HUDSON INSTITUTE is a public policy research organization whose mission is to promote American leadership and global engagement for a secure, free, and prosperous future.

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

Hudson guides public policy makers and global leaders in government and business through a vigorous program of publications, conferences, policy briefings, and recommendations.
In the face of unique and dangerous threats in a year that tested our nation and the world, Hudson Institute launched an immediate effort to explain the implications of Covid-19 for U.S. foreign and domestic policy and present paths forward to promote American strength, leadership, and renewal.

Hudson’s policy team quickly adapted to the new environment. The events, conferences, and briefings which are a staple of Hudson’s typical daily operations in Washington were replaced this year with virtual events and contacts, which reached more policymakers than ever before.

In the spring, our China experts—who are based not just in the United States, but around the world—produced a global survey of U.S.-China competition in the coronavirus era. We then launched our Coronavirus Timeline—a catalog of information from publicly available sources that chronicles Covid-19’s origins, the world’s response, and the Chinese Communist Party’s strategic maneuvering.

We created Hudson’s “Look Ahead Series” to examine in an election year what will be the major policy challenges and opportunities of not just the next American presidency, but the next decade. We analyzed U.S. military reform, trade, the U.S.-Japan alliance, the Sino-Russian challenge, Africa policy, and the threat posed by authoritarian regimes to the U.S. and other democracies, among other topics.

We launched our new Center for Defense Concepts and Technology to explore evolving fields of military competition and the implications of emerging technologies for defense strategy, military operations, capability development, and acquisition.

Hudson’s achievements are a tribute to outgoing President and CEO Kenneth R. Weinstein. Ken first joined Hudson in 1991, assumed leadership of Hudson as CEO in 2005, and became president and CEO in 2011. Ken turned Hudson into the policy powerhouse that it is today, while creating an environment where experts thrive and work collaboratively. We are delighted that Ken has now become Hudson’s Walter P. Stern Distinguished Fellow.

In a time of profound ideological division in our country, Hudson Institute embraces differing, serious points of view on policy questions. Freedom of thought and debate is vital to our work and necessary for us to test and challenge conventional thinking. Today, such freedom is sometimes threatened by dogmatic factions, but we proudly maintain this Hudson tradition.

This year, 2021, marks Hudson Institute’s 60th anniversary. From our founding in the Hudson River Valley, to our time in Indianapolis, to today, the Institute remains an organization committed to challenging conventional wisdom through independent, farsighted research. Our mission is to promote American leadership for a secure, free, and prosperous future. As a new administration begins its work in Washington, Hudson’s work remains focused on the policy challenges facing America and the world.

Your support been especially important in this challenging year. You have been our steadfast partners in 2020. As we build on our 60 years of policy impact, we thank you for your friendship, support, and commitment to Hudson Institute.

Sincerely,

President and CEO John P. Walters

Chairman of the Board Sarah May Stern

President and CEO

Sarah May Stern
Chairman of the Board

John P. Walters
President and CEO
Research and Impact

New to Hudson Institute

Hudson Institute experts who joined the Institute between April 1, 2020 and March 31, 2021.

Michael R. Pompeo  
Distinguished Fellow

“From his leadership in promoting peace between Israel and its Arab neighbors to confronting strategic threats to the United States, Secretary Pompeo has been among the most consequential secretaries of State. It is an honor to have this outstanding public servant join Hudson Institute.”

—John P. Walters

Elaine L. Chao  
Distinguished Fellow

“Secretary Chao’s leadership on behalf of economic growth, American competitiveness and innovation throughout her impressive career has been an inspiration to all of us at Hudson Institute. It is a great privilege to welcome her back to Hudson.”

—Sarah May Stern
In the wake of the most serious pandemic in a century, Hudson redirected its research efforts to examine the security and regional implications of Covid-19 and recommend policies to strengthen and rebuild America, forge closer ties to U.S. allies, and combat the threat of the Chinese Communist Party.

Hudson tapped its global team of policy experts to produce a survey of U.S.-China competition in the coronavirus era. Patrick Cronin and H.R. McMaster outlined how the political and economic fallout from the pandemic has led to a growing wariness of Xi Jinping’s intentions in South Korea and Japan. John Lee examined Xi’s efforts to court small states in Southeast Asia, where China has already gained disproportionately large strategic benefits through state-directed investment and infrastructure building. Husain Haqqani, Aparna Pande, and Satoru Nagao outlined China’s network of influence across South Asia and the CCP’s goal to constrain India, the region’s major power. Eric Brown highlighted the role of landlocked Eurasia in China’s calculations for maritime dominance across the South China Sea and Indo-Pacific. Peter Rough explained how Beijing used the pandemic to drive wedges between members of the European Union and to advance its propaganda war against the United States, arguing that the transatlantic alliance is important in countering China’s bid for economic and political influence in Europe. Seth Cropsey examined the role of Eastern and Southern Europe as the western terminus in China’s Belt and Road ambitions. Blaise Misztal argued that the pandemic will fuel growing political instability in Africa, providing China with additional opportunities for influence. Liselotte Odgaard examined the Arctic region’s coronavirus-related vulnerabilities, which range from its limited health infrastructure to a drastic reduction in global demand for seafood, the region’s main export. Douglas Feith explored Israel’s economic connections to China and the strain it has caused to the U.S.-Israel relationship. Michael Doran examined the possibility that the Middle East will become a contested arena between the United States and China, despite the current U.S. focus on

“In the post-pandemic days to come, the democracies must carefully take the measure of the Chinese Communist Party and hold it to account, crafting strategies for what it is, not what they wish it to be.”

—Lewis Libby
organizing allies in East Asia and Europe.

Hudson experts drew attention to the reckless policies of the Chinese Communist Party, which precipitated the Covid-19 pandemic. In essays for National Review, Lewis Libby chronicled how the CCP covered up the coronavirus outbreak in Wuhan, suppressed the world’s appreciation of its dangers, and then used the pandemic to its advantage. In the Washington Examiner and in a Hudson policy memo, Nate Sibley connected the issues of global health and transparency, noting that public health officials urgently need access to reliable data in order to respond effectively to the Covid-19 pandemic, but that the Chinese Communist Party hampered such sharing of information by spreading disinformation to divert attention from its failings. Sibley called for Chinese officials to be sanctioned for deliberately spreading disinformation about global public health issues, an idea that helped spur the U.S. Congress’s Li Wenliang Global Public Health Accountability Act.

In April, Hudson launched its Coronavirus Timeline to catalog key events in the emergence and outbreak of the Covid-19 pandemic, the global response, and the Chinese Communist Party’s strategic maneuvering.

Hudson examined the federal government’s Covid-19 response and lessons for future emergencies. In the Wall Street Journal, Christopher DeMuth argued that the Trump administration ably combined a reliance on federalism and private enterprise—lauding the patriotism and proficiency of governors and mayors, incredible business leaders and genius companies, and heroic doctors, nurses, and other frontline workers—with a judicious focus on areas of policy which are unarguably federal jurisdictions: restricting foreign travel, deploying the military’s medical resources, mobilizing production of materials in short supply and allocating them among states and cities, and providing information on the spread of the virus and guidance on mitigation measures. He concluded by noting that the United States’ reliance on diversified centers of authority and initiative are the keys to resilience in the face of this and future emergencies.

Hudson explored new lines of research to consider critical manufacturing supply chains and industrial capacities. In the pandemic’s early stages, Tim Morrison testified before the U.S. Senate Committee on Small Business & Entrepreneurship on the topic of Covid-19 and America’s small business supply chain, arguing that U.S. policymakers should consider legislation to promote an American market in key sectors like healthcare, noting the problematic example of penicillin made in China. Thomas Duesterberg organized a manufacturing series to analyze the concept of manufacturing “resilience”—a manufacturing sector that can adjust in real time to supply chain disruptions while minimizing any loss to customers. Duesterberg and his coauthors outlined policy recommendations in the categories of re-engineering, collaboration, governance, and agility, to create a more secure and competitive manufacturing sector that would improve the attractiveness of the United States to investors. In the Washington Examiner, Nadia Schadlow explained the concept of “agile manufacturing”—using technology and flexible processes to quickly change factories from producing one good to another—and its benefits for America’s economy, security, and workers. In the Wall Street Journal, Arthur Herman outlined key areas for improving American manufacturing to include a focus on technologies critical to national security like AI, robotics, quantum technologies and nanotechnology; collaboration with private-sector labor unions; investment in STEM education; and, when reshoring is not possible, close work with allies like Japan, South Korea, and India to become strong partners in building a reliable and secure supply chain for American business and industry.

“Investing in agile manufacturing would pay significant strategic and economic benefits for the United States. Investments could be used immediately to support the shift of some manufacturing to a Covid-19 response. It would enable a backup plan for any weaponized manufacturing power plays by China.”

—Nadia Schadlow
Policies for a New Administration

In a contentious election year, Hudson experts kept their focus on policies to ensure that the United States is strong at home and abroad, engaged with key allies, and countering the threats of America’s enemies.

Hudson launched its "Look Ahead Series" to provide recommendations to the next administration on the key policy areas to shape America's future over the next decade and beyond. John Lee analyzed economic decoupling strategies pursued by both the United States and China. Seth Cropsey examined the U.S. Navy’s current challenges and the perils to U.S. national security posed by poor funding and unclear strategy. Thomas Duesterberg outlined trade priorities for the next administration and the key role of transatlantic and Southeast Asia trade alliances in countering China’s efforts to dominate key global markets. Bryan Clark, Timothy Walton, and Dan Patt outlined how the U.S. Department of Defense can develop a more affordable, agile, and technologically sophisticated U.S. military to address the challenges of resource constraints, declining recruitment, and the threat of a stronger, more pervasive Chinese military presence around the world. Taro Hayashi examined what’s at stake in the Indo-Pacific and how the Japan-U.S. alliance has become a foundational partnership working to promote peace and security in the region. Richard Weitz analyzed the deepening Sino-Russian relationship and explained

“The team that takes office in January should address the evolving strategic environment through ... accelerating introduction of new force designs that better integrate decision-centric operational concepts with new technologies; implementing new priorities in force employment; and managing personnel in ways that ... enable faster introduction of new capabilities.”

—Bryan Clark, Dan Patt, & Timothy Walton
Abe Shulsky outlined policies to bolster Iraq’s independence from Iran, involving continued pressure on the Iraqi political class to stand up to Iran, reining in Iranian-affiliated militias, and political and economic efforts to strengthen the Iraqi government and civil society against Iranian interference.

Peter Rough examined the trends emerging in the political culture of Europe and transatlantic relations, arguing that only an active and engaged United States can marshal the power of the West and bridge internal divisions within Europe to confront today’s key geopolitical challenges.

Aparna Pande and Husain Haqqani explained why a new administration should encourage India to assert its economic independence by embracing trade and minimizing protectionist policies.

John Lee argued for increased American support for Australia against China’s growing dominance in the Indo-Pacific.

James Barnett offered guideposts to the new Biden administration for recalibrating U.S. Africa policy, outlining key areas affecting the continent’s complex politics, Africa’s role within the wider international system, and concrete areas in which the United States can bolster ties with African states, strengthening its soft power in the process.

Hudson’s Government Relations team identified and recruited to participate in Hudson dialogues individuals likely to serve as key national security advisors in a Biden administration, including Antony Blinken, Jake Sullivan, Michèle Flournoy, Senators Chris Coons and Chris Murphy, and Representatives Joe Courtney and Seth Moulton.

China’s advances in high-speed rail, high-speed computing, communications technology and AI have been on the back of knowledge acquired or stolen from advanced economies. Advances driven by graduate students in these fields depend on their continued access to foreign universities and academics.

—John Lee
Hudson experts examined and explained the intricacies and linkages between diverse policy areas in the global U.S.-China competition, and they guided policymakers on how the U.S. can strengthen its security posture and work with allies to beat back the threats posed by the Chinese Communist Party.

In a new report, Patrick Cronin reimagined China’s approach to the South China Sea as an insurgency on the prevailing order, operating mainly in the maritime domain, and then led a broader inquiry of Beijing’s underlying strategy. The report helped build support for the idea that China is employing all power instruments to make others dependent on China for prosperity, security, and even information that has become widely accepted within national security circles. The report recommended that the United States must work with allies and partners, not just to counter malign activities but to create a positive counterweight with tangible benefits for the well-being of local actors.

John Lee outlined the principles of a U.S.-China economic competition and what “economic distancing” will look like for the two countries. Lee argued that the U.S. is engaged in a multilateral contest to create an economic ecosystem within which countries conduct their economic activities.

“Beijing is engaging in a long-term assault on the prevailing order in the South China Sea ... [employing] multiple instruments of national power to achieve its ends: diplomatic, informational, military, economic, and psychological.”

—Patrick Cronin
affairs according to agreed and impartial rules and principles, whereas Beijing seeks to build a vast Sinocentric order filled with submissive “strategic support states” to underpin the hierarchical Chinese order. He guided the U.S. approach with principles to encourage economic partners to prevent the emergence of a Sinocentric economic order in maritime Southeast and South Asia, the South Pacific, and Europe.

Hudson’s Center for Religious Freedom drew attention to the Chinese Communist Party’s threats to religious liberty and helped establish religious freedom as an American foreign policy principle. In writings, events, and testimony, Nina Shea argued that the ruling Chinese Communist Party is waging genocide against the country’s Uighur Muslim minority and war against religion generally, directed against its Christian, Tibetan Buddhist, and Falun Gong communities. Shea worked with the Trump administration’s National Security Council and key Uighur advocates and recommended that then-Secretary Pompeo make an official determination that China is responsible for genocide against the Uighurs, which he did in January 2021. Shea also provided policy guidance to the Trump administration in the drafting of the Executive Order on Advancing Religious Freedom, establishing religious freedom as an American foreign policy priority and providing Magnitsky sanctions and other specific mechanisms for its robust implementation.

Michael Pillsbury helped guide U.S.-China policy and explained publicly the new geostrategic reality regarding China. In Newsweek, Pillsbury drew on historical lessons from the Nixon administration and guided American policymakers to hold China accountable for the misconduct of the Chinese hardliners who have undermined China’s reformers over the years. Pillsbury argued that the U.S. finally has a clear, coherent, and comprehensive policy toward China, which will be looked back on as the start of a second strategic breakthrough with China.

A new Hudson report on China-Africa relations offered a detailed examination of the Chinese Communist Party’s efforts to export its ideology to Africa. James Barnett reconsidered the conventional wisdom that China acts as a “businessman” in Africa, noting that while the CCP may have abandoned the overtly revolutionary policies of the Mao era, its diplomatic activities in Africa are in line with its ambitious aspirations to achieve a form of global hegemony and redefine international norms of governance in the coming decades. Barnett argued that Beijing hopes to align more governments, particularly those in the developing world, with its political and economic theories and practices, and explained how the CCP is laying the groundwork in places such as Sub-Saharan Africa through its media and official rhetoric, as well as through personal engagements with African elites. Barnett cautioned U.S. policymakers to avoid Cold War paradigms which, he argued, will alienate African elites. Instead, he recommended the U.S. to identify core strategic interests in Africa, mitigate against any threat China poses to them, respond to any unacceptable Chinese behavior when appropriate, all while tolerating a certain level of Chinese influence on the continent moving forward.

CHINA

Religious freedom remains a salient foreign-policy issue for a simple reason: billions of people are religious, and many are persecuted.

—Nina Shea

Chinese Catholics at a mass during Easter celebrations at the government-sanctioned West Beijing Catholic Church in Beijing, April 15, 2017.
As China tried to reshape the Indo-Pacific region politically and economically, Hudson helped to strengthen and expand the U.S.’s alliance with Japan, build out the U.S.-India partnership, and work with Australia, Taiwan and other key countries to counter China’s growing influence.

Hudson’s Japan Chair, inaugurated in 2019 and led by former National Security Advisor Lieutenant General H.R. McMaster, expanded its efforts in 2020. McMaster and Japan Chair Fellows Taro Hayashi and Masashi Murano convened in-depth public and private discussions, bringing together leading U.S. and Japanese officials and regional experts on topics including the importance of the U.S.-Japan alliance; building out the “free and open Indo-Pacific” strategy; enhancing economic collaboration, with emphasis on growth and trade; the North Korean nuclear threat; and high-tech security issues in the region. Hudson also welcomed new Japan Chair Deputy Director Riley Walters in January 2021.

Hudson’s Asia-Pacific Security Chair worked to enhance U.S.-Japan relations. Patrick Cronin moderated and participated in a two-day, closed Track 1.5 workshop on the U.S.-Japan Alliance and multi-domain cooperation, including discussions on regional scenarios. He addressed the 7th

"The U.S.-Japan alliance is stronger, broader, and more essential today than ever. The two countries will continue to make the alliance stronger, working hand-in-hand with like-minded partners around the world, and taking every measure to maintain the peace and stability of the Indo-Pacific region and the international community."

—Taro Hayashi
U.S.-Japan-Korea Trilateral Symposium, held on Capitol Hill. He helped to guide understandings of the transition from Prime Minister Shinzō Abe to Prime Minister Yoshihide Suga, publishing an essay on Prime Minister Suga’s new course as Secretary of State Mike Pompeo arrived in Tokyo for alliance and Quadrilateral Security Dialogue meetings.

- The Asia-Pacific Security Chair worked to improve the prospects for peace on the Korean peninsula. Patrick Cronin gathered leading American and South Korean scholars to advance and discuss proposals for inter-Korean peace and denuclearization, ways to preserve the U.S.-South Korea alliance, and how to manage relations with China. Cronin advanced these arguments in leading U.S. and Korean newspapers and briefed key U.S. officials in closed-door settings.

- Hudson experts explored maritime security cooperation in the Indo-Pacific region. Patrick Cronin provided detailed recommendations to an early draft of the U.S. Navy strategy that was eventually published as *Advantage at Sea: Prevailing with Integrated All-Domain Naval Power*. Cronin and Seth Cropsey convened leading experts to discuss at a Hudson event current U.S. policy in Southeast Asia, with perspectives from Vietnam, Indonesia, and the Philippines on China’s behavior, and they identified opportunities to expand cooperation between the United States and countries in the region.

- Hudson experts explained the critical importance of regional allies in helping to promote the vision of a “free and open Indo-Pacific.” Patrick Cronin, John Lee, Aparna Pande, and Liselotte Odgaard shared strategies for engagement with key U.S. allies like Australia, India, and European countries at a Hudson event in February. In *The Hill*, Cronin advocated for institutions to contain China’s interference and subversion and a coherent concept for preserving the free and open flow of commerce in Asia.

- Hudson’s Center for American Seapower detailed how to strengthen the U.S.-Taiwan alliance. In a series of articles, Seth Cropsey explained the strategic importance of naval power and how Taiwan is a critical ally for the United States in its contest with China. Cropsey argued that the U.S. should end its policy of “strategic ambiguity” with respect to Taiwan and instead send a formal diplomatic signal that the U.S. will not tolerate aggression against Taiwan. He also detailed how the United States and Taiwan can enhance their security cooperation.

- Hudson experts explained the critical importance of regional allies in helping to promote the vision of a “free and open Indo-Pacific.” Patrick Cronin, John Lee, Aparna Pande, and Liselotte Odgaard shared strategies for engagement with key U.S. allies like Australia, India, and European countries at a Hudson event in February. In *The Hill*, Cronin advocated for institutions to contain China’s interference and subversion and a coherent concept for preserving the free and open flow of commerce in Asia.

- balcony navies join the ninth iteration of Talisman Sabre, a U.S.-Australia military exercise in the Coral Sea with more than 17,000 participants from seven nations, including South Korea, Japan, and Canada, July 22, 2021.
Hudson experts explained how the conventional wisdom on China’s Middle East ambitions is wrong. In an essay for Tablet, Michael Doran and Peter Rough argued that China is not in the Middle East simply for its economic interests, but to oust the United States. They detailed China and Russia’s close work to strengthen anti-American forces in the region, which are led by Iran; how Russia’s destabilizing activities, which China supports, exhaust America and damage American prestige; how support for the Iranian regime pins down the U.S. Navy, diverting it from the western Pacific; and how China has sown division between the United States and its European allies over how to handle Iran. Doran and Rough advised that the greatest advantage that the United States has in its competition with China and, indeed, with any of its adversaries, is hard power—military power and economic sanctions—

“Neither the Israelis nor the Saudis would choose to manage their Iran problem through Beijing; they would prefer instead to solve it through a strong alliance with the United States. But America’s staying power is uncertain.”

—Michael Doran and Peter Rough
and recommended American policymakers put on notice China’s partners and potential partners—including Iran, Djibouti, Pakistan, Iraq, and others—in its plan to become a Middle Eastern military power.

- Hudson experts analyzed the Trump administration’s peace plan in the Middle East. Douglas Feith and Lewis Libby, in a report for the Begin-Sadat Center for Strategic Studies, identified four notable elements in the plan: 1) the need for the Palestinians to reform their political institutions under new leaders willing to end the conflict and accept Israel as permanent; 2) the administration’s warning to the Palestinians that if their side continues to support terrorism and reject peace, its cause will suffer; 3) a conceptual map to guide geographic resolution of the conflict, including definition of the territory that Israel could have U.S. support to hold permanently, with or without a peace agreement; and 4) the plan’s idea that Israel can dramatically improve its relations with Arab states before a peace agreement with the Palestinians. The authors then chronicled six “tacks” in U.S. policy vis-à-vis the Palestinian-Israeli dispute since the end of the Cold War and concluded by noting the Trump administration’s plan is at odds with conventional thinking on the issue because it does not view the Palestinian-Israeli conflict as central to U.S. concerns in the Middle East. They explained that its goals are to increase Israeli security, to encourage regional cooperation that will serve broader U.S. interests and, if conditions develop favorably, to give the Palestinians a state of their own with improved economic opportunities.

- Michael Doran argued for the United States to remain focused on countering Iran and shoring up U.S. alliances in the region. In the New York Times, Doran analyzed the assassination of Maj. Gen. Qassim Suleimani, the head of Iran’s Qods Force of its Islamic Revolutionary Guards Corps and the architect of the Islamic Republic’s campaign of violence against the United States and its allies. Doran argued that the decision to carry out the strike against Soleimani was in response to Soleimani’s escalations—including orchestrating attacks by Iranian proxies on Americans—and that his death weakens Iran and strengthens America’s allies, Israel and Saudi Arabia, to pursue their strategic interests more resolutely.

- Husain Haqqani helped to guide the Trump administration’s efforts to end the war in Afghanistan. Key U.S. policymakers sought Haqqani’s guidance about negotiations with the Taliban. In The Hill, Haqqani argued that given the Taliban’s behavior, it might be the time to suspend talks with them to recalibrate the perception that the U.S. is so eager to withdraw from Afghanistan that it does not care if the Taliban return to power. Haqqani further analyzed developments in Afghanistan in media appearances and virtual Hudson events.

- Senior American, Israeli, and European officials convened virtually at Hudson for a trilateral dialogue. Co-hosted with the European Leadership Network and the Israeli-based Forum for Strategic Dialogue, and organized by Peter Rough, the dialogue deliberated the state of transatlantic relations with a special view toward the Middle East. Representative Liz Cheney (R-WY) delivered the keynote address at the dialogue, which featured substantive sessions on Iran involving U.S. Presidential Special Envoy for Iran Brian Hook, Deputy National Security Advisor to the Prime Minister of Israel Reuven Azar, and Ambassador Christian Buck, a senior German official in the federal foreign office on the Middle East, and on China involving H.R. McMaster, Advisor on China to the French Ministry of Foreign Affairs Francois Godemont, and Head of the Strategic Division in the Israeli Defense Forces Gen. Oren Setter.

- Hudson published the latest volume of Current Trends in Islamist Ideology. Edited by Hillel Fradkin, Husain Haqqani, and Eric Brown, the volume included essays analyzing the jihadist fight for West Africa, Islamism and nation-building in Mozambique and Uganda, Iran’s revolutionary influence in South Asia, and Iran in Lebanon, among other topics.
Hudson launched a major new research program in 2020, its Center for Defense Concepts and Technology, directed by Senior Fellow Bryan Clark and involving Fellows Tim Walton and Dan Patt. The Center explores evolving fields of military competition and the implications of emerging technologies for defense strategy, military operations, capability development, and acquisition. It takes a comprehensive view by connecting strategy with new operational concepts; assessing the weapons and systems needed to implement new concepts; and evaluating the necessary commitment of resources. In its initial stages, the center focused on the growing centrality of information and decision-making in military operations.

Hudson experts guided the U.S. Department of Defense on strategy given recent disruptive changes in the geopolitical, economic, and military-technical environments. Lewis Libby managed projects focused on the history of defense modernization and U.S. national security. As a result, they provided insights into how militaries can operate and fight, which has been crucial for understanding the evolving nature of warfare.

“As a raft of new innovations promise to transform how militaries operate and fight, we launched the Center for Defense Concepts and Technology to ensure American and allied militaries can compete with increasingly capable great and regional powers.”

—John P. Walters
statecraft and how to inform U.S. defense and security strategy. Andrew Krepinevich in his program of writings, briefings, and speeches, focused on key areas affecting U.S. defense: power projection, deterrence, protracted great power war, and future warfare.

Hudson’s Center for American Seapower and Center for Defense Concepts and Technology joined forces to outline a plan to restore the U.S. Navy’s maritime advantage. In a new Hudson report, Bryan Clark, Seth Cropsey, and Timothy Walton explained that the current bottom-up force planning is not appropriate for the emerging strategic environment. They argued that theory of victory should rest on establishing a decision-making advantage over America’s adversaries, and they articulated new operational concepts to implement “decision-centric warfare.” Finally, they proposed a fleet architecture that prioritizes these metrics by rebalancing from a small number of large platforms to a larger number of small platforms.

Hudson continued its work to sustain U.S.–Russian nuclear cooperation despite the many tensions in the countries’ relationship. Richard Weitz, through presentations and participation in national and international events, media interviews, and engagement with U.S., Russian, and additional legislative, executive, academic, and think tank personnel, helped increase policy knowledge about nuclear challenges, offered actionable recommendations for decreasing immediate nuclear dangers, trained a future cadre of nuclear security experts, and improved communications and cooperation among U.S. and Russian policy experts.

Hudson experts explained how to strengthen U.S. missile defense to deter missile threats from North Korea and other dangerous nations. In a Hudson policy memo, Rebeccah Heinrichs analyzed the Missile Defense Agency’s 2021 budget, noting positive developments, areas of concerns, and questions for policymakers to guide strengthening policy in this area. Heinrichs emphasized the importance of adding a space tracking layer and eventually a space intercept layer to provide birth-to-death tracking of both ballistic and hypersonic missiles and thereby improve dramatically the United States’ missile defense architecture.
Hudson experts advanced policy options to strengthen the economies of the United States and its allies, placing emphasis on national security considerations, U.S. leadership in next generation high technologies, and the economic threats posed by hostile regimes.

Hudson founded its Forum for Intellectual Property to focus on the integrated set of economic, legal, and policy topics of concern to both innovators and creators and help preserve and strengthen the tools that have driven American innovation and economic growth for over two centuries. Chaired by Adam Mossoff and involving Urška Petrovčič, Thomas Duesterberg, and Harold Furchtgott-Roth, the forum worked to expand a network of experts and thought-leaders; produce rigorous, data-driven research; and highlight and distribute this research and related legal and policy analysis within the IP policy community through policy events, conferences, and other public communications.

Hudson’s Initiative on 5G explored the opportunities and advantages offered to the U.S. and to key allies with increased virtualization of 5G networks in the global competition with Huawei. In a Hudson report, Bryan Clark and Dan Patt

“Government has a role to play in 5G, but private capital is essential to build virtual networks at scale to compete with Chinese players. Virtual networks could carry the day for America in its battle with China over advanced telecom networks.”

—Thomas Duesterberg
devised a strategy to counter Huawei’s market domination in 5G technologies, proposing a more focused application of the U.S. government’s 5G strategy, based on business value-chain analysis, to turn Huawei’s incumbency into a disadvantage. Their recommended strategy proposed to accelerate development and maturation of U.S. Open RAN competitors, while also establishing an American advantage in cloud computing and virtualized 5G networks—the future of 5G communications. Thomas Duesterberg further analyzed virtualized networks in the Wall Street Journal, explaining their economic advantages through the examples of European and Asian telecommunications companies.

Hudson advanced ideas for a trade agenda for a new U.S. administration. Thomas Duesterberg identified areas of agreement with Europe, like preventing China from dominating international standards-making for existing and emerging technologies and finding alternatives to China-dominated supply chains for key raw materials. He advised use of the “Five Eyes” group that has worked constructively for decades on defense related supply chains to hasten cooperation on issues such as the urgent need for WTO reforms. And he said the United States should prioritize free trade agreements with Taiwan and the United Kingdom.

Hudson experts explained the national security importance of semiconductors and policies to support their production in the United States. In National Review, Arthur Herman recommended U.S. policy to support the creation of new semiconductor fabrication plants in the United States, to cut into the growth trajectory which currently has China dominating global semiconductor production by 2030. He also recommended working with key U.S allies Japan, South Korea, and Taiwan to encourage their semiconductor companies to build fabs in the United States as well.

Hudson experts explained the geopolitics of key energy developments. In Mosaic, Arthur Herman chronicled the development of the Leviathan gas field in the Eastern Mediterranean and the implications for Israel’s geopolitical and economic future. He praised Israeli political leadership, which has worked to secure export markets for the field’s reserves so that the twin goals of meeting Israeli energy demand and commercial viability can be met. In Forbes, Thomas Duesterberg analyzed the Saudi-Russian oil price feud of spring 2020 and the threats to the U.S. oil and gas sector, weakened by the Covid-19 pandemic through depressed demand and prices.

The 2020 National Defense Authorization Act adopted the main policy priority of Hudson’s Kleptocracy Initiative: banning anonymous ownership of shell companies. Nate Sibley conducted over 70 briefings on Capitol Hill over a two-year period on the issue, and he supplemented those briefings with policy memos and reports to deepen policymakers’ understanding of financial transparency. Hudson’s work on kleptocracy received bipartisan support, including from incoming Biden administration officials, who identified fighting corruption as the first pillar of their plan for a global Summit for Democracy.

Hudson’s Quantum Alliance Initiative advanced work to help secure the critical information and infrastructure of both the U.S. and its allies before the advent of a quantum computer powerful enough to hack into widespread encryption systems. Arthur Herman published The Executive’s Guide to Quantum Cryptography: Security in a Post-Quantum World to help leading CEOs and CIOs understand quantum technology, potential threats from quantum computers, recommendations regarding quantum cryptographic solutions and other software-based, quantum-resistant applications, and, finally, how quantum science will determine the future of communication technology. Herman also published a series of columns in Forbes on quantum technology that explored such themes as digital currencies, the implications for the energy sector, and developments in 5G.
Advancing Strong U.S. Relations with Europe

Hudson worked to strengthen the relationship between the United States and its European allies. Research and outreach focused on strengthening Europe’s politics, shoring up NATO, and designing pro-American strategies to counter the influence of Russia and China.

- Hudson experts convened at the Munich Security Conference to deliberate on foreign policy, national security issues, and transatlantic relations. Hudson hosted a side event at the conference, led by Kenneth Weinstein, involving high-level European and American officials to discuss how European nations and the NATO alliance can best meet the challenge posed by an uncertain environment characterized by continuing Russian aggression in Ukraine, instability and demographic challenges in the Mediterranean, and the transformation of the Arctic into an arena of great power competition. The meeting featured keynotes from Latvian Deputy Prime Minister and Minister of Defence Artis Pabriks; Representative Mike Turner (R-OH); Head of Policy Planning, Office of the Secretary-General of NATO Benedetta Berti-Alberti; Chief of Staff to the German Federal Minister of Defense, Nico Lange; and Bryan Clark and William Schneider, Jr.

- Hudson placed special emphasis on the important role Germany plays in European politics and advanced ideas to forge a closer U.S.-German relationship. In the Wall Street Journal, Walter Russell Mead explained why Germany needs to become a great power again or risk unraveling the European project. Peter Rough conducted a series of briefings and media interviews with German press outlets to discuss the policy implications of the 2020 U.S. election and the U.S. foreign policy approach toward Europe, NATO, and Germany.

- Peter Rough attended the Munich Security Conference as a member of the select Munich Young Leaders, and based on his experience in Munich, he explored in Foreign Policy whether the United States and its closest allies in Europe are on the path to a historic divorce. Rough argued that American policy leaders are convinced Europe will not abandon the U.S. because Europe remains divided itself, Europe is in the process of weakening based on virtually any indicator of power, and Americans recognize that the European model lacks attractive power compared to America’s. Rough concluded by encouraging Europeans to consider that a more balanced relationship on everything from trade to security is a small price to pay for the benefits of the U.S.-led international system and America’s affections for Europe.
The First Step Act represents the frontier of American criminal justice reform, and Hudson continued to play a key role in shaping its implementation. The Act requires DOJ to develop and implement a state-of-the-art risk and needs assessment instrument that calculates each inmate’s recidivism risk and identifies individual criminogenic needs that increase that risk. PATTERN, as this instrument has come to be called, is joined to an in-prison incentive structure whereby inmates can reduce their sentences by participating in evidence-based programs that target their needs and thus reduce the chance that they will reoffend upon release.

The IRC’s work in 2020 centered on refining FSA’s risk and needs assessment system; assisting the Bureau of Prisons (BOP) in managing FSA provision implementation during the Covid-19 emergency; and submitting a provisional report to several committees in the House of Representatives and the Senate as specified by the FSA itself. The IRC’s and Hudson’s work on PATTERN, led by John P. Walters and David Tell, was concerned with reducing bias in, and increasing the accuracy of, the instrument, which the committee worked closely with consultants contracted by DOJ to revalidate. The Committee, meanwhile, advised BOP throughout the course of its pandemic response, especially where continuing FSA implementation despite pandemic restrictions was concerned.

The report to Congress, meanwhile, has since been cited in important FSA-related documents from the American Bar Association and the Urban Institute and has been an important resource for the new administration’s Justice Department as it endeavors to complete FSA implementation.

In December 2018, the president signed into law the First Step Act (FSA), a major piece of bipartisan criminal justice reform legislation intended to reduce the federal prison population and ease inmates’ safe and productive reentry into civilian life. FSA’s Title I directed the Department of Justice (DOJ) to develop and implement a new, objective, and statistically validated “risk and needs assessment system,” which the Bureau of Prisons will use to evaluate the probability that individual prisoners may reoffend upon release and refer those prisoners to evidence-based programming likely to improve their odds. Title I also established an Independent Review Committee (IRC) of outside experts to advise and assist DOJ in the development and implementation of these crucial FSA provisions. In April 2019, DOJ chose Hudson Institute to serve as host organization for the IRC.

Guiding Criminal Justice Reform
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“Efforts to reinvigorate domestic production must be supplemented with renewed attention to strengthening US tax, investment and regulatory policies and institutions that support a vibrant industrial economy.”

“If U.S. and allied navies fail to act during the next several years, they could lose their undersea advantage to surging fleets of adversary submarines.”

“The future threat posed by quantum computers will render public-key cryptographic systems helpless and enable competitors, adversaries, and foreign entities to steal a company’s most precious information without leaving a trace behind.”

“The PRC has become Russia’s most important economic partner, the two governments have established many binational official exchanges, and both nations engage in robust binational security collaboration.”

“The CCP’s support and ideas can bolster illiberal regimes, but African ideas and political realities are ultimately what drive those regimes’ behavior.”

“Al-Qaeda may be focused on the local contexts today, but it still understands its work as part of the global jihad. When the mirage of weakness fades, al-Qaeda’s long-term threat will be evident.”

“In the aftermath of the ravages of the coronavirus, China-Pakistan relations can be expected to remain close, setting the stage for a new round of competition between China and India for regional preeminence.”

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Hudson Institute experts regularly engage with senior administration officials and members of Congress and their staff in key public policy areas, including safeguarding critical supply chains and protecting American IP; modernizing U.S. defense capabilities; advancing human rights and countering global kleptocracy; strengthening alliances; and ensuring a free and open Indo-Pacific.

Prominent public officials regularly visited Hudson to discuss critical issues with our experts and offer news-making remarks. FBI Director Christopher Wray spoke on the reach of China’s espionage and influence campaign inside the United States. National Security Advisor Robert O’Brien addressed America’s major national security challenges. U.N. Ambassador Kelly Craft addressed the importance of U.S. global leadership. Assistant Attorney General for National Security John Demers discussed the DOJ’s “China Initiative” and election security. Under Secretary of Defense for Acquisition and Sustainment Ellen Lord focused on the U.S. nuclear posture in an era of great power competition. Deputy Assistant Secretary of Defense for Nuclear and Missile Defense Policy Rob Soofer offered insight on U.S. missile defense policy. Special Presidential Envoy for Arms Control Marshall Billingslea assessed prospects for an arms control agreement between the U.S., Russia, and China. FTC Commissioner Noah Joshua Phillips explained how national security fits into antitrust enforcement. Assistant to the President Peter Navarro gave remarks on U.S.-China trade policy, while Peter Berkowitz, director of policy planning at the State Department, tackled the broader challenge of China. Undersecretary of State for Economic Growth, Energy, and the Environment Keith Krach discussed global supply chains and its impact on U.S. security. USAID’s Acting Administrator John Barsa and Deputy Administrator Barbara Glick explained the agency’s role in promoting development and countering China’s Belt and Road Initiative. Jim Richardson, director of State Department’s Office of Foreign Assistance, spoke on international cooperation for development and pandemic preparedness. David Schenker, assistant secretary of state for near eastern affairs, addressed great power competition in the Middle East. Deputy Assistant Secretary of State for Defense Policy Thomas DiNanno and Special Envoy for the Global Coalition to Defeat ISIS James Jeffrey outlined the administration’s strategy toward the Assad regime. Andrei Iancu, director of the U.S. Patent and Trade Office, discussed the patent system’s role in spurring and protecting innovation. U.S. Chief Technology Officer Michael Kratsios offered insight on the future of artificial intelligence. Bernard Nigro, deputy assistant attorney general for anti-trust at the Department of Justice, discussed developments in the field of antitrust law and patents. Ellie Cohanim, state department assistant special envoy to monitor and combat anti-Semitism, outlined efforts to counter rising global anti-Semitism. Brian Hook, special representative for Iran, and Elliott Abrams, special representative for Venezuela, detailed the relationship between Tehran and Caracas. Vice Chairman of the Joint Chiefs of Staff Gen. John Hyten discussed how the service’s implement the National Defense Strategy. Secretary of the Army Antony Blinken, who would become U.S. Secretary of State in the Biden administration, participates in Hudson’s “Dialogues on American Foreign Policy and World Affairs” with Walter Russell Mead on July 9, 2020.

"Whether we like it or not, the world tends not to organize itself. There is a premium still, and in some ways, even more than before, on American engagement, on American leadership."

—Secretary of State
Antony Blinken

"Taiwan stands on the front lines in the defense of democratic values. The gravity of the threat we face signifies the difficulty of the task before us, but by standing as one, as a community of like-minded democracies, I am confident we will rise to successfully meet the challenge."

—President Tsai Ing-wen of Taiwan
deepen Hudson’s influence with leading policymakers. Sen. John Barrasso (R-WY) and Sen. Rick Scott (R-FL) addressed the congressional response to the pandemic. Sen. Todd Young (R-IN) spoke on the importance of a bipartisan national strategy to sustain American innovation and global high-technology leadership. Sen. Bill Cassidy (R-LA) participated in a joint dialogue with British MP John Penrose on transatlantic cooperation to curb global money laundering. Sens. Tom Cotton (R-AR) and Marco Rubio (R-FL) participated in Hudson’s Dialogues on American Foreign Policy and World Affairs, a highly successful discussion series moderated by Walter Russell Mead that features influential policymakers and

Ryan McCarthy outlined the service’s modernization plan. Gen. Richard Clarke, Commander of U.S. Special Operations Command, explained how AI and big data are integrated into military planning and operations. Assistant Secretary of State for International Security and Nonproliferation Christopher Ford focused on missile and UAV proliferation. Deputy Special Representative for North Korea Alex Wong weighed in on prospects for stability on the peninsula, and Principal Deputy Assistant Secretary of Defense for Indo-Pacific Security Affairs David Helvey discussed U.S.-Japan security cooperation.

From Capitol Hill, Hudson continued to host members to discuss key issues and

GOVERNMENT RELATIONS

The greatest long-term threat to our nation’s information and intellectual property, and to our economic vitality, is the counterintelligence and economic espionage threat from China. It’s a threat to our economic security—and by extension, to our national security.”

—FBI Director Christopher Wray

“[H]ow China chooses to conduct itself in the world and how the United States and its allies and partners choose to respond to that is of enormous significance to the future of U.S. foreign policy.”

National Security Advisor Jake Sullivan

America is too powerful a country not to be involved in the world and our absence from the world stage would lead to calamity, chaos, friction and conflict that would eventually draw us in—that’s the lesson from history.”

—Sen. Marco Rubio (R-FL)
During 2020, Hudson experts testified before the House Committee on Foreign Affairs, the House Committee on Ways and Means, the House Committee on Armed Services, the Senate Committee on Energy and Natural Resources, the Senate Committee on Banking, Housing, and Urban Affairs, and the Senate Committee on Small Business and Entrepreneurship. Topics included conflict in Nigeria’s middle belt; stability and the future of Egypt; the long-term political, economic, and military challenge posed by China; supply chain lessons from Covid and the role of mineral supply chains in U.S. economic and national security; and the future structure of the U.S. Navy.

opinion leaders. Other series participants now hold senior Biden administration positions, including Secretary of State Antony Blinken, National Security Advisor Jake Sullivan, and National Security Council Indo-Pacific Coordinator Kurt Campbell.


“This is a country where someone who wants to make the world a better place can, and for these reasons this country has lifted up more people, unlocked more progress, and unleashed more prosperity than any other country in history.”

—Former U.S. Ambassador to the United Nations Nikki Haley
Media Outreach and Events

Hudson experts continued to lead the policy debate in the nation’s capital, in major opinion pages, on the broadcast and cable networks, and at Hudson events around the world.

“The United States and South Korea are standing up for a rules-based order by strengthening the democracies and our democratic economies.”
—Patrick Cronin

“The Chinese Communist Party has orchestrated a World Health Organization total whitewash of an investigation. This was a manmade pathogenetic weapons vector and development that had important stealth features that allowed it to spread.”
—David Asher

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“The U.S. Navy can credibly field a fleet of 581 vessels by 2045 by shifting from larger manned vessels to incorporate more numerous unmanned and smaller vessels in its design, generating a fleet that’s more operationally effective and is fiscally sustainable.”
—Timothy Walton

“China has been investing heavily in weapons systems specifically to target where the United States is weakest.”
—Rebeccah Heinrichs

“Defense Department leaders instead of building more frigates should determine the overall number and mix of ships that it needs and can afford within realistic budget constraints.”
—Bryan Clark

“The greatest strategic threat that the U.S. has faced in the Middle East for the last decade is the rise of Iran across the region.”
—Michael Doran

“The real prize for China is Taiwan. Given what is happening in Hong Kong now, Taiwan has moved further away from wanting to be any part of the People’s Republic of China.”
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For more than half a century since our founding, the character of Hudson Institute’s work—policy-focused, independent, and strategic—has made us a trusted source of timely guidance for a broad constituency of leading U.S. and international government, business, and media figures. In 2020, Hudson’s impact and reach grew dramatically, with more people than ever before engaging with Hudson’s robust program of op-eds, reports, podcasts, and virtual events.

Hudson experts authored more than 550 op-eds in the world’s leading publications, including the Wall Street Journal, New York Times, Washington Post, Foreign Affairs, and Foreign Policy. Print publications cited Hudson experts more than 900 times, and fellows lent their expertise in more than 100 radio and 200 television interviews, including on BBC, CNN, Fox News, CNBC, and more.

Hudson events brought together policy leaders from U.S. and allied governments, think tanks, academia, business, and journalism to deliberate key issues with a focus on solutions. Hudson welcomed a remarkable group of speakers including Prime Minister of Israel Benjamin Netanyahu; Taiwanese President Tsai Ing-wen; U.S. Secretary of State Antony Blinken; Senators John Barrasso (R-WY), Bill Cassidy (R-LA), Tom Cotton (R-AR), Marco Rubio (R-FL), Rick Scott (R-FL) and Todd Young (R-IN); former Senator Joe Lieberman; Representatives Don Bacon (R-NE), Jim Banks (R-IN), Liz Cheney (R-WY), Joe Courtney (D-CT), Mike Gallagher (R-WI), Jim Himes (D-CT), Jim Langevin (D-RI), Seth Moulton (D-MA), Mike Turner (R-OH), Rob Wittman (R-VA), and Ted Yoho (R-FL); Vice Chairman of the Joint Chiefs of Staff General John E. Hyten; Commander of U.S. Special Operations Command General Richard D. Clarke; U.S. Ambassador to the United Nations Kelly Craft; former U.S. Ambassador to the United Nations Nikki Haley; U.S. Ambassador to the Kingdom of Denmark Carla Sands; former U.S. Ambassador to the United Nations Nikki Haley; U.S. Ambassador to the United Nations Nikki Haley; U.S. Ambassador to the Kingdom of Denmark Carla Sands; U.S. Special Representative for Syria Engagement and Special Envoy for the Global Coalition to Defeat ISIS Ambassador James Jeffrey; Secretary of the Army Ryan D. McCarthy; and U.S. National Security Advisors Robert O’Brien and Jake Sullivan; National Security Council Indo-Pacific Affairs Coordinator Kurt Campbell; Federal Trade Commissioner Noah Joshua Phillips; USAID Acting Administrator John Barsa; Director of Policy Planning at the State Department Peter Berkowitz; U.S. Under Secretary of State for Economic Growth, Energy, and the Environment Keith Krach; Assistant Attorney for National Security at the U.S. Department of Justice John Demers; FBI Director Christopher Wray; U.S. Director of the Office of Foreign Assistance Resources James Richardson; FCC Commissioner Michael O’Rielly; former Chief Economist of the Federal Communications Commission Thomas "An international order is only as strong and effective as the geopolitical foundations on which it stands. It is good to have global governance goals. The U.S.—with its allies—must get the power politics right, or watch its hopes for a more peaceful and sustainable world order fade away.” —Walter Russell Mead
W. Hazlett; former Under Secretary of Defense for Policy; Michèle Flournoy; U.S. Under Secretary of Defense for Acquisition and Sustainment; Ellen Lord; former Under Secretary of Defense for Policy; Jim Miller; U.S. Assistant Secretary of State for International Security and Nonproliferation; Christopher Ford; U.S. Deputy Assistant Secretary of Defense for Nuclear and Missile Defense Policy; Robert Soofer; U.S. Director of Defense Research and Engineering for Modernization; Mark Lewis; U.S. Special Representative for Venezuela; Elliott Abrams; U.S. Special Presidential Envoy for Arms Control Ambassador; Marshall Billingslea; U.S. Chief Technology Officer; Michael Kratsios; U.S. Deputy Assistant Secretary for Defense Policy, Emerging Threats, and Outreach in the Bureau of Arms Control, Verification and Compliance; Thomas DiNanno; U.S. Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office; Andrei Iancu; U.S. Deputy Special Representative for North Korea; Alex Wong; U.S. Assistant Special Envoy to Monitor and Combat Anti-Semitism; Ellie Cohanim; National Institutes of Health Head of the Emerging Pathogens Section; Daniel Chertow; U.S. Special Representative for Iran and Senior Policy Advisor to the Secretary of State; Brian Hook; Principal Director for 5G in the Office of the Director of Defense Research and Engineering; Joseph Evans; NATO Deputy Secretary General; Mircea Geoană; UAE Ambassador to the United States; Yousef Al Otaiba; German Ambassador to the United States; Emily Haber; U.K. Ambassador to the U.S. Karen Pierce; Foreign Minister of Taiwan; Joseph Wu; Indian Ambassador to the United Nations; Taranjit Singh Sandhu; Israeli Ambassador to the United Nations; Danny Danon; the former crown prince of Iran; Reza Pahlavi; former Japanese Minister of Defense; Satoshi Morimoto; U.K. Members of Parliament; Andrew Mitchell, John Penrose, and Sir Iain Duncan Smith; Indian Member of Parliament and Hudson Institute Trustee; Rajeev Chandrasekhar; Japanese Deputy Director-General of the International Cooperation Bureau; Shinichi Saida; Deputy Chief of Mission to the Japanese Embassy in the U.S.; Kazutoshi Aikawa; Chairman of the Munich Security Conference Ambassador; Wolfgang Ischinger; Merck Executive Vice President; Julie Gerberding; and authors Christian Brose, Michael Lind, Edward Luttwak, and J.D. Vance; among others.

Senior Fellow Peter Rough and former UN Ambassador to the United Nations Nikki Haley speak at Hudson Institute on February 26, 2020.

Hudson by the Numbers

WEBSITE
- 2.5 MILLION PAGEVIEWS ▲ (45% increase from 2019)
- 1.5 MILLION UNIQUE VISITORS ▲ (52% increase from 2019)

TWITTER
(across Twitter, Facebook, & Instagram from Hudson & KI accounts)
- 4.1 MILLION IMPRESSIONS
- 59,447 TOTAL FOLLOWERS ▲ (18.64% increase from 2019)

YOUTUBE
- 135 EVENTS
- 1.6 MILLION VIEWS ▲ (168% increase from 2019)
- 20.9 MILLION IMPRESSIONS ▲ (117% increase from 2019)
- 14,360 NEW SUBSCRIBERS ▲ (177% increase from 2019)

GOOGLE SEARCH
- 655,000 CLICKS ▲ (16% increase from 2019)
- 22.1 MILLION IMPRESSIONS

EARNED MEDIA
- 935 PRINT MENTIONS ▲ (32.6% increase from 2019)
- 553 OP-EDS ▲ (39.3% increase from 2019)
- 214 TV APPEARANCES

Clockwise from top left: FBI Director Christopher Wray; Rep. Mike Turner (R-OH); civil-rights leader Robert Woodson; Senior Fellow and Director for Chinese Strategy Michael Pillsbury; audience members at a Hudson event; Visiting Fellow Satoru Nagao and Japan Chair Fellow Taro Hayashi; and Senior Fellow and Director of the Center for Religious Freedom Nina Shea, Vice President of Public Affairs Ann Marie Hauser, and Senior Fellow Melanie Kirkpatrick.

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53  HUDSON INSTITUTE 2020
Hudson’s commitment to strengthening America and its allies is furthered in our programs devoted to educating the leaders of tomorrow.

Hudson Institute Political Studies

Hudson Institute Political Studies offers exceptional undergraduates a summer fellowship based in Washington, D.C. that focuses on the serious study of politics. Participating students are encouraged to think independently through a curriculum of political philosophy, strategy, and policy.

Hudson Institute Political Studies is guided by the understanding that students should think for themselves, read critically and carefully, and analyze complexity—activities that help students become discerning citizens, thoughtful leaders, and decent people. This education presumes that truth should be the objective of learning (although it may not be simple) and that intelligent people can, and indeed, must seek it to live a serious life.

Over 1,200 applicants from renowned colleges and universities across the country and around the world applied in 2020 for the six-week program directed by John Walters and Rachel Mackey, involving rigorous seminars, policy workshops, and events with distinguished professors, policy practitioners, and national leaders. Students study ancient and modern political philosophers, America’s founding, the Civil War, the Bible, and Shakespeare, among other authors and topics.

The 2020 Summer Fellowship was canceled unfortunately due to the pandemic, with admitted students offered deferred admission for an expanded program of 54 students in 2021. Admitted students and program alumni instead convened virtually throughout 2020 to deliberate on topics in political theory and public policy led by Hudson experts Michael Doran, Thomas Duesterberg, and Walter Russell Mead, among others.

Internships

The transition to fully virtual internships for most of 2020 provided new and broader opportunities to connect students with Hudson’s research staff and for Hudson interns to impact Hudson’s policy work. Hudson welcomed over 100 interns, both undergraduates and post-graduates, representing over 50 universities from around the world.

- Cyber and National Security interns worked on measuring the financial impact of quantum and provided research support on supply-chain issues pertaining to semiconductors and batteries.
- Asia-Pacific Security interns wrote memos and provided analytical frameworks on national security threats ranging from North Korea to China. Interns also focused their research on human rights violations in China, assisting with op-eds and conducting background research for various conferences.
- South & Central Asia interns researched India-China relations, supported multiple book projects of Hudson experts, and contributed to articles on topics such as Iran’s expansion eastward, and provided research for a semimonthly newsletter.
- Grand Strategy & History interns provided research on policymakers from the Cold War through the present to understand the future of world order and alliance structures.
- Center for American Seapower interns researched the build-up of China’s navy and Chinese strategy in Africa, as well as the role of technology in naval affairs. They also looked at Chinese maritime strategy in the Arctic region.

Core research projects were supplemented with weekly seminars with Hudson experts on current events, working in Washington, and effective writing techniques. Interns commented that the opportunity to apply research in a professional setting and interact with other students interested in the world of politics, policy, and ideas was a valuable experience.

“My time at Hudson has been one of the most intellectually stimulating internship experiences I have had. From the research content to my peers to the intern seminars, I have been surrounded by a wealth of knowledge. Working in an academically enriching environment that encourages a diversity of opinions has been rewarding on a variety of levels; I will definitely cherish this experience in the years to come.”  
—Shriya Dodwani, University of Virginia

“Finding serious conversations can be difficult in a world of cable news and Twitter—but that’s why Hudson’s alumni programs are so important to me. Hudson gives me a space set apart from all the digital noise where I can pursue wisdom with true friends, and I’m so grateful.”  
—Michael Lucchese, Class of 2017
The road to freedom and democracy is long and never easy. But it is one that is always worth taking.”
—President Tsai Ing-wen of Taiwan

“In 2020, Hudson created an even more extensive and bipartisan network of American policy leaders, and we have strengthened our ties to the leadership of America’s allies,” said John Walters. “We are proud of our work on national security, trade, technology, and human rights. You made that work possible with your steadfast support. Even in difficult times, you rose with us to the challenge.”

President Tsai Ing-wen of Taiwan then delivered keynote remarks, focusing on today’s fundamental questions of freedom versus authoritarianism and drawing attention to the situation in Hong Kong, belligerent behavior orchestrated by the Chinese Communist Party in the South China Sea, human rights violations in Xinjiang province, and threats to Taiwan. President Tsai stated her desire for constructive Cross-Strait dialogue to peacefully address differences of opinion and perspective without need for preconditions, and outlined how the United States, Taiwan, and regional allies can enhance cooperation.

A series of conversations between Hudson fellows and leading U.S. and foreign policymakers followed: Walter Russell Mead interviewed Senator Tom Cotton (R-AR) and Representative Seth Moulton (D-MA). Michael Doran engaged Prime Minister Benjamin Netanyahu on his leadership of Israel. Finally, Lewis Libby interviewed Representative Liz Cheney (R-WY) on key U.S. national security questions and principles to guide America’s political leaders.

“I’ve been honored to head Hudson Institute for nearly a decade and to have led this unique team of creative and insightful minds that have brought about fundamental policy change. The best days of this organization lie ahead.”
—Kenneth R. Weinstein
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In 2020, Hudson’s CAB events and New York Discussion Series temporarily moved virtual, providing a regular series of off-the-record sessions on critical issues facing our country. CAB members received briefings on the Covid-19 pandemic, civil unrest across the United States, the state of the 2020 election, the negotiations and signing of the Abraham Accords, and global security issues. Speakers included Hudson’s own H.R. McMaster, Walter Russell Mead, Michael Doran, Patrick Cronin, John Lee, Peter Rough, William Schneider, Thomas Duesterberg, Michael Pillsbury, Lewis Libby, and John Walters, as well as guest speakers such as civil rights leader Robert Woodson, historian Victor Davis Hanson, Sens. John Barrasso (R-WY) and Rick Scott (R-FL), Rep. Liz Cheney (R-WY), former New York Police Commissioner William Bratton, Amb. Ron Dermer of Israel, Amb. Arthur Sinodinos of Australia, and Gen. David Petraeus.

For over fifty years, Hudson Institute has worked closely with many of the world’s leading industries and corporations to help meet the challenges posed by rapidly changing political, regulatory, and security dynamics. Hudson’s Corporate Advisory Council provides a forum for leading businesses to support Hudson’s mission and engage with experts and policymakers on a regular basis. Members of Hudson’s Corporate Advisory Council receive expert guidance on key policy issues when it matters most, including time sensitive and tailored briefings in response to breaking news, as well as invitations to special events and access to our large network of friends in Washington and in capitals around the world.

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2020 Financials

TOTAL REVENUES
$21.5 million

TOTAL EXPENSES
$17 million

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