

A low-angle photograph of the Statue of Liberty against a clear blue sky with some white clouds at the bottom. The statue is shown from the waist up, holding the torch in its right hand and a tablet in its left. The text "Hudson Institute" is overlaid in white serif font.

Hudson Institute

2016 ANNUAL REPORT



"The world without American engagement
is a world none of us wants to live in."

—**SENATOR MARCO RUBIO**

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2016 WAS ANOTHER EXTRAORDINARILY PRODUCTIVE YEAR FOR HUDSON INSTITUTE.

Our people and projects were more active and visible, on more fronts, and with greater impact than ever before.



SARAH MAY STERN
Chairman of the Board

KENNETH R. WEINSTEIN
President and CEO

With a historic election campaign underway here at home, and with significant turmoil overseas—from Europe to the Middle East to Asia—Hudson experts were in constant public demand: for written commentary in every major publication in the United States; for live interviews on every leading news channel; and for formal testimony during high-profile House and Senate committee hearings.

Demand for Hudson's private counsel was similarly intense. The Institute organized closed-door briefings and policy workshops for eight different presidential candidates, more than 60 incumbent members of Congress, high-level delegations from the European and Indian parliaments and Japanese Diet, and a host of senior diplomats and cabinet ministers from allied foreign governments.

The practical effect of Hudson's work was obvious and significant. To mention but a few examples: The policy recommendations of Hudson's Blue Ribbon Study Panel on Biodefense were incorporated

into the Biodefense Strategy Act introduced by Sen. Ron Johnson of Wisconsin, chair of the Senate Homeland Security and Government Affairs Committee, and prompted a White House review of federal programs. Fellow Rebecca Heinrichs' research played a key role in a new congressional drive to expand and improve U.S. missile defense capabilities. Senior Fellow Nina Shea's efforts to promote and protect religious freedom helped spur the State Department to designate the Islamic State's persecution of Middle Eastern Christians as "genocide." And House Speaker Paul Ryan introduced a health care reform plan that drew heavily on Senior Fellow Jeffrey Anderson's report, *Alternative to Obamacare*.

Hudson's prominence in Washington policy discussions and the unparalleled influence of our audience also made the Institute a magnet for leading statesmen and officeholders seeking the most powerful possible platform for their views. In New York City in September, after being presented with Hudson's 2016 Herman Kahn Award, Israeli Prime Minister Benjamin Netanyahu participated in a nearly hour-long conversation with noted philanthropist Roger Hertog—and spoke with rare candor and striking optimism about the future of his country's economy, its complicated domestic politics and demography, and its shifting regional diplomatic and security alliances.

Here in Washington in February, our 2013 Herman Kahn Award honoree, Prime Minister Shinzō Abe of Japan, was the featured guest and keynote speaker at the grand opening reception for Hudson's state-of-the-art, vastly expanded new head-

quarters facility on Pennsylvania Avenue. Abe offered moving praise of the Institute's signal contributions to global security generally—and to the crucial U.S.-Japan relationship in particular.

Following Prime Minister Abe to Hudson's conference room stage over the course of the year were a long list of top newsmakers including Senators Tom Cotton, Marco Rubio, and Lindsey Graham; Congressman Mike Pompeo—who has since become Director of the Central Intelligence Agency; and many others.

Hudson is now uniquely well placed to help shape policy in Washington over the next four years and beyond. Our already deep bench of talent has been expanded to include experts like Craig Kennedy, former president of the German Marshall Fund of the United States, and Ron Prosser, former Israeli Permanent Representative to the United Nations. We have friends and former colleagues serving in the new administration; Distinguished Fellow Elaine Chao has been tapped to serve as Secretary of Transportation, for example. And our extensive, carefully tended collection of contacts *outside* the executive branch—in both major political parties and representing a broad range of philosophical tendencies—gives us a flexibility and reach that few other comparable institutions can match.

None of what we have achieved so far would have been possible without the loyal support of our many friends and contributors, of course. We offer our sincerest thanks to those of you who've given so generously in the past. And we invite those of you who may be new to Hudson to visit us, join in, and actively participate as we push ahead to even greater success—for America and the world—as the future unfolds.

Best regards,



SARAH MAY STERN



KENNETH R. WEINSTEIN





"I AM DETERMINED TO FURTHER STRENGTHEN OUR ALLIANCE OF HOPE.

I wish you future success for the Institute as a bridge in intellectual exchanges between Japan and the United States."

—PRIME MINISTER SHINZŌ ABE

2016 was another tumultuous year in global affairs—and Hudson experts regularly provided the in-depth research, candid counsel, and practical solutions sought by policymakers, military commanders, journalists, and opinion leaders all over the world. With thorough reports, conversation-changing editorials, congressional testimony, news-making events, and detailed briefings, Hudson fellows had a pivotal role in helping American and international officials respond to the most pressing challenges of the day.

To better meet Hudson's growing responsibilities, the Institute continued its long-term strategic expansion, relocating to a spacious, state-of-the-art headquarters facility on Washington's Pennsylvania Avenue, and adding a number of key experts to an already unparalleled policy team. Notable newcomers to Hudson included former U.S. Labor Secretary Elaine L. Chao (who has since become Secretary of Transportation); Ambassador Ron Prosor, former Israeli Permanent Representative to the United Nations; and Craig Kennedy, former president of the German Mar-

shall Fund—each of who had an immediate impact on a variety of Institute projects to strengthen the U.S. economy, rethink American diplomatic and security policy, and deepen our relationships with allied governments and like-minded think tanks and universities overseas.

No part of the world drew more attention in 2016 than the Middle East, where the ongoing depredations of ISIS, the devastating civil war in Syria, the lifting of international sanctions against Iran, and the Kremlin's reassertion of Russian influence escalated existing tensions—and compromised America's standing. Throughout the year, Hudson fellows produced a wealth of analysis and commentary highlighting the myriad flaws in current U.S. Middle East policy and detailing the strategic and tactical corrections the new administration should pursue.

In October, Senior Fellow Michael Doran—whose celebrated 2015 essay on the P5+1 nuclear agreement with Iran has become the standard interpretation of President Obama's thinking about the Middle East—published a much praised retell-

Photos: (Clockwise from top) Kenneth R. Weinstein and Prime Minister Shinzō Abe at the grand opening of Hudson's new office. Rebecca Heinrichs, former Sen. Jon Kyl, Sen. Tom Cotton, and retired Gen. Charles Jacoby, Jr. discussing space and missile defense. CIA Director and former Rep. Mike Pompeo at a Hudson conference on energy security. Arthur Herman and T. Boone Pickens discussing American natural gas resources.

ing of the 1956 Suez Crisis, *Ike's Gamble*. Doran's book underscores the bedrock foreign policy principle that a regretful Dwight Eisenhower came to acknowledge only too late: that Israel, not any of its Arab neighbors, is America's strongest and most dependable regional ally. Also in 2016, Distinguished Fellow Walter Russell Mead completed work on his latest book, *The Arc of a Covenant: The United States, Israel, and the Fate of the Jewish People*, a comprehensive history of the American-Israeli relationship that will be published by Knopf in early 2018.

Hudson continued its work with Israel throughout the year, hosting a public discussion with Ambassador Dore Gold, the Director General of Israel's Ministry of Foreign Affairs; honoring Prime Minister Benjamin Netanyahu with our annual Herman Kahn Award; and co-sponsoring the Hudson Institute-University of Haifa Blue Ribbon Commission on the Eastern Mediterranean, co-chaired by former Sen. Mary Landrieu (LA) and retired Rear Admiral Shaul Chorev, former head of Israel's Atomic Energy Commission and deputy chief of the Israeli Navy. The Commission's landmark September report—featuring substantial contributions by Hudson experts Douglas Feith, Arthur Herman, Seth Cropsey, and Ron Prosor—called for renewed U.S. engagement in the Eastern Mediterranean and greater use of Israeli naval power to provide security in those waters.

Senior Fellow Michael Pregent produced important work on one especially deleterious byproduct of the P5+1 nuclear deal: the new freedom that agreement has offered Iran to expand its influence—and promote destabilizing sectarian divisions—in Iraq's fragile democratic politics. Senior

Fellow Husain Haqqani published a widely read essay in *The Wall Street Journal* warning that American Middle East policy cannot afford to neglect Afghanistan and Pakistan, which remain the world's most active incubators of terrorism. In the pages of *The American Interest*, Senior Fellow Eric B. Brown carefully explained how the events of Turkey's *annus horribilis* (a failed coup attempt and a series of deadly terror attacks) exacerbated a decline of democracy in that country that actually long predates 2016.

And Senior Fellow Nina Shea, director of Hudson's Center for Religious Freedom, worked all year long, tirelessly and with ultimate success, to secure an official U.S. acknowledgement and designation of “genocide” with respect to ISIS's persecution of Christians and other religious minorities in the Iraqi and Syrian territories that terrorist group continues to control. Shea also briefed Pope Francis in Rome at a conference of Catholic legislators organized to develop strategies to defend ISIS's victims—and call attention to the plight of Coptic Christians in Egypt, as well.

Hudson's acclaimed Kleptocracy Initiative, which examines the largescale threat posed to Western democracies by autocratic regimes, published *The Kleptocracy Curse: Rethinking Containment*, a timely and enterprising report detailing how foreign oligarchs conduct real estate-based money laundering in the West, corrupting and imposing significant strains on domestic housing markets.

Senior Fellow David Satter warned of the dangers to global democracy and individual liberty posed by one particularly aggressive autocracy—Vladimir Putin's regime in Russia—with essays in *The Wall Street Journal*, personal testimony before

Photos: (Clockwise from top) Former Citigroup Senior Vice Chairman and Senior International Officer Bill Rhodes speaking about the challenges facing the global financial system. FCC Commissioner Michael O'Rielly and Harold Furchtgott-Roth discussing federal regulation and spectrum policy. Melanie Kirkpatrick and Wall Street Journal columnist Kimberley Strassel at a book event for Kirkpatrick's *Thanksgiving: The Holiday at the Heart of the American Experience*.



"For our economy to move out of its slow-growth path, we need to see action by the White House, by Congress, by the private sector, including the financial sector. We need to unlock the large savings that many Americans have felt bound to establish—their confidence in the economy needs to rise."

—**BILL RHODES, FORMER CITIGROUP SENIOR VICE CHAIRMAN**



the Senate Foreign Relations Committee, and a brand-new book, *The Less You Know, the Better You Sleep: Russia's Road to Terror and Dictatorship under Yeltsin and Putin* (Yale University Press). Research Fellows Hannah Thoburn and Benjamin Haddad added detailed analysis of the effects of existing Western economic sanctions on Kremlin-connected individuals and organizations, and offered a strong argument that those sanctions should be maintained.

Senior Fellow Husain Haqqani and Aparna Pande, director of Hudson's Initiative on the Future of India and South Asia, extended that project's work with several new reports on the Indian subcontinent, including *Modi: Two Years On*, an analysis of Prime Minister Narendra Modi's domestic agenda, and *India's Health Under Modi: Agenda for the Next Two Years*, which examined Modi's progress toward a promised transformation of medical practice, administration, and finance. The latter report was launched at a conference headlined by Taranjit Singh Sandhu, India's ambassador to the United States. Hudson CEO Kenneth R. Weinstein also briefed Prime Minister Modi at Blair House in June.

As Beijing's economic, military, and territorial assertiveness increasingly unsettles the established order in the Western Pacific, Hudson's uniquely close, decades-long ties with Japan—a vital U.S. ally in Asia—have never been stronger. In 2016, Japanese Prime Minister Shinzō Abe was the guest of honor at the grand opening of Hudson's new headquarters. Key members of the Japanese Diet traveled to Washington to participate in an international symposium at Hudson on U.S.-Japanese scientific and defense cooperation.

Senior Fellow Arthur Herman's report, *The Awakening Giant: Risks and Opportunities for Japan's New Defense Export Policy*, examined potential avenues for bilateral security collaboration. And Herman—along with Senior Fellow William Schneider, former chairman of the Defense Science Board—led Hudson workshops with members of the Japanese Ministry of Defense that led to the creation of a parallel, Japanese Science Defense Board and also prompted a significant expansion of the Japanese agency (like the Pentagon's DARPA) that makes critical investments in emerging technologies for the military.

Another key U.S. ally in Asia, Taiwan, also has deep and longstanding connections to Hudson. Throughout 2016, Senior Fellow Seth Cropsey hosted a series of public panel discussions and presentations on Taiwan's trade prospects, regional security concerns, and American defense obligations.

Hudson and its experts have long championed a strong and capable military to protect and promote American interests across the globe, and 2016 was no exception. Senior Fellow Seth Cropsey wrote about declining U.S. naval capabilities in *The Wall Street Journal*. And Fellow Rebecca L. Heinrichs directed a major study on the importance of investing in missile defense technologies, improving situational awareness beyond Earth's atmosphere, and moving forward on a space-based interceptor layer. Sen. Tom Cotton (AR), former Sen. John Kyl (AZ), and retired General Charles Jacoby joined Heinrichs for the release of this study, *Space and the Right to Self Defense*, in July.

On the domestic policy front, Senior Fellow Arthur Herman hosted a series of conferences on ener-

Photos: (Clockwise from top left) Rep. Ami Bera discussing ways to encourage political participation. Nina Shea talking with Pope Francis about her report on the genocide of religious minorities in the Middle East. Jack David, Hadassah Lieberman, and former Sen. Joseph Lieberman at the Herman Kahn Award Dinner. Sec. Elaine Chao speaking about the importance of infrastructure. Amb. Taranjit Singh Sandhu, Deputy Chief of Mission at the Embassy of India, discussing India's efforts to improve public healthcare.





gy and American natural gas resources headlined by Rep. Mike Pompeo (KS) of the House Energy Committee, entrepreneur and investor T. Boone Pickens, and former Gov. George Allen (VA). As the opioid crisis captured the national attention, Senior Fellow David W. Murray and Chief Operating Officer John P. Walters continued their work to promote sound policies to address epidemic drug use.

Hudson domestic policy initiatives were notably influential on Capitol Hill in 2016. House Transportation Committee Chairman Bill Shuster (PA) introduced a bill to reform the U.S. air traffic control system, calling for a series of improvements drawn directly from the findings of a 2013

Hudson study led by Distinguished Fellow Christopher DeMuth. Sen. Ron Johnson (WI), Chair of the Senate Homeland Security and Government Affairs Committee, introduced the Biodefense Strategy Act, based heavily on recommendations from the Hudson-sponsored Blue Ribbon Study Panel on Biodefense. And when Speaker Paul Ryan (WI) was assembling his package of 2016 reform proposals, he looked to Senior Fellow Jeffrey Anderson's recent reports on healthcare and tax policy, adopting Anderson's suggestions for non-income-tested, age-based, refundable tax credits to individuals who purchase health insurance directly, for example.

Photo: (Above) Members of the Chairman's Advisory Board examine a map showing part of the Pacific theater in World War II during a tour of the Marine Corps Recruit Depot Museum in San Diego.



"The Hudson Institute Political Studies Summer Fellowship gave me the opportunity to learn from world-class professors and speakers who helped to guide my study of the greatest thinkers and their works. By incorporating a study of foreign and domestic policy, it pushed me to think critically and allowed me to connect theory to practice and philosophy to policy."

—ALEXANDER KHAN, HUDSON INSTITUTE POLITICAL STUDIES 2016 SUMMER FELLOW

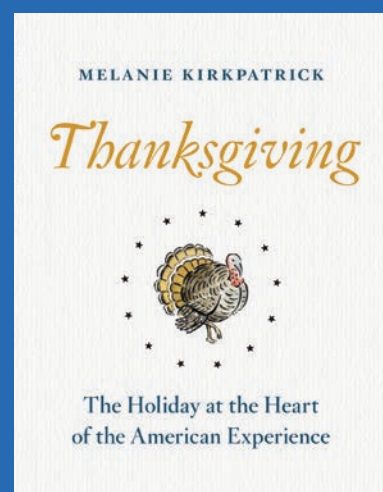
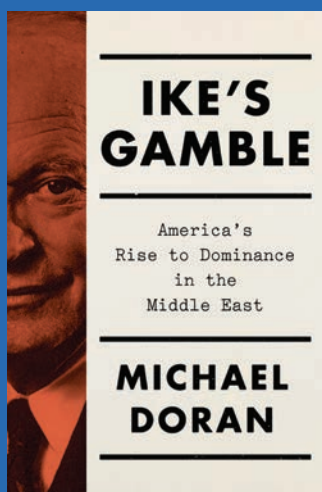
Political Studies Program

Hudson Institute Political Studies offers gifted undergraduates a Summer Fellowship in political theory and practice that broadens and deepens their understanding of public policy and American political principles. The Fellowship combines three elements: rigorous study of politics and political thought through week-long seminars led by master teachers, policy workshops featuring think tank experts and experienced government officials, and a distinguished speaker series of exemplary figures from public life.

The 2016 Summer Fellowship featured seminars that examined Plato's *Republic*, Machiavelli's

The Prince, and Tocqueville's *Democracy in America*, along with selections from the Bible, *Federalist Papers*, Lincoln-Douglas Debates, and current scholarship on American foreign policy in the Middle East. These classes were led by Prof. Robert Bartlett (Boston College), Michael Doran (Hudson Institute), Prof. Mark Blitz (Claremont McKenna College) and Prof. Jean Yarbrough (Bowdoin College). Guest speakers included General Michael Hayden, Supreme Court Associate Justice Stephen Breyer, Senator Tom Cotton, Ambassador Anne Patterson, Prof. Harvey C. Mansfield, Dr. Leon Kass, and Fox Senior Correspondent Catherine Herridge.

Photos: (Above from left) Grace Athanas-Linden, a Hudson Institute Political Studies 2016 Summer Fellow, discussing the American political system. Alexander Khan, a Hudson Institute Political Studies 2016 Summer Fellow, giving a presentation on the military decision-making of Maj. Gen. J.E.B. Stuart at Gettysburg Battlefield.



Books

David Satter

The Less You Know, The Better You Sleep

Yale University Press (May 24, 2016)

In this book, David Satter tells the story of the Moscow apartment bombings in 1999, building a straightforward case that bombings were not perpetrated by the Chechens, but were carried out by the Russian FSB security police to help bring Putin to power. Satter illustrates how Boris Yeltsin presided over the criminalization of Russia, why Vladimir Putin was chosen as his successor, and how Putin has suppressed all opposition while retaining the appearance of a pluralist state. As the threat represented by Russia becomes increasingly clear, Satter's description of where Russia is and how it got there will be of vital interest to anyone concerned about the dangers facing the world today.

Michael Doran

Ike's Gamble: America's Rise to Dominance in the Middle East

Simon & Schuster Free Press (October 11, 2016)

In *Ike's Gamble*, Michael Doran embarks on a major retelling of the Suez Crisis of 1956, providing a rich new understanding of how the U.S. became the power broker in the Middle East. This in-

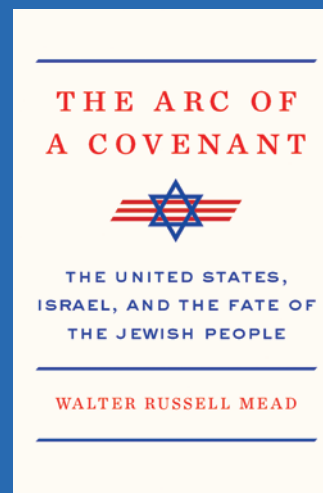
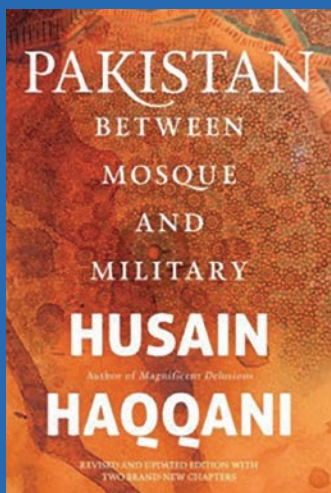
sightful and provocative history shows how Egyptian President Gamal Abdel Nasser played the U.S., invoking America's opposition to European colonialism to drive a wedge between Eisenhower and two British Prime Ministers, Winston Churchill and Anthony Eden. In time, Eisenhower would conclude that Nasser had duped him, that the Arab countries were too fractious to anchor America's interests in the Middle East, and that the U.S. should turn instead to Israel as a powerful regional ally.

Melanie Kirkpatrick

Thanksgiving: The Holiday at the Heart of the American Experience

Encounter Books (October 11, 2016)

In *Thanksgiving*, award-winning author Melanie Kirkpatrick journeys through four centuries of history, painting a vivid portrait of America's oldest tradition. Drawing on newspaper accounts, private correspondence, historical documents, and cookbooks, *Thanksgiving* brings to life the full history of the holiday and what it has meant to generations of Americans. Famous figures include George Washington, who proclaimed our first Thanksgiving as a nation amid controversy about his Constitutional power to do so; Lincoln, who wanted to heal a divided nation sick of war when he called for all



Americans—North and South—to mark a Thanksgiving Day; and FDR, who set off a debate on state's rights when he changed the traditional date of Thanksgiving. While the rites and rituals of the holiday have evolved over the centuries, its essence remains the same: family and friends feasting together in a spirit of gratitude to God, neighborliness, and hospitality.

Husain Haqqani

Pakistan: Between Mosque and Military

Penguin Viking (February 29, 2016)

In this updated second edition printing, Ambassador Husain Haqqani reveals the complications that beset U.S. relations with Pakistan. Among U.S. allies in the war against terrorism, Pakistan cannot be easily characterized as either friend or foe. Nuclear-armed Pakistan is an important center of radical Islamic ideas and groups. Since 9/11, the selective cooperation of president General Pervez Musharraf in sharing intelligence with the United States and apprehending al Qaeda members has led to the assumption that Pakistan might be ready to give up its longstanding ties with radical Islam. But Pakistan's status as an Islamic ideological state is closely linked with the Pakistani elite's worldview and the praetorian ambitions of its military. This book analyzes the origins of the relationships be-

tween Islamist groups and Pakistan's military, and explores the nation's quest for identity and security.

Arthur Herman

Douglas MacArthur: American Warrior

Random House (June 14, 2016)

Drawing on a wealth of new sources, Arthur Herman's examination of Douglas MacArthur delivers a powerhouse biography that peels back the layers of myth—both good and bad—and exposes the marrow of the man beneath. MacArthur's life spans the emergence of the United States Army as a global fighting force. Its history is to a great degree his story. The son of a Civil War hero, he led American troops in three monumental conflicts—World War I, World War II, and the Korean War. Herman spans the full arc of MacArthur's journey, from his elevation to major general at 38 through his tenure as superintendent of West Point, field marshal of the Philippines, supreme ruler of post-war Japan, and beyond.

Walter Russell Mead

The Arc of a Covenant: The United States, Israel, and the Fate of the Jewish People

Knopf (March 6, 2018)

This comprehensive history of the American-Israeli relationship will be published in early 2018.

"THE FUTURE TRULY BELONGS TO THOSE WHO INNOVATE."

I don't think there's a substitute or an alternative for Israel's tremendous alliance with the United States. This is the first alliance and the irreplaceable alliance."

—PRIME MINISTER BENJAMIN NETANYAHU

Prime Minister Benjamin Netanyahu of Israel received the 2016 Herman Kahn Award at a September 22 gala ceremony at Manhattan's Plaza Hotel. He also participated in an extended dialogue about the future of Israel with Roger Hertog, noted philanthropist and chairman of the Tikvah Fund.

During the conversation, Prime Minister Netanyahu praised "the irreplaceable alliance" between the U.S. and Israel and commented on foreign relations with Russia, the increasing importance of cybersecurity, and Israel's impressive economic growth. "No world leader has done more to transform his country's economy, to open markets and deregulate, and to turn his country into a start-up nation, a model for the developed world," said Hudson Institute President Kenneth Weinstein in his welcoming remarks.

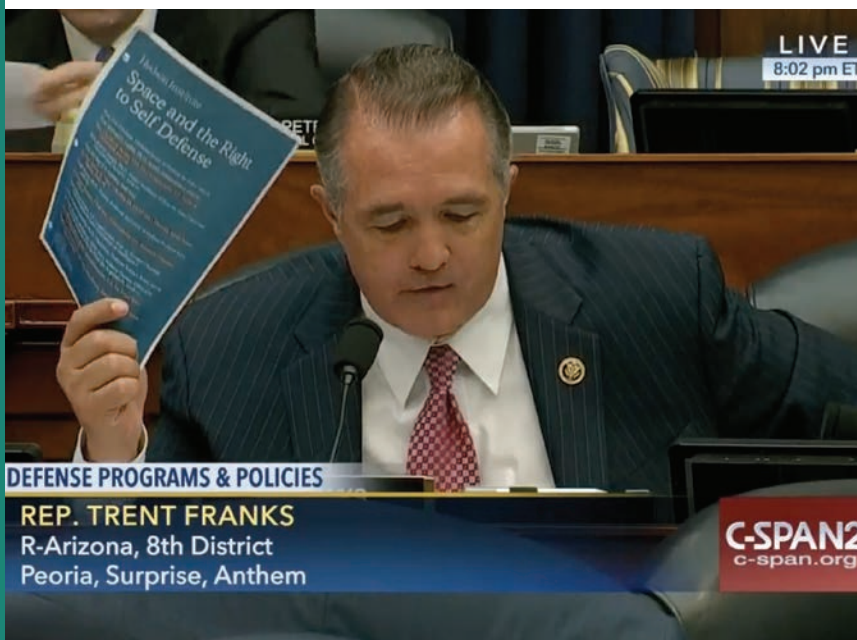
Named after the Institute's founder, Hudson's Herman Kahn Award is presented to lead-

ing public servants who exemplify a commitment to Western alliances as the bedrock of global security, prosperity, and freedom. Prime Minister Netanyahu was honored for his lifetime of service to Israel; his nation's efforts to combat Islamic radicalism; his stewardship of path-breaking Israeli diplomatic initiatives in Asia, Africa, and Latin America; and his transformative leadership of Israel's thriving economy.

"Prime Minister Netanyahu enriched our understanding of the Mideast, of Israel, and of this particular moment in history and its relevance for history," said Sarah Stern, Hudson Institute's Chairman of the Board of Trustees. "This has been a great dialogue but not unusual for Hudson. Our experts engage every day with world leaders and with policymakers to strengthen our mission, which is the mission of strengthening America in concert with our allies."

Photos: (Clockwise from top left) Roger Hertog leading the discussion with Prime Minister Benjamin Netanyahu. Prime Minister Benjamin Netanyahu receiving the 2016 Herman Kahn Award from Sarah Stern. Prime Minister Benjamin Netanyahu analyzing the U.S.-Israeli relationship. Kenneth R. Weinstein addressing the audience at the Herman Kahn Award Dinner. Former Secretary of State Henry Kissinger.





"THERE'S A UNIQUE OPPORTUNITY FOR THE NEXT PRESIDENT

when you have the Arab world and the Jewish state facing common enemies, working together in a fashion that I've never seen."

—SENATOR LINDSEY GRAHAM

As violence and instability surged worldwide in 2016, policymakers turned to Hudson experts for their analysis and policy guidance. Over the course of the year, Institute fellows engaged senior officials in the executive branch, prominent leaders in Congress and foreign capitals, and the president-elect's policy transition team.

Through publications, briefings, and congressional testimony, Hudson scholars—from Secretary Elaine Chao to regulatory policy expert Christopher DeMuth and national security strategist Walter Russell Mead—informed the policy discussion in key areas: Russia and the future of NATO, ISIS and Iran's deepening footprint in the Middle East, counterterrorism, South Asia, East Asia and the Pacific, U.S. defense strategy, telecommunications and the Internet, transportation and energy, health care, and trade and the economy.

Released this summer, House Speaker Paul Ryan's health care plan, for example, drew heavily on Senior Fellow Jeffrey Anderson's report, *Alternative to Obamacare*, and is expected to form the basis for reform efforts in the 115th Congress. Sen. Ron Johnson (WI), chair of the Senate

Homeland Security and Government Affairs Committee, introduced the Biodefense Strategy Act, which incorporated policy recommendations detailed in a report by Hudson's Blue Ribbon Commission on Biodefense. Fellow Rebecca Heinrichs' research on missile defense played a key role in the congressional drive to expand U.S. missile defense capabilities. Likewise, Senior Fellow Nina Shea's work on religious freedom helped spur action by the U.S. government to publicly declare the Islamic State's targeting of Middle Eastern Christians and other minority faith communities "genocide."

On Iran, Congress continued to call on Senior Fellow Michael Doran for his insights on the regional fallout from the nuclear agreement. In testimony before the House Oversight and Government Reform Committee, Doran maintained that the administration's public diplomacy hid its true aim—rapprochement with Iran as a means of furthering American disengagement from the Middle East—in order to win the agreement's approval. Congress also tapped Hudson expertise on strategies to counter Russian adventurism with

Photos: (Clockwise from top) Sen. Lindsey Graham discussing the need for American leadership in Syria. Rep. Mike McCaul addressing threats to homeland security. Rep. Trent Franks citing a Hudson report at a defense appropriations hearing.

Senior Fellow David Satter testifying before the Senate Foreign Relations committee and Senior Fellow Charles Davidson addressing the House Foreign Affairs committee.

And while our experts were often briefing on Capitol Hill, prominent members of Congress regularly visited Hudson to consult our scholars and participate in public events. Sens. Marco Rubio (FL) and Lindsey Graham (SC) spoke on the Middle East, for example, and offered a path forward for the next administration. Sen. Tom Cotton (AR) discussed current trends in criminal justice policy—and returned to Hudson on a separate occasion to comment on dangerous gaps in U.S. missile defenses. House Missile Defense Caucus Co-Chairs Reps. Doug Lamborn (CO) and Trent Franks (AZ) gave remarks on the military’s future space and missile defense requirements. Rep. Ami Bera (CA) addressed the impact of Indian Americans on the political process. Rep. Adam Kinzinger (IL) sat down with *Washington Post* columnist Josh Rogin to discuss global hotspots. Rep. Michael McCaul (TX), chairman of the House Homeland Security

Committee, addressed the heightened threat environment in the U.S. and how to defend our nation in a new age of terror. And CIA Director-designate Rep. Mike Pompeo (KS), another frequent visitor to Hudson, assessed the geopolitics of America’s shale revolution.

During 2016, Hudson experts testified before the Senate Committee on Foreign Relations; the Senate Committee on Homeland Security and Governmental Affairs; the House Committee on Foreign Affairs; the House Committee on Oversight and Government Reform; the House Committee on Energy and Commerce; the House Committee on Armed Services; the House Committee on Transportation and Infrastructure; and the Tom Lantos Human Rights Commission.

Topics of testimony included national security and kleptocracy; NATO and Russia; human rights and religious liberty; fallout from the Iran nuclear agreement; terrorism and U.S. biodefense; the outlook for U.S. naval air power; federal drug policy and the opioid crisis; aviation modernization; and the future of communications and technology.

Photo: (Right) Sen. Tom Cotton discussing the importance of maintaining U.S. military capabilities to counter threats from Russia, North Korea, and Iran.



We need to meet the rise in radical ideology not just with military means, but with an ideological response, defending free speech and opposing at every possible turn giving platforms for blasphemy laws to radical critics in society.

—NINA SHEA



The Iran nuclear deal, we can now see, was but the most visible piece of a much larger policy—namely, rapprochement with Iran as a means of furthering American disengagement from the Middle East.

—MICHAEL DORAN



"The ballistic missile threat from Iran remains very much a risk to the United States in the long term, to Europe in the medium term, and certainly to our allies and to our troops in the Middle East in the near term. There is also a threat from the east from Russia."

—**SENATOR TOM COTTON**



Ofentimes we make policy on the assumption that the spirit of Russia is actually very little different from the spirit of the United States. This is one of the reasons why we often are surprised by Russian behavior.

—**DAVID SATTER**



We limit ourselves, we limit our capabilities, and ultimately, we limit our security by prioritizing cost over defense requirements.

—**SETH CROPSEY**

"THE CAPACITY TO USE AMERICAN KNOWHOW AND KNOWLEDGE TO HELP

others develop their energy resources around the world is something we should never take for granted as an enormous comparative advantage that our country has."

—CIA DIRECTOR AND FORMER REPRESENTATIVE MIKE POMPEO

Outreach

Policymakers in Washington and around the world turn to Hudson Institute for timely and practical policy guidance on critical issues of the day. With a comprehensive program of print and digital publications, public events and self-produced broadcasting, and regular media appearances by our experts, Hudson's communications strategy targets established and emerging stakeholders across a full spectrum of outlets. From the opinion pages of *The Wall Street Journal*, to Twitter, to House and Senate hearing rooms, Hudson scholars reach a rapidly growing and influential audience of thought leaders with cogent, prescriptive analysis about current and future challenges facing the United States and its allies across the globe.

Photos: (From top) Sarah Stern, Walter Stern, and CIA Director and former Rep. Mike Pompeo at a Hudson conference. Foreign Affairs editor Gideon Rose, Wall Street Journal columnist Bret Stephens, Council on Foreign Relations expert Carla Anne Robbins, and Walter Russell Mead discussing U.S. foreign policy and the presidential election.







Leading the Discussion

In Washington, Hudson Institute is a regular destination for key policymakers seeking a high-profile platform for important announcements and speeches, and productive discussion with other leading experts their fields. In 2016, Hudson was pleased to welcome to its Betsy and Walter Stern Conference Center: Rep. Mike Pompeo (KS) of the House Energy Committee (and President Trump's CIA Director); legendary entrepreneur T. Boone Pickens; Rep. Mike McCaul (TX), chairman of the House Homeland Security Committee; Sen. Lindsey Graham (SC); Sen. Marco Rubio (FL)—at his first major appearance following his presidential campaign; Rep. Adam Kinzinger (IL), a veteran of wars in Iraq and Afghanistan, for a conversation

with *The Washington Post's* Josh Rogin; Sen. Tom Cotton (AR), a frequent Hudson guest; Rep. Mike Turner (OH); former Colombian President Álvaro Uribe; Israeli diplomat Dore Gold; former Secretary of the Navy John Lehman; Lt. Gen. David Mann, commander of the U.S. Army Space and Missile Defense Command; Rep. Trent Franks (AZ); Rep. Doug Lamborn (CO); Carl Gershman, president of the National Endowment for Democracy; Rear Admiral Thomas L. Brown; FCC Commissioner Michael O'Rielly; Rolandas Kriščiūnas, Ambassador to the United States from the Republic of Lithuania; Ahmed Abbadi, president of the Mohammedia League of Moroccan Ulama; Lawrence Strickling, administrator of the National Telecommunications and Information Adminis-



tration; Yoji Koda, Vice Admiral of the Japanese Maritime Self Defense Forces; Ryu Shionoya, Japanese Minister of Education, Science, and Technology; former Virginia Governor George Allen; former Under Secretary of Defense for Policy Eric Edelman; technology entrepreneur Alan Dabbire; former ACLU President Nadine Strossen; Pakistani human rights activist Asma Jahangir; former Citigroup Senior Vice Chairman and Senior International Officer Bill Rhodes; Francis Fukuyama; economists Tyler Cowen and Rehman Sobhan; former Mexican Secretary of Foreign Affairs Jorge Castañeda Gutman; Newseum CEO Jeffrey Herbst; Afghan ambassador to the U.S. Hambullah Mohib; former Iraqi ambassador to the UN Feisal al-Istrabadi; former Senator Jon Kyl

(AZ); Vo Van Ai, president of the Vietnamese Committee on Human Rights; Gen. Charles Jacoby, Jr., former commander of the United States Northern Command—and many others.

In Manhattan, Hudson's New York Speaker Series continued with another year of intimate lunches featuring renowned contemporary figures: former world chess champion and Russian human rights activist Garry Kasparov; investor and technology theorist Peter Thiel; *New York Times* columnist Ross Douthat; international human rights activist Ayaan Hirsi Ali; former Secretary of Defense Donald Rumsfeld; former Republican National Committee Chairman Ken Mehlman; Democratic political strategist Doug Schoen; *National Review* editor Richard Lowry; and jour-

nalist Mary Kissel of *The Wall Street Journal*.

Also in Manhattan, Hudson's programming partnership with the 92nd Street Y produced two all-star panel discussions. The first, in March, addressed foreign policy questions in the 2016 presidential election and featured Pulitzer Prize-winning *Wall Street Journal* columnist Bret Stephens, two-time Pulitzer winner and Council on Foreign Relations expert Carla Anne Robbins, and *Foreign Affairs* editor Gideon Rose—with our own Distinguished Fellow Walter Russell Mead serving as moderator. A second event, "Is the War on Terrorism Really Winnable?" in September, also featured Gideon Rose, this time as moderator, joined by Hudson Senior Fellow Michael Doran, Brookings Institution Senior Fellow Shadi Hamid, and Boston University Professor Jessica Stern.

And worldwide, Hudson expanded its already robust program of international collaborations. In February, we cosponsored—with the Advanced Accelerator Association Promoting Science and Technology of Japan (AAA)—and hosted a major forum on U.S.-Japanese scientific cooperation. Participants included Reps. Joaquin Castro (TX) and Charles Boustany, Jr. (LA) of the United States; three members of the Japanese Diet, including the Hon. Ryu Shionoya, Japan's Minister of Education, Science, and Technology; Teruo Kishi, science and technology advisor to the Japanese Minister of Foreign Affairs; and University of Tokyo Vice President Hioraki Aihara.

In July, we hosted the Seventh Annual Transatlantic Think Tank Conference, cosponsored with the Brussels-based Wilfried Martens Centre and the International Republican Institute. Workshop subjects included the 2016 presidential campaign and ongoing challenges to U.S.-European cooperation like home-grown Islamic radicalism, rising populism, threats from Russia, and the effects of Brexit. Among the many impressive participants were top think tank scholars and government appointees from both continents, along with a high-level delegation of

European elected officials, including Italy's Antonio Tajani, who has subsequently assumed the presidency of the European Parliament.

Finally, in September, the University of Haifa-Hudson Institute Consortium released the report of its Commission on the Eastern Mediterranean, a series of international meetings co-chaired by former Senator and Senate Energy Committee Chairman Mary Landrieu (LA) and Rear Admiral Shaul Chorev, former head of the Israel Atomic Energy Commission and Deputy Chief of Israel's Navy. The Commission's report, with major contributions from Hudson Senior Fellows Douglas J. Feith, Seth Cropsey, and Arthur Herman, called for renewed and significant U.S. engagement in the Eastern Mediterranean and an expanded use of Israeli naval power to help provide security in those waters.

Internships

Hudson Institute's internship program continues to grow, attracting students, recent graduates, and veterans from leading universities in over 22 countries. In 2016, 127 students and recent graduates gained invaluable professional experience as they worked one-on-one with our experts and staff on many of the projects listed in this annual report. Our telecommuting internship program enabled an additional 250 interns from outside of Washington to hone their research and analytic abilities. Many of our past interns have gone on to full-time careers in the executive branch, congressional committee or member offices, foreign governments, non-governmental organizations (NGOs), major national and international corporations, and academia.

New Headquarters

On February 1, 2016, Hudson Institute moved into its new, custom-designed, state-of-the-art District of Columbia headquarters at 1201 Pennsylvania Avenue, N.W. A watershed in Hudson's ongoing

strategic transformation, the dramatically expanded facilities are ideally located just a few short blocks from the Capitol, the Supreme Court, the White House, and Washington's central business district. Japanese Prime Minister Shinzō Abe was the guest of honor at our grand opening for the new headquarters, and he offered moving remarks about the special relationship between the United States and Japan—and his appreciation for Hudson's championship of the two countries' close ties and shared values.

Photos: (From top) Former Sen. Mary Landrieu leading a discussion at a meeting of the Hudson Institute-University of Haifa Blue Ribbon Commission on the Eastern Mediterranean. Hudson Institute's new headquarters at 1201 Pennsylvania Avenue.







"PEOPLE LIKE ME IN THE SENATE, AND OUTSIDE, APPROACH WHAT HUDSON DOES WITH A SENSE OF TRUST AND COUNSEL."

There is a Hudson point of view, which is for strong American leadership in the world, to protect our security, freedom, and prosperity."

—FORMER SENATOR JOSEPH LIEBERMAN

The size of Hudson's footprint in public policy depends to a great extent on the generosity of foundations, private individuals, and corporations. Tax-deductible contributions to Hudson are a high-value investment in our core mission: promoting the strong and engaged U.S. leadership necessary to secure the vital interests of our nation and its allies, and a better future for the world as a whole.

Hudson Institute is a nonprofit, nonpartisan 501(c)(3) research organization. Financial support for the Institute is gratefully accepted in the form of cash, securities, stocks, gifts, bequests and other planned giving, and contributions to our endowment. Donors are also invited to be-

come sustaining members of Hudson's Chairman's Advisory Board, which grants participants special, behind-the-scenes access to our experts and programs in Washington—and admission to our New York Discussion Series luncheons in Manhattan.

In 2016, Hudson launched the Corporate Advisory Council. The Council offers corporations and trade associations facing complex strategic decisions expert advice from Hudson fellows and closer engagement with the policymaking process both in Washington and around the world.

Additional information about opportunities to support Hudson and its work is available online at www.hudson.org/support.

Photos: (Clockwise from top) Members of the Chairman's Advisory Board with Secretary of Defense James Mattis in San Diego. Former Sen. Joseph Lieberman talking to Amb. Ron Prosor at Hudson's Herman Kahn Award Dinner. Ayaan Hirsi Ali discussing women's rights and religious oppression at a Hudson New York Discussion Series luncheon in April. Former CIA Analyst Nada Bakos talking with Michael Pregent about U.S. strategy to defeat ISIS. Russian pro-democracy leader Garry Kasparov and entrepreneur Peter Thiel discussing Russian geopolitical strategy at a Hudson New York Discussion Series luncheon in February.

Chairman's Advisory Board

Financial supporters of Hudson Institute are direct participants in our core mission: promoting the strong and engaged U.S. leadership necessary to secure the vital interests of our nation and its allies. The Chairman's Advisory Board offers supporters the opportunity to have a direct and positive impact on this mission. Sustaining membership in the Chairman's Advisory Board gives members exclusive access to our experts and programs, and an unparalleled opportunity to invest—and collaborate—in the Institute's high-value efforts to advance American ideals.

During 2016, members of the Chairman's Advisory Board toured Kings Bay Nuclear Submarine Base and San Diego Navy and Marine Corps commands; discussed human rights, domestic policy, and grand strategy at monthly New York luncheons with Ayaan Hirsi Ali, Ross Douthat, Garry Kasparov, Donald Rumsfeld, Peter Thiel, David Petraeus, and others; and attended book forums with Hudson Senior Fellows including Michael Doran, Melanie Kirkpatrick, and Walter Russell Mead. The second half of the 2016–2017 season, which runs through June 2017, will feature additional study tours, luncheons, and special programming.

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Harrison Roach

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Mark Rosenblatt

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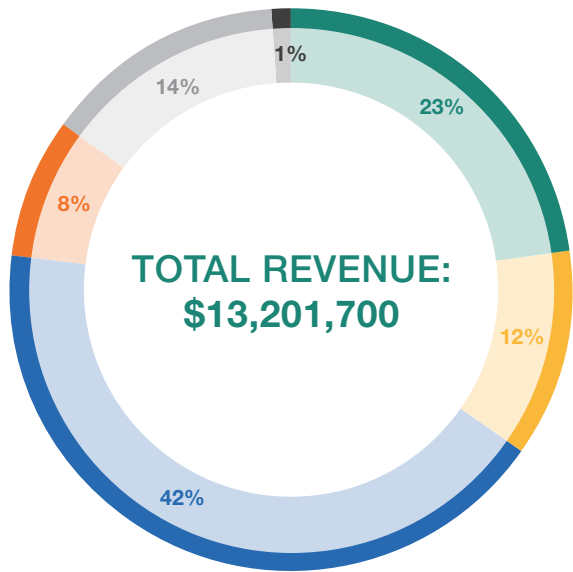
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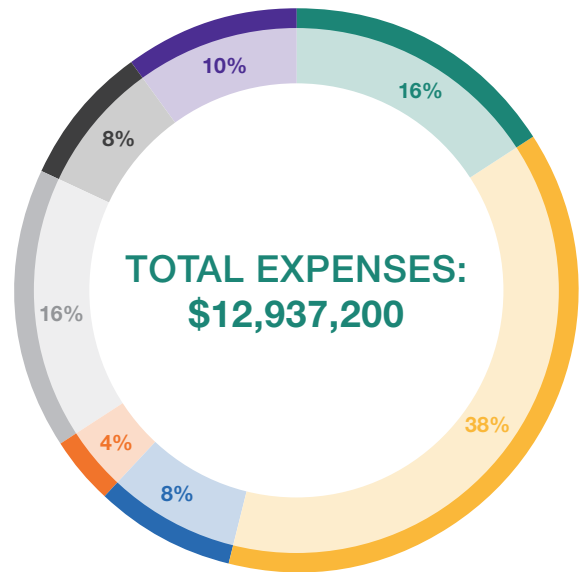
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2016 At-A-Glance



- Individuals
- Distributions from endowment
- Foundations
- Government
- Investment income & other
- Corporations



- Economic and Domestic Policy
- National Security and Foreign Policy
- Philanthropy, Society, and Culture
- Religious Freedom and Human Rights
- Administration
- Public Relations
- Development



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from Transparify

4-STAR
financial accountability and
transparency rating from
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—SENATOR TOM COTTON



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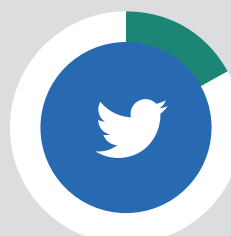


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KENNETH R. WEINSTEIN is President and CEO of Hudson Institute. He serves by presidential appointment and Senate confirmation as a member of the Broadcasting Board of Governors, the federal agency overseeing all U.S. civilian international media. Weinstein has written widely on international affairs and comments on France 2, *Le Monde*, BBC, NHK, Fox News Channel, and numerous international media outlets. *In Defense of Thinking: The Essential Herman Kahn* (Transaction, 2009) is his latest book.



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



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



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



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



MICHELE SPARROW is Director of Finance at Hudson Institute. She has more than 30 years of senior leadership and finance experience in nonprofit and for-profit organizations in the technology, government contract, and education industries.



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



BRIAN BLAKE is a Senior Fellow and Director of Corporate Relations at Hudson Institute. His research focuses on U.S. domestic policy. Blake has over 15 years of Washington experience in both the public and private sectors, where he has worked on national and international policy issues. Prior to joining Hudson, Blake worked in policy-oriented nonprofit organizations, including serving as Managing Director of the 2017 Project and Director of Strategic Operations at the Heritage Foundation.



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



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



Photo: Kenneth R. Weinstein and Rep. Mike McCaul, Chairman of the Homeland Security Committee, discussing how to defend America in a new age of global terrorism.



CAROL ADELMAN is a Senior Fellow and Director of the Center for Global Prosperity, which produces the annual *Index of Global Philanthropy and Remittances* and the *Index of Philanthropic Freedom*. In addition to serving as a presidential appointee managing foreign aid to Asia, the Middle East, and Eastern Europe at the U.S. Agency for International Development (USAID), she served as vice chair of a bipartisan congressional commission to reform foreign aid and as Vice Chair of the Advisory Committee on Voluntary Foreign Aid to USAID.



JEFFREY H. ANDERSON is a Senior Fellow specializing in healthcare, immigration, and tax policy. Two of his recent reports, *The Main Street Tax Plan* and *An Alternative to Obamacare*, have formed the basis for various Senate, House, and presidential campaign platforms. A former speechwriter for the U.S. Secretary of Health and Human Services, Anderson co-founded the 2017 Project. He is also co-creator of the Anderson & Hester Rankings, which were part of college football's Bowl Championship Series.



MARTHA BAYLES writes and lectures frequently about media and public diplomacy. Her most recent book is *Through a Screen Darkly: Popular Culture, Public Diplomacy, and America's Image Abroad* (Yale, 2014). She has been a Visiting Scholar at the Getty Institute, a Fulbright Lecturer, and arts correspondent for the PBS program, "Religion & Ethics Newsweekly." She is a faculty member in the Morrissey College of Arts and Sciences at Boston College.



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



BRENDAN BROWN is a non-resident Senior Fellow at Hudson Institute. Brown is a monetary economist whose areas of special expertise include monetarism in theory and practice, Austrian School monetary tradition, European monetary integration, Japanese monetary issues, the global flow of capital, and international financial history.



ERIC B. BROWN is a Senior Fellow with 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 research and analysis projects on Islamic and Asian affairs, the alternative geopolitical futures in the Middle East, 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. He is the author of *Stuffed: An Insider's Look at Who's (Really) Making America Fat* (HarperCollins, 2009).



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



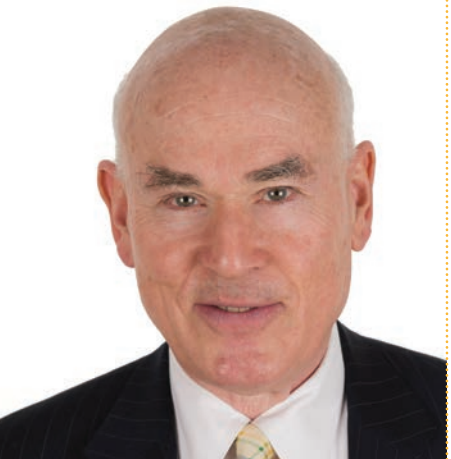
RACHEL COX is Hudson Institute's Manager of Public Programming and Special Projects. She is responsible for organizing Hudson's events and conferences, producing the newsletter and other email communications, and overseeing the production of the annual report. She graduated from Georgetown University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



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



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



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



CHARLES DAVIDSON is Executive Director of the Kleptocracy Initiative at Hudson Institute. Davidson is Publisher & CEO of The American Interest LLC. In 2005, he co-founded *The American Interest* magazine with Francis Fukuyama and partners Josef Joffe and Walter Russell Mead. He is a graduate of Bowdoin College and Duke University's Fuqua School of Business.



Distinguished Fellow **CHRISTOPHER DEMUTH** studies government regulation, competition, and law and economics. Prior to joining Hudson, DeMuth was President of the American Enterprise Institute (AEI) from 1986 to 2008 and D.C. Searle Senior Fellow at AEI from 2008 to 2011. 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 **MICHAEL DORAN** specializes in Middle East security issues. His latest book is *Ike's Gamble: America's Rise to Dominance in the Middle East* (Free Press, 2016.) Before joining Hudson, Doran was a Senior Fellow at the Brookings Institution and served as a senior director in the National Security Council during President George W. Bush's administration. He also served as a senior advisor in the State Department and Deputy Assistant Secretary of Defense in the Pentagon.



NATALIE DUFFY is a Research Associate with Hudson Institute's Kleptocracy Initiative. She has an M.A. in European and Eurasian Studies from the Elliott School of International Affairs at The George Washington University and a B.A. in Economics from Wake Forest University. She previously interned at the American Enterprise Institute and worked as an Advance Associate for Vice President Joe Biden. In addition, she has spent semesters studying in St. Petersburg, Russia and Florence, Italy.



Senior Fellow **RONALD DWORCIN, M.D.** practices anesthesiology at Greater Baltimore Medical Center. He has written for *The Wall Street Journal*, *Baltimore Sun*, and other newspapers. He is the author of *How Karl Marx Can Save American Capitalism* (Lexington Books, 2015) and *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 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).



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



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 in *The Wall Street Journal*, *The Weekly Standard*, *Commentary*, and *World Affairs*, among others.



IDALIA FRIEDSON is a Research Assistant at Hudson Institute. She works with Senior Fellow Arthur Herman on issues relating to cybersecurity and technology, as well as energy and national security. She also works for the Development Department. She holds a B.A. from Amherst College in law, jurisprudence, and social thought. Friedson was named as a 2014–2015 NFCA All-America Scholar Athlete.



HAROLD FURCHTGOTT-ROTH is a Senior Fellow and Director of the Center for the Economics of the Internet. From 1997 through 2001, he served as a Commissioner of the Federal Communications Commission. Prior to his appointment to the FCC, he was Chief Economist for the House Committee on Commerce. His most recent report, *The Contribution of the Information, Communications, and Technology Sector to the Growth of U.S. Economy*, was published in 2014.



JASPER GOLDBERG is Hudson Institute's Development Associate and Internship Program Manager. He also manages proliferation research for Hudson's Center for Political-Military Analysis. Jasper graduated with a Bachelor of Arts from New York University, where his thesis received the Middle Eastern and Islamic Studies Department Prize.



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



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



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



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



ARTHUR HERMAN is a frequent writer on defense, energy, and technology issues. He is the author of seven books, including the Pulitzer Prize Finalist *Gandhi and Churchill* (Bantam, 2008). His most recent work is *Douglas MacArthur: American Warrior* (Random House, 2016). He was educated at the University of Minnesota and Johns Hopkins University in history and classics.



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



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



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



SEAN KELLY is an Administrative and Research Assistant at Hudson Institute. He initially joined the Institute as an intern for the Center for Political-Military Analysis, where he focused on nuclear security and strategic relations. Kelly holds Bachelor's degrees in Political Science and Economics from Western Washington University.



CRAIG KENNEDY is a Senior Fellow at Hudson Institute. Prior to joining Hudson, he was the president of the German Marshall Fund for 18 years, and from 1983 to 1992, he was vice president and then president of Chicago's Joyce Foundation.



MELANIE KIRKPATRICK is a Senior Fellow specializing in foreign policy, international security, and Asia. She contributes reviews and commentary to various publications, including *The Wall Street Journal*, where she was Deputy Editor of the editorial page and a longtime member of the editorial board. She is the author of *Thanksgiving: The Holiday at the Heart of the American Experience* (Encounter Books, 2016) and *Escape from North Korea: The Untold Story of Asia's Underground Railroad* (Encounter Books, 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.



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



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Photo: Former CIA Director David Petraeus talking with Walter Russell Mead about the national security challenges facing the next president at a Hudson New York Discussion Series luncheon in October.





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