelfarb, columnist Charles Krauthammer, Amy Kass, and AEI's Leon Kass







blogs, including *National Review*, and broadcast by C-SPAN, the Symposium examined *What So Proudly We Hail: The American Soul in Story, Speech, and Song* (see page 29). The distinguished panel included Sen. Lamar Alexander (R-Tenn.); Robert George of Princeton University; Daniel Henninger, *Wall Street Journal* Deputy Editorial Page Editor; Charles Krauthammer, Pulitzer Prize-winning columnist; Harvey Mansfield, Harvard University William R. Kenan, Jr., Professor of Government; and Juan Williams, journalist and Fox News political analyst.

Indiana Governor and former Hudson President and CEO Mitch Daniels spoke about his new book, *Keeping the Republic: Saving America by Trusting Americans* (Sentinel), at a Bradley Center event in

September. Joined by David Brooks of the *New York Times*, Governor Daniels lauded the Bradley Center's work as he discussed his book and highlighted the danger that can occur from an overreliance on government.

## Foreign Aid and International Development

Hudson Institute's Center for Global Prosperity, directed by Senior Fellow Carol Adelman, created the *Index of Global Philanthropy and Remittances* six years

ago. Today, the *Index* is the most comprehensive annual measurement of global private giving, recognized by *Foreign Affairs* as "a one-stop compendium of the best data available on global philanthropy." Data from the new 2011 *Index*—which were cited in various news outlets including MSNBC, C-SPAN's "Washington Journal," *Nonprofit Quarterly*, and the *Guardian*—confirmed that for the first full year of the global recession (2009, the latest year for which data are available) private giving to the developing world has remained remarkably stable.

In 2009, private philanthropy and remittances from all developed to developing countries were nearly twice as much as government aid. Remittances are still the largest U.S. financial flow to the develop-

ing world, exceeding private capital investment of \$69.2 billion. The *Index* has reframed the discussion about the roles of public and private sectors in foreign aid by showing that the full scale of a country's generosity is measured not just by government aid, but also by private giving.

The 2011 *Index* launch event, moderated by Adelman, examined how philanthropy is transforming government aid and how new forms of giving are in turn transforming philanthropy.

In conjunction with the U.S. Secretary of State's Global Diaspora Conference, the Center hosted an event to discuss the impact of remittances. Senior Fellow Jeremiah Norris presented at the Global Health Council, World Bank, IFC, and USAID roundtable event on development assistance for health during the economic crisis, where he presented philanthropy figures to emphasize the role of the private sector in global health.

Due to the success of the *Index*, the nonprofit CSO Network Japan is working closely with the Center for Global Prosperity to replicate Hudson's data collection methods on private philanthropy in Japan. Building on the *Index*'s model, several organizations in other countries, including France and the Netherlands, have also begun to dig deeper into their international private philanthropic numbers.

The Center is undertaking a new pilot index entitled the *Comparative Index of Philanthropic Freedom*, the first indicator-based measurement in philanthropy that compares the "freedom to give" on a



CAROL ADELMAN

country-by-country basis, with the goal of helping to increase generosity and foster civil society.

## Law

Distinguished Fellow Judge Robert Bork, the noted constitutional scholar, was interviewed and quoted throughout 2011 on a variety of legal issues, including the 1988 Video Protection Privacy Act, which prohibits video rental companies from releasing customers' rental lists—a law now known as “the Bork law” that was passed in response to the release of Judge Bork's video rentals during his Supreme Court nomination hearings. Today, Netflix and Facebook are urging Congress to update the legislation to allow users to share their video preferences on social networking platforms. *Bloomberg*, the *New York Times*, and the Associated Press, among other publications, quoted Judge Bork on the proposed changes to the legislation.

The *New York Times* published an op-ed column in October on Judge Bork's Supreme Court nomination process, saying that “the Bork fight, in some ways, was the beginning of the end of civil discourse in politics.”

Judge Bork is currently at work on a book examining the tumultuous events of 1973, with unique recollections of the year he spent as Solicitor General and Acting Attorney General.

# HERMAN KAHN AND HIS LITTLE think tank



## HUDSON HISTORY

A half century ago, the world was on the verge of a daunting new era that included the threat of global communism, the rise of strategic nuclear weapons, and a growing fear of mass starvation, overpopulation, and depletion of natural resources. To confront these challenges, Herman Kahn and Max Singer founded Hudson Institute in 1961. It was to be a new kind of research organization that would give policy makers the vision, ideas, and confidence to face and solve the problems of the day.

Kahn's research was unconventional and broad-based. While others saw nuclear war as inevitable, Kahn and his team of intellectual leaders presented bold, new concepts to discourage a nuclear attack and maintain deterrence. When others ignored the potential of innovation, Hudson foresaw the rise of the Information Age and showed how technology can drive economic progress, fostering freedom and global prosperity. And when conventional wisdom in the 1970s said mankind was entering an era of decline, Hudson forecast that ingenuity and market forces would make food and energy more affordable and abundant, and that medical technology would lead to longer and healthier lives.

Hudson scholars saw beyond the international status quo to a dynamic world of shifting geopolitical landscapes. When many in the West thought Asia was an irrelevant backwater, Hudson was among the first to predict Japan's rise as a lead-



Max Singer and Herman Kahn



ing economic power. When Soviet Communism seemed eternal, Hudson helped shape the policy that secured victory in the Cold War. After the collapse of Communism, Hudson's forward-looking research provided the post-Soviet states of Central and Eastern Europe with strategies for building civil societies and free markets.

Hudson research has always recognized that the most important form of capital is human capital. Hudson's milestone studies on the workforce demonstrate the increasing importance of brainpower and call for education to meet the need for high-skilled labor. When swollen welfare rolls seemed a permanent feature of American society, Hudson designed Wisconsin Works, a historic program that was the model for federal welfare reform legislation and gave employment opportunity and independence to millions.

In the post 9-11 era, Hudson has assembled a remarkably talented team of researchers who study a wide range of foreign and domestic issues. Focusing on the ideological character of Islamic radicalism allows the Institute to help national and international leaders understand the

Herman Kahn, Donald Rumsfeld, and President Ford



threat of radical Islam and terrorism and how it can be countered. Hudson scholars also work to promote freedom and human rights, especially in the face of religious persecution.

Hudson scholars produce economic research promoting growth, trade, innovation, and prosperity; writings on American institutions and ideals guided by principles of America's founders; and studies on philanthropy that measure the effectiveness of private, faith-based assistance that empowers individuals.

**T**he world today faces challenges no less daunting than those of a half century ago. Much of today's conventional wisdom remains gloomy, but Hudson follows the footsteps of Kahn and his team and remains guardedly optimistic, determined to find solutions to intractable problems through innovation, free markets, individual responsibility, and American leadership.

Hudson is recognized throughout the world for its bold intellectual leadership, with a broader team of scholars than at any time in the past, many of whom have

Mitch Daniels, Dan Quayle, and Leslie Lenkowsky



served in senior positions in the federal government. From its founding days in Croton-on-Hudson, to the years in Indianapolis, to its prominent role in Washington and New York today, Hudson boasts a high number of former senior-level defense strategists, a renowned team of economists, and leaders on American culture and institutions. Hudson Institute produces unique, forward-looking research that is attuned to the priorities of the next fifty years, forging ideas that promote security, prosperity, and freedom.

To commemorate the fiftieth anniversary this year, Hudson held two gala dinners—one in New York and the other in Washington (see page 36)—and launched the Fiftieth Anniversary Seminar Series. These “future”-branded events, held throughout the year, examined future trends in European identity, Egypt, U.S. defense policy, global philanthropy, and national identity. The seminar series was capped off by the release of Hudson co-founder Max Singer's latest book, *History of the Future: The Shape of the World to Come Is Visible Today* (Lexington Books).

Walter Stern, Sen. Joseph Lieberman, and Kenneth Weinstein





## JAMES H. DOOLITTLE PRIZE

**H**udson's 2011 James H. Doolittle Prize Dinner in New York City in June honored Senator Joseph I. Lieberman for his courageous leadership and distinguished record of accomplishment in a long career devoted to ensuring the safety and security of the United States.

Betsy Stern, Max Singer, and Herbert London



“Our country has benefited immensely from Joe Lieberman’s leadership and courage,” said Hudson President and CEO Kenneth Weinstein during his introduction of the Senator. “He is a pillar of independence and strength.”

At the dinner, Hudson also paid tribute to Chairman Emeritus Walter P. Stern for his remarkable service to the Institute. Stern has supported, shaped, and led Hudson for more than three decades, helping make Hudson a world-class public policy innovator.

In his speech, Senator Lieberman warned against an isolationist American foreign policy.

“We do not live in a post-American world,” Lieberman said. “We live in a world in which American leadership and American power are more important than ever. The American people intuitively understand that. The fact is we live in a world in which our own security, freedom, and prosperity at home are inseparable from the security, freedom, and prosperity of people in distant lands.”

Also speaking was Hudson Senior Vice President Lewis Libby. Libby honored Walter Stern for his many years of service and dedication to Hudson Institute, noting that “Wally’s gifts of patience, insight, and pragmatism cut



Clockwise from top left: Sen. Jon Kyl, Sen. John McCain, John Walters, Allan Tessler, and Lewis Libby



through it all. In the words of former Hudson President and CEO Mitch Daniels, ‘No one ever achieved more by claiming credit less.’ Wally is a man after Ronald Reagan’s heart.”

Libby continued: “Wally joined Hudson’s calling, and he brought to it great skills. But he also brought something else equally impressive; he brought persistence and endurance to the Institute.”

Hudson President Emeritus Herbert London closed the evening with a tribute and toast to the legacy of Gen. James Doolittle, the intrepid aviator who led the daring April 1942 raid on Tokyo in the aftermath of the Pearl Harbor attack. The annual prize has been bestowed upon Ronald Reagan, Henry Kissinger, Richard Cheney, George Shultz, and David Petraeus, among others.

## HERMAN KAHN AWARD

**T**he Herman Kahn Award, named after Hudson’s founder and world-renowned futurologist, was awarded at a dinner in Washington in November to Senator Jon Kyl for his long tenure in the Senate, which has been marked by unwavering advocacy of poli-

cies that promote economic growth and national security.

Senator John McCain, a fellow member of the Arizona delegation, presented the award to Kyl. The program also featured a tribute to the brave men and women of the United States Armed Forces, honoring attendees from wounded veterans groups.

“I have never known a Senator more prepared and more persistent in his advocacy of policies he believes best serve his constituents and country, on subjects as various as they are important,” said Senator McCain in his introduction. “Nor one who manages to be as courteous and self-effacing as he is determined and persuasive. Jon is a problem solver, who believes that sharp reason and reasonableness are not incompatible qualities.”

“The work of Hudson’s Senior Fellows is unsurpassed for its importance, timeliness, scholarly rigor, and practical applicability,” Kyl said at the dinner. “So, as proud as I am to receive the Herman Kahn Award, I am equally delighted to be able to be here with you to pay tribute to Hudson Institute.”

The Herman Kahn Award honors visionary leaders who epitomize Kahn’s dedication to strong national security, guarded optimism about the future, and an appreciation of the role of technology as a driver of global economic progress.

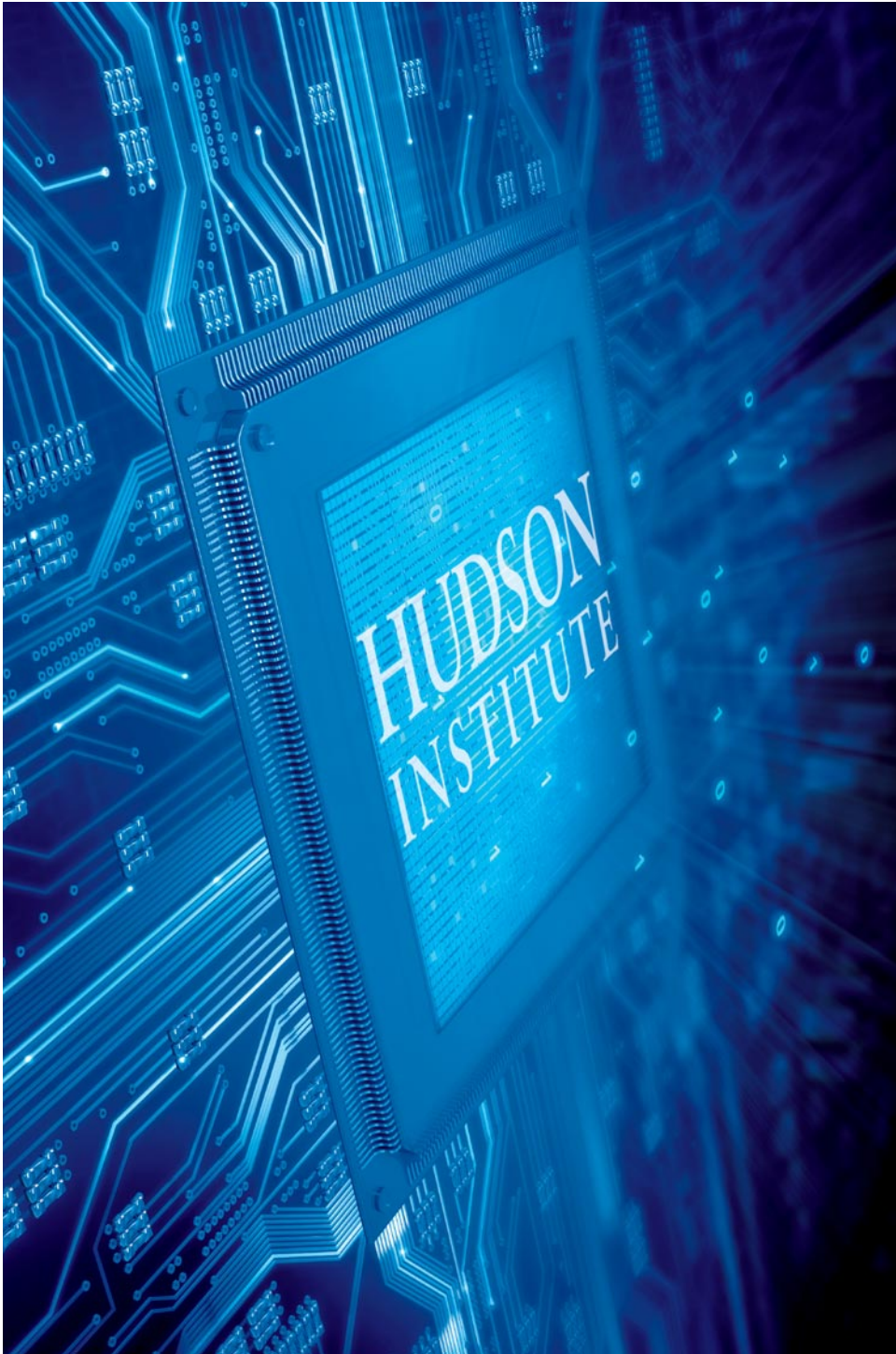
“Senator Kyl embodies the spirit of Hudson Institute founder Herman Kahn and his drive to find rational, growth-ori-

ented responses to key policy challenges,” Hudson President and CEO Kenneth Weinstein said. “A long-time friend of the Institute, Senator Kyl has been a steadfast proponent of forward-thinking policies, and we are proud to honor him with our Kahn Award.”

In 2010, Hudson Institute honored Indiana Governor Mitch Daniels with the Herman Kahn Award.







# HUDSON OUTREACH

**F**or 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, government officials, and members of the media. Hudson scholars also provide direct briefings and counsel to policymakers and officials on critical issues on a timely basis, both in the United States and around the globe.

## Hudson Institute Online

¶ *Hudson.org* provides links to all scholars, centers, and programs affiliated with





HUDSON INSTITUTE NEWS



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**News & Review**  
 50th Anniversary 1961-2011

**HUDSON WELCOMES NEW SCHOLARS AND STAFF**



**GEN. DAVID PETRAEUS AND GOV. MITCH DANIELS HONORED**

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. In October, the Herman Kahn Award—named after Hudson's founder and world-renowned futurist—was awarded to Indiana Governor **MITCH DANIELS** at a dinner in Washington.

Presenting the award to Gov. 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 almost 300 distinguished guests, diplomats, and journalists—was former Japanese Prime Minister **SHINZO ABE**, who discussed Herman Kahn's legacy in Japan and *CONTINUED ON PAGE 14*

Hudson Institute welcomes Visiting Fellow **MARCELLO PERA**, a prominent Italian philosopher, Senator, and distinguished President of the Italian Senate from 2005 to 2006.

At Hudson, he is writing a book entitled *Science and Religion, Politics and Faith: On the Origins and Foundations of Secularism*. In 2005, he co-authored a book with then-Cardinal Joseph Ratzinger (now Pope Benedict XVI) entitled *Without Roots: The West, Relativism, Christianity, Islam*.

Hudson is also pleased to welcome former Deputy Editor of the *Wall Street Journal*'s editorial page **MELANIE KIRKPATRICK** as a Senior Fellow. She is currently writing a book on the struggle for free speech in North Korea.

At the *Wall Street Journal*, Kirkpatrick was a *CONTRIBUTOR ON PAGE 20*




the Institute. Hudson's mobile website, *mobile.hudson.org*, has grown exponentially since its launch in 2010, drawing over 27,000 views a month in 2011.

¶ Hudson Institute also continued its expansion through social media outlets. A dedicated YouTube channel 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, where the Institute has a dedicated handle (@HudsonInstitute), 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* website.

## Events and Publications

¶ In 2011, Hudson hosted more than eighty public events in Washington, many covered by the national and international media, including C-SPAN, NHK, VOA, and NBC. All Hudson events held at the Betsy and Walter Stern Conference Center at the Institute's headquarters are streamed online via Ustream, accessible at *Hudson.org/WatchLive*. Streaming events allows online viewers from around the world to interact with event participants by submitting questions through Twitter.

¶ Hudson Institute disseminates its pathbreaking research through an array of books, reports, briefing papers, and serial journals, produced in both print and electronic versions. In 2011, more than two dozen new publications, including twelve books, covered a variety of topics, as highlighted throughout this report.

¶ *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, report descriptions, excerpts of testimony and op-eds, a scholar profile, and stories on the Institute's most recent and noteworthy developments.

## Media and Press Coverage

¶ In 2011, Hudson garnered press coverage in a wide spectrum of high-profile print and online outlets. Hudson scholars have 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 scholars continued to provide background expertise at these and other leading national and local publications.

¶ Hudson scholars were on every major U.S. news channel and a variety of foreign outlets to provide their expertise on pressing issues and debates in 2011. Television appearances included PBS, CNN, Fox News, C-SPAN, CNBC, Fox Business, France 24, CTV (Canada),





BBC, NHK, CNN en Español, and Voice of America stations around the world.

## Government Relations

¶ In 2011, Hudson Institute's visibility on Capitol Hill expanded, as Hudson scholars were called to testify before congressional committees on numerous topics, including the threat to Coptic Christians and sectarian violence in Egypt; the democracy deficiency in Nicaragua; chronic disease prevention and health care reform; American strategy in South Asia; and barriers to job creation and other economic issues. Their testimony was frequently televised on C-SPAN. Detailed descriptions of our scholars' testimony are chronicled throughout the pages of this report.

¶ Hudson also played host to numerous major Washington speeches and meetings with current U.S. government officials.

- Sen. John Cornyn (R-Texas) gave a major address to a Hudson Institute audience on America's national security strategy and the defense budget.
- Rep. Rubén Hinojosa (D-Texas) spoke to a Hudson audience about the mortgage interest deduction.
- Rep. Peter Roskam (R-Ill.) spoke at a Hudson event on Capitol Hill about Israel and the strategic relationship with the United States.

- Sen. Orrin Hatch (R-Utah) gave an address focusing on health care reform and the leading role that States should be playing in its formation.
- Sen. Joseph Lieberman (I-Conn.) received this year's James H. Doolittle Prize, and Sen. Jon Kyl (R-Ariz.) received the Herman Kahn Award. *(See pages 36 through 39 for more information on these events.)*

¶ Leaders of government agencies also frequently call upon Hudson scholars for their expertise. In 2011, Hudson scholars briefed leading members of Congress of both parties, Cabinet and subcabinet officials, and White House staffers. Hudson researchers also briefed dozens of leading officials from foreign governments, in-

cluding President of the Czech Republic Václav Klaus, Secretary-General of the Liberal Democratic Party of Japan Nobuteru Ishihara, and Foreign Minister of Costa Rica René Castro-Salazar.

## Internship Program

¶ This year, more than two hundred 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 gone on to be hired by the federal government, Washington think tanks, Congressional offices, foreign governments, and think tanks overseas.

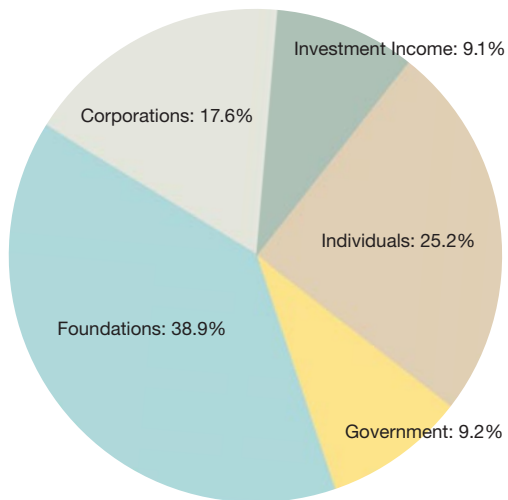
## Support

¶ Hudson's influence on public policy relies greatly on the generosity of private individuals, foundations, and corporations. Investing in Hudson Institute means investing in independent public policy research dedicated to strengthening inter-

national security, promoting liberty and human rights, unleashing the power of free markets, and nurturing civil society through encouraging effective philanthropy.

¶ Hudson Institute is a nonprofit, non-partisan 501(c)(3) research organization. Financial support for the Institute 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 [hudson.org/support](http://hudson.org/support).*



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### Sources of Revenue



Total Operating Expenses: \$10,580,000

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Katherine Smyth  
Corporate Secretary and Director of Program  
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# HUDSON RESEARCH AREAS

## INTERNATIONAL SECURITY AND FOREIGN AFFAIRS

Promoting American National Security  
Defeating the Threat of Radical Islam  
Facing a Rising Asia  
Advancing U.S. Interests in the Americas  
Building Vibrant Civil Societies and Democracies

## RELIGIOUS FREEDOM AND HUMAN RIGHTS

Religious Freedom  
Human Rights  
Freedom of Speech

## ECONOMIC POLICY

Fostering Innovation  
American Competitiveness  
Health Care and Biotechnology  
Economics of the Internet  
E-Government  
Energy Policy  
Housing and Financial Markets  
Regulatory Policy  
The Future of the Automotive Industry  
Food Policy  
Obesity Solutions

## PHILANTHROPY, SOCIETY, AND CULTURE

Philanthropy and Civic Renewal  
American Identity  
Global Development  
Culture and the Rule of Law







## **IN MEMORIAM**

### **STEPHAN M. MINIKES**

In September, Hudson Institute mourned the loss of Board Member Stephan M. Minikes. Minikes was the former United States Ambassador to the Organization for Security and Cooperation in Europe (OSCE), a position he held from 2001 until 2005. He joined Hudson Institute's Board of Trustees in 2008. Most recently, Ambassador Minikes was Of Counsel to Xenophon Strategies, a strategic public and government affairs firm representing Fortune 500 American and European companies as well as major U.S. trade associations. He was also actively engaged in the oil and gas production business.

As Ambassador, Minikes was involved in security, economic, and political issues facing the Euro-Atlantic, U.S.-European Union, U.S.-Russia, and U.S.-Eurasia relationships. He worked with more than fifty ambassadors representing countries throughout Europe and Eurasia to address a wide range of security-related concerns, including human rights and democratization, conflict prevention, post-conflict rehabilitation, confidence and security-building measures, counterterrorism and arms control, and economic development. He also led the OSCE to become the foremost international organization at the government level on matters of racism, discrimination, antisemitism, migration, immigration, and integration.

Prior to his appointment, Ambassador Minikes practiced law for more than thirty years in New York and Washington with the national law firm of Thelen Reid and Priest, LLP, and served as Senior Vice President and a member of the management committee of the Export-Import Bank of the United States. Minikes also served as Counsel and Chief of Staff to the White House Energy Office, as Counsel to the Chief of Naval Operations (CNO), and as a member of the CNO's senior staff.

# HUDSON MANAGEMENT AND SCHOLARS



**Kenneth R. Weinstein** is President and CEO of Hudson Institute. He serves by Presidential appointment and Senate confirmation as a member of the National Humanities Council, the governing body of the National Endowment for the Humanities. 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. *The Essential Herman Kahn: In Defense of Thinking* (Transaction, 2009) is his latest book.



**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 has also served as President of Philanthropy Roundtable. Walters comments frequently in outlets such as CNN, BBC, and the *Wall Street Journal*.

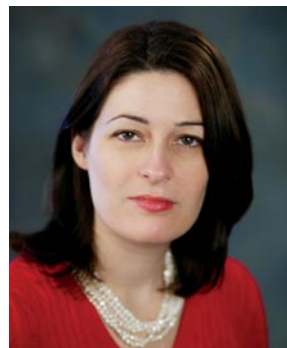
Hudson Senior Vice President **Lewis Libby** specializes in U.S. national security strategy, strategic planning, the future of Asia, the Middle East, and the war against Islamic radicalism. Before joining Hudson, Libby held several high-level positions in the federal government, including Chief of Staff to Vice President Richard Cheney and Assistant to the Vice President for National Security Affairs. His articles have appeared in *Commentary Magazine*, *World Affairs*, and the *Weekly Standard*, among others.



**Herbert I. London** is President Emeritus of Hudson Institute. His work has appeared in *Commentary*, *National Review*, *American Spectator*, and the *Wall Street Journal*, among other outlets. He frequently comments on radio and television, including Fox News Channel and CNN. In 2011, London edited (with Carol Tabor) *Reclaim American Liberty: Essays from the First Reclaim American Liberty Conference* (University Press of America).



**Grace Paine Terzian**, Vice President for Communications, oversees all Hudson communications and outreach, including publications, public affairs, website, and events. She was formerly Executive Director of the Allergy and Asthma Network and Senior Vice President of the Independent Women's Forum. She has held positions at a variety of magazines, including the *New Republic*, *Architectural Digest*, the *Chronicle of Higher Education*, and *The Women's Quarterly*.



**Katherine Smyth** is Hudson's Corporate Secretary and Director of Program and Staff Planning, responsible for all corporate documentation, oversight, and administration. She has an active role in setting and implementing institutional policy. 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.

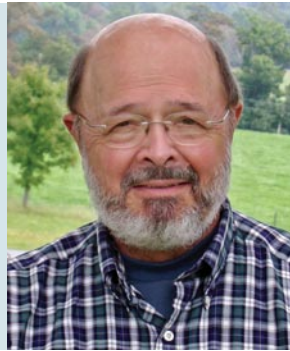


**Carol Adelman** is a Senior Fellow and Director of the Center for Global Prosperity, which produces the annual *Index of Global Philanthropy and Remittances*. In addition to heading up foreign aid for Asia, the Middle East, and Eastern Europe at the U.S. Agency for International Development (USAID),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

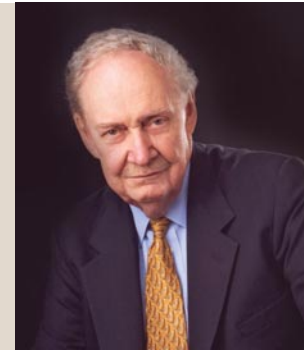


**Alex Avery** is Director of Research and Education at Hudson's Center for Global Food Issues. Prior to joining Hudson in 1994, he was a McKnight Research Fellow at Purdue University. He is the author of *The Truth About Organic Foods* (Henderson, 2006) and frequently comments on pesticides, organic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



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). His articles have appeared in the *Washington Times* and *National Review*, among others.



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

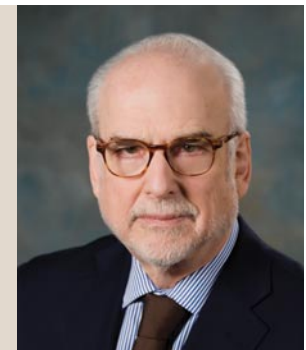


**Eric Brown** is a Research Fellow at Hudson's Center on Islam, Democracy, and the Future of the Muslim World. He is co-editor of Hudson's signature journal, *Current Trends in Islamist Ideology*. Brown has directed or participated in a range of research and analytical projects focused on Islamic and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

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



**Bruce Cole** joined Hudson Institute as a Senior Fellow in 2011, specializing in civics, history, and American culture. The former President and CEO of the American Revolution Center, Cole previously served as the Chairman of the National Endowment for the Humanities (NEH). Appointed by President George W. Bush and unanimously confirmed by the Senate in 2001 and again in 2005, Cole was the longest serving Chairman of the NEH.







**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 Daramblum**, 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 America 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.



**Christopher DeMuth** joined Hudson Institute as a Distinguished Fellow on January 1, 2012. He was President of the American Enterprise Institute for Public Policy Research (AEI) from 1986 to 2008 and D.C. Searle Senior Fellow at AEI from 2008 to 2011. DeMuth studies government regulation, competition, and law and economics. Formerly the editor-in-chief of *Regulation* magazine, his work has appeared in the *Wall Street Journal*, *National Affairs*, and *Commentary*, among others.



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



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

**Douglas J. Feith** is a Senior Fellow and Director of the Center for National Security Strategies. Prior to joining Hudson Institute, Feith served as the Under Secretary of Defense for Policy in the George W. Bush administration. He is the author of *War and Decision: Inside the Pentagon at the Dawn of the War on Terrorism* (Harper, 2008). Feith's articles have appeared in *Commentary Magazine*, *National Review*, and the *Wall Street Journal*, among others.



**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 most recently the author of *Sovereignty or Submission: Will Americans Rule Themselves or Be Ruled by Others?* (Encounter Books, 2011).





**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, co-edited with Amichai Cohen, is *Rethinking the Law of Armed Conflict in an Age of Terrorism* (Lexington, 2012).

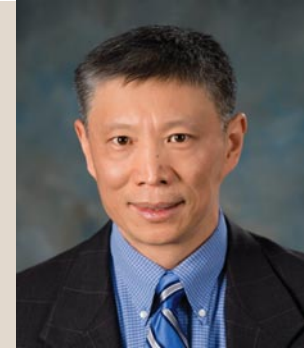


Senior Fellow **Hillel Fradkin** directs the Center on Islam, Democracy, and the Future of the Muslim World. He specializes in foreign policy, Islamic and Jewish thought, war, and ethics. Under Fradkin's direction, the Center produces the preeminent journal *Current Trends in Islamist Ideology*. Fradkin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

Senior Fellow and Director of the Center for the Economics of the Internet **Harold Furchtgott-Roth** joined Hudson in 2011. From 1997 through 2001, he served as a Commissioner of the Federal Communications Commission (FCC). Prior to his appointment to the FCC, he was Chief Economist for the House Committee on Commerce.



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



**Yoshiki Hidaka** is a Visiting Senior Fellow, focusing on U.S.-Japan 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 U.S.-China relations. He is the author of *Rising China and Its Postmodern Fate: Memories of Empire in a New Global Context* (University of Georgia, 2009). His articles have appeared in the *Washington Post*, the *Wall Street Journal*, and *National Interest*, among others.

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, 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.



**Amy Kass** is a Senior Fellow specializing in philanthropy, civic leadership, civic education, and American citizenship. For more than 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 *What So Proudly We Hail: The American Soul in Story, Speech, and Song* (ISI Press, 2011), which is used as a valuable teaching tool nationwide.

Director of Congressional Relations **Amy Kauffman** focuses 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 to 2009 and a longtime member of the editorial board. She is currently at work on a book entitled *Escape from North Korea: The Untold Story of Asia's Underground Railroad* (Encounter, 2012).



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

**Hanns Kuttner** is a Visiting Fellow working on the Institute's Future of Innovation Initiative. Kuttner studies a broad range of topics involving change in technology and health care. He wrote *The Move to Digital Payment: When the Check Is No Longer in the Mail* (Hudson, 2011), *The Economic Impact of Rural Telecommunications: The Greater Gains* (Hudson, 2011), and *Future Marketplace: Free and Fair* (Hudson, 2011).



**Lee Lane** is a Visiting Fellow specializing in climate change, geo-engineering, 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, 2006) and also a Senior Consultant with NERA Economic Consulting.







Based in Australia, **John Lee** is a Visiting Fellow specializing in Chinese development, the foreign policies of states in East and Southeast Asia, and U.S.-China 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 writer and businesswoman specializing in the U.S. military, counterinsurgency strategy, and Afghanistan. A frequent traveler to Afghanistan, Marlowe has embedded with the U.S. Army numerous times. In 2011, Marlowe visited Libya reporting on the uprising from rebel camps. Her articles have appeared in the *Wall Street Journal*, the *New York Times*, the *Weekly Standard*, the *New York Post*, 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, with Nina Shea, is *Silenced: How Apostasy and Blasphemy Codes Are Choking Freedom Worldwide* (Oxford, 2011). His articles have appeared in the *Wall Street Journal*, the *Weekly Standard*, and *National Review*, among others.



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).

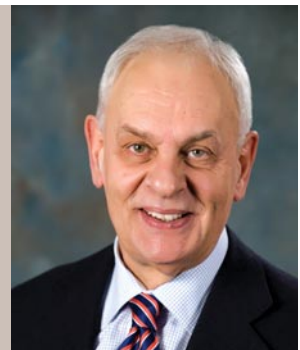


Senior Fellow **Jeremiah Norris** directs Hudson's Center for Science in Public Policy, specializing in public-private partnerships in development assistance; trade and development; global AIDS, TB and malaria policies; and the emergence of noncommunicable diseases in emerging market economies. His articles have been published in the *Wall Street Journal*, *The Lancet*, the *British Medical Journal*, and the *Financial Times*.

**Aparna Pande** is a Research Fellow and Director of Hudson's Initiative on the Future of India and South Asia. She contributes to media outlets such as the *Weekly Standard*, *Huffington Post*, *Pajamas Media*, *IndoLink*, *Outlook India*, and *Chowk*. Pande's latest book is *Explaining Pakistan's Foreign Policy: Escaping India* (Routledge, 2011).



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





Visiting Fellow **Andrei Piontkovsky** is Executive Director of the Strategic Studies Center (Moscow) and a well-known political analyst in Russia. An outspoken critic of Putin's "sovereign democracy" in Russia, Piontkovsky is the author of several bestselling books on the Putin presidency, including *Russian Identity* (Hudson Institute, 2008).

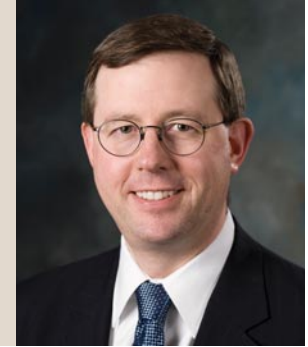


**Chiko Punn** works on Hudson Institute's Future of Innovation Initiative. Previously, he worked for the Institute for Humane Studies as a Research Assistant on the Freedom Initiative Project, and was a part of the Koch Associate Program.

An attorney specializing in international and constitutional law, **Elizabeth Samson** is a Visiting Fellow. Formerly an Adjunct Professor at CUNY Queens College, she has published in the *Guardian*, *Jerusalem Post*, the *Wall Street Journal*, and the *New York Times*.



**Christopher Sands** is a Senior Fellow specializing in Canada and U.S.-Canada relations, as well as North American economic integration, the auto industry, and trade policy. Sands, a regular columnist for the *Huffington Post*, has been interviewed on NBC, Fox News, BBC, and numerous Canadian outlets.



**David Satter** is a Senior Fellow specializing in the study of Russia. A former Moscow correspondent, Satter is a longtime observer of Russia and the former Soviet Union. His most recent book is *It Was a Long Time Ago, and It Never Happened Anyway: Russia and the Communist Past* (Yale, 2011). He directed and produced the documentary *Age of Delirium*, 2011.

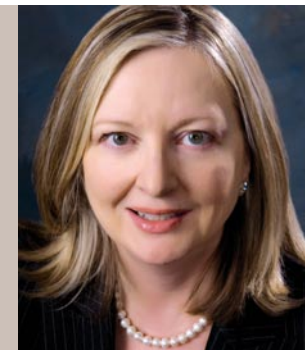


Senior Fellow **William Schambra** directs the Bradley Center for Philanthropy and Civic Renewal. He has written extensively on the Constitution, the theory and practice of civic revitalization, and civil society in the *Wall Street Journal*, *National Affairs*, *Nonprofit Quarterly*, and the *Chronicle of Philanthropy*. He is regularly cited by the media as a leading commentator on philanthropy issues.

**Gabriel Schoenfeld** (on leave) is a Senior Fellow specializing in national security, intelligence and intelligence leaks, terrorism, and the media. His most recent book is *Necessary Secrets: National Security, the Media, and the Rule of Law* (W.W. Norton, 2010). Schoenfeld frequently writes for the *Wall Street Journal* and appears on Fox News, PBS, and CNN. From 1994 to 2008, he was Senior Editor of *Commentary*.



An international human rights lawyer, Senior Fellow **Nina Shea** directs Hudson's Center for Religious Freedom. Since 1999, Shea has served as a Commissioner on the U.S. Commission on International Religious Freedom. She has written numerous books, including (with Paul Marshall) *Silenced: How Apostasy and Blasphemy Codes are Choking Freedom Worldwide* (Oxford, 2011). Shea has been published in the *Washington Post*, *Wall Street Journal*, the *Weekly Standard*, and *National Review*, among other outlets.







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

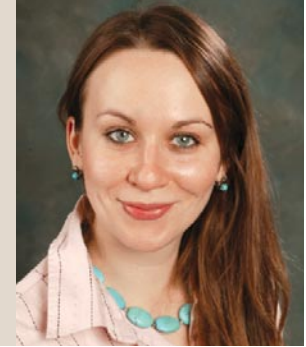


Senior Fellow and Trustee Emeritus **Max Singer** founded Hudson Institute with Herman Kahn in 1961 and served as President until 1973. Singer is the author of numerous books, most recently *History of the Future: The Shape of the World to Come Is Visible Today* (Lexington, 2011). He has also written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

**Lee Smith** is a Hudson Visiting Fellow and a Senior Editor at the *Weekly Standard*. Smith is a frequent guest on radio and television and contributes articles on Arab and Islamic affairs to the *New York Times*, the *New Republic*, the *Weekly Standard*, and *Tablet* magazine, among others. His latest book is *The Strong Horse: Power, Politics, and the Clash of Arab Civilizations* (Doubleday, 2010).



**Yulya Spantchak** is a Research Fellow at Hudson's Center for Global Prosperity and the Center for Science in Public Policy. A major contributor to the *Index of Global Philanthropy and Remittances*, Spantchak focuses on remittances and diaspora philanthropy. She speaks and writes on issues relating to the role of the private sector in international development.



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

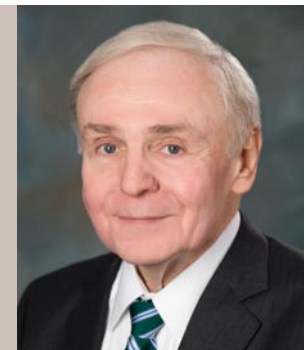


**Samuel Tadros** joined Hudson's Center for Religious Freedom as a Research Fellow in 2011. Previously, he was a Senior Partner at the Egyptian Union of Liberal Youth, an organization that aims to spread the ideas of classical liberalism in Egypt. A Professional Lecturer at Johns Hopkins University's School of Advanced International Studies, his articles have been published by the *Wall Street Journal*, the *American Thinker*, the *American Interest*, and the *Weekly Standard*.

Senior Fellow **Tevi Troy** researches health care, domestic policy, and presidential politics. He has served as the Deputy Secretary of the U.S. Department of Health and Human Services and as a senior White House aide. His work has appeared in the *Washington Post*, *Wall Street Journal*, and *Commentary*, among many other outlets, and he is a regular contributor to *National Review Online*. Troy comments frequently on Fox News, Fox Business News, and numerous radio outlets.



Senior Fellow **John Weicher** directs Hudson's Center for Housing and Financial Markets. From 2001 to 2005 he served as Assistant Secretary for Housing and Federal Housing Commissioner at the Department of Housing and Urban Development. His writings on housing policy and the mortgage crisis have appeared in the *Wall Street Journal*, the *Financial Times*, the *Weekly Standard*, and the *Chicago Tribune*, and he is a frequent commentator on radio and television.







Senior Fellow **Richard Weitz** directs Hudson's Center for Political-Military Analysis. His current research includes regional security developments relating to Europe, Eurasia, and East Asia, as well as U.S. homeland security and nonproliferation policies. Weitz comments widely to media outlets such as Fox News, MSNBC, and the Associated Press, and has written numerous books, including *War and Governance: International Security in a Changing World Order* (Praeger, 2011).



**Kurt Werthmuller** joined Hudson's Center for Religious Freedom as a Research Fellow in 2011, researching trends in the status of religious minorities in the Middle East. Previously, he served as Associate Professor of History at Azusa Pacific University and as Assistant Professor of History at Geneva College. He is the author, most recently, of *Coptic Identity and Ayyubid Politics in Egypt, 1218-1250* (American University in Cairo Press, 2010).

## DEVELOPMENT



**Caitlin McGrath** is Hudson Institute's Administrative/Development Assistant. In 2011, Caitlin graduated from Duke University with a Bachelor of Arts in Public Policy Studies and a certificate in Markets and Management.



**Gerardo Pantoja** is Hudson's Development Manager and Executive Assistant to the President and CEO. He joined Hudson Institute in 2008. Pantoja graduated from Pepperdine University with a Bachelor of Science in Business Administration.

### Not depicted:

**Alex Alexiev**, Visiting Fellow

**James Bologna**, Communications and Web Manager

**Kacie Marano**, Project Manager, Center for Global Prosperity

**Kristen McIntyre**, Project Manager, Bradley Center for Philanthropy and Civic Renewal

**Rachel Pagano**, Program Officer, Hertog Political Studies Program

**Justin Polin**, Research Associate

**Kevin Searcy**, Assistant to the Executive Vice President and Assistant Director, Hertog Political Studies Program

**Chelsea Sharma**, Accounting Support Specialist

**Laddyma Thompson**, Assistant to the President Emeritus

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