

A photograph of a large American flag waving on a tall pole in front of a classical building with white columns and a balcony. The image is used as a background for the report cover.

Hudson Institute

2017 ANNUAL REPORT

“Hudson Institute brings clear and fresh-eyed thinking to the challenges of the 21st century.”

—SEN. TOM COTTON (AR)

Hudson Institute

2017 ANNUAL REPORT

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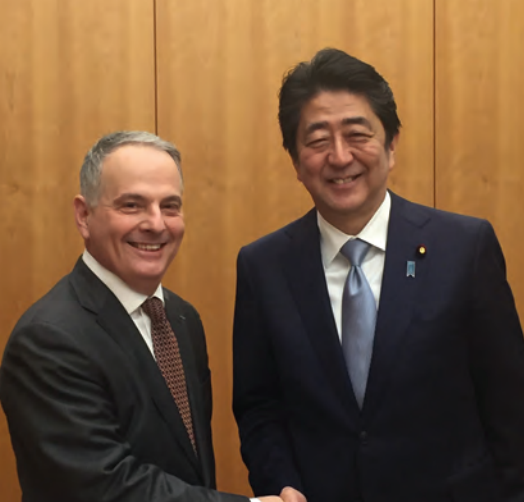
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LEADERSHIP, BOARD OF TRUSTEES, EXPERTS, AND STAFF



2017 was another year of visibility and influence for Hudson Institute.



LETTER FROM THE CHAIRMAN AND THE PRESIDENT & CEO

As the Obama era came to an end and the Trump presidency began, officials in Washington and around the globe turned to Hudson in unprecedented numbers for the farsighted and unconventional policy advice that has been the Institute's cornerstone since our founding in 1961.

Focused on policy and not politics, Hudson fellows were deeply involved in major debates. Our experts extensively consulted with administration officials during development of the new (December 2017) National Security Strategy. We offered key guidance about nuclear deterrence and missile defense; the fight against ISIS and other militant Islamic groups; countering Iran's malign regional influence; and strengthening America's overseas alliances. Senior Fellow Husain Haqqani—Pakistan's former ambassador to the United States—played a widely acknowledged role in convincing the Trump administration to reduce its dependence on that country as a counterterrorism ally. Senior Fellow Nina Shea's efforts to defend religious liberty helped spur the administration to begin channeling more effective aid—directly through federal agencies—to persecuted minorities in the Middle East. Senior Fellows Rebecca Heinrichs and Arthur Herman played a role in Congress' decision to augment space-based and boost-phase missile-defense systems in the National Defense Authorization Act. Hudson—again—had a real impact.

In November, we honored a longtime friend, Vice President Mike Pence, at our annual Herman Kahn Award Dinner in New York City, with Rupert Murdoch providing the introduction.

Our Chairman's Advisory Board events in New York City continued to draw key policymakers and opinion



SARAH MAY STERN
Chairman of the Board



KENNETH R. WEINSTEIN
President and CEO

leaders, including U.S. Ambassador to the United Nations Nikki Haley and Peter Thiel.

In Washington, we hosted officials from around the world: cabinet ministers from Asia, Europe, the Middle East, and Africa; leading political figures from South America; and a long list of highly placed American policymakers from both the executive branch and both houses of Congress.

Hudson does vital work to promote U.S. international leadership for a secure, free, and prosperous future. And none of that work would be possible without the extraordinary generosity of those who support the Institute and its experts. We are deeply grateful to all of you.

Best regards,

A handwritten signature in blue ink, appearing to read "Sarah May Stern".

SARAH MAY STERN

A handwritten signature in blue ink, appearing to read "Kenneth R. Weinstein".

KENNETH R. WEINSTEIN

son Institute



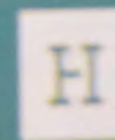
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RESEARCH & IMPACT

HUDSON SIGNIFICANTLY EXPANDED its already formidable policy roster in 2017. Sorin Ducaru, the former NATO Assistant Secretary General for Emerging Security Challenges, is leading a new cybersecurity initiative for the Institute. Also joining us in 2017 were former Portuguese Secretary of State for European Affairs Bruno Mações, Middle East stabilization and reconstruction expert Jonas Parelo-Plesner, former Japanese Foreign Ministry security analyst Satoru Nagao, former top NSC staffer and technology export-control specialist Brandt Pasco, international relations and national security expert Tod Lindberg, and investigative journalist Ben Judah. And rejoining Hudson in 2017 was former Assistant Secretary of Commerce Tom Duesterberg, an expert on manufacturing, taxation, and trade policy. Each of these new additions had an immediate impact on a variety of Institute projects designed to strengthen the U.S. economy, rethink American diplomatic and security policy, and deepen our relationships with allied governments, like-minded think tanks, and universities overseas.

The rapid and alarming escalation of North Korea's nuclear weapons program dominated news headlines for much of the year—and made Hudson's ongoing research on WMD and next-generation security and defense technologies especially relevant and influential. Early in 2017, the Institute co-sponsored (with the Japanese Defense Ministry) a major global defense forum on the North Korean threat and how best to respond to it. And throughout the year, Senior Fellows Arthur Herman, Rebecca Heinrichs, and Richard Weitz (who is leading an ambitious John D. and Catherine T. MacArthur Foundation initiative on nuclear counterproliferation) all worked tirelessly to explain the need for a speedy and substantial expansion and improvement of U.S. missile defense capabilities—in the pages of leading American newspapers

and magazines; on the airwaves of American broadcast television networks; at a series of widely noted and well-received Hudson conferences, workshops, and panel discussions; and in numerous private briefings for relevant executive branch officials and House and Senate committee members and staff.

Herman focused particular attention on near-term deployment of a U.S. Boost Phase Intercept (BPI) system as the best and most practical means to defend America and its allies against North Korean ICBM launches. His BPI proposals led directly to a National Defense Authorization Act amendment requiring the Pentagon to make boost-phase intercept capacity fully operational by December 2020—legislation that President Trump has since signed into law.

Deputy Secretary of Homeland Security Elaine Duke graciously acknowledged the importance and impact of

24%

Increase in Twitter followers from 2016



PHOTO: (Opposite page) Sen. Cory Gardner (CO) discusses U.S. national security threats and opportunities at Hudson Institute.

Hudson's WMD and counterproliferation research during a December Hudson event at which she formally announced the creation of DHS's new Countering Weapons of Mass Destruction Office.

The size, strength, and preparedness of U.S. conventional military forces was also a subject of significant effort by Hudson experts in 2017. Hudson's Center for American Seapower, for instance, earned an ever wider and more influential audience as it continued to issue urgent warnings about the risk of a simultaneously under-equipped, undermanned, and overstretched American Navy. Senior Fellow and Center Director Seth Cropsey and Deputy Director Bryan McGrath issued a major new report on the feasibility of an expanded 350-

ship Navy, *Maritime Strategy in a New Era of Great Power Competition*. Cropsey's well-received new book, *Seablindness: How Political Neglect is Choking American Seapower and What to Do About It*, amplified the Center's critiques and prescriptions for a broader readership. And both Cropsey and McGrath became regular, front-line commentators on issues of naval power and global maritime strategy for such leading American print and broadcast outlets as the *Wall Street Journal*, *Real Clear Defense*, C-SPAN, *PBS Newshour*, and NPR.

Hudson made a special effort in 2017 to extend its ties in Europe and expand its work on transatlantic relations at a time when the future of the Western democracies as a cohesive and effective coalition is an increasingly open question. In March, Hudson co-sponsored the Eighth Annual Transatlantic Think Tank Conference in Malta. In April, in conjunction with the E.U. delegation to the United States, Hudson hosted a Washington discussion on U.S.-E.U. cooperation and European security, migration, and economic challenges. In July, Hudson and the European People's Party's European Ideas Network organized a two-day Washington workshop on transatlantic relations for a delegation of E.U. parliamentarians. And

INDIVIDUAL HONORS FOR HUDSON EXPERTS IN 2017

Hudson Institute is pleased and proud to acknowledge the special recognition earned in 2017 by three valued and much-deserving colleagues. Senior Fellow and Board of Trustees Vice Chair Marie-Josée Kravis was elected a fellow of the American Academy of Arts and Sciences. Hudson Distinguished Fellow Christopher DeMuth was awarded The Lynde and Harry Bradley Foundation's 2017 Bradley Prize for his academic contributions to regulatory reform, safeguarding constitutional freedoms, and preserving the balance of federal powers. And Chief Operating Officer John P. Walters—whose Hudson Center for Substance Abuse Policy Research produced two major reports in 2017 (*Countering the Threat of Legalized Marijuana: A Blueprint for Federal, Community, and Private Action* and *A Strategy to Counter the Opioid Epidemic: Contain, Reduce, Extinguish*)—was appointed to the Western Hemisphere Drug Policy Commission by Senate Majority Leader Mitch McConnell.



PHOTO: Hudson Distinguished Fellow Christopher DeMuth accepts The Lynde and Harry Bradley Foundation's 2017 Bradley Prize.

we undertook several new overseas collaborations, including a partnership with the Danish Foreign Ministry on an effort to rethink international development and stabilization programs; a project with the Konrad Adenauer Stiftung to investigate the possibility of common U.S.-German approaches to new trade challenges; and an initiative with London's Henry Jackson Society on post-Brexit U.S.-U.K.-E.U. relations.

Hudson President and CEO Kenneth R. Weinstein was a frequent commentator on European political developments for U.S. and European television networks and spoke at length about the future of transatlantic relations during two separate trips to Germany. At a June dinner cosponsored by the *International New York Times* and *Die Welt*, Weinstein debated Bundestag Member and Social Democratic Party Leader Martin Schulz. In December, at the prestigious annual Körber Stiftung Berlin Policy Forum, Weinstein debated transatlantic politics with Nathalie Tocci, Special Advisor to the European Union's High Representative for Foreign Affairs and Security Policy.

Hudson's Walter Russell Mead, Michael Doran, Benjamin Haddad, Peter Rough, Hannah Thoburn, and Martha Bayles all published important new work about Europe and the Western alliance during 2017, covering the risk of new conflict in the Balkans; possible alternatives to NATO's longstanding nation-by-nation defense spending baselines; the collapse of France's traditional major parties in the wake of Emmanuel Macron's election as president; tensions with Russia on NATO's eastern frontier; the effect of new U.S. economic sanctions against Kremlin-tied individuals and businesses; the problem of corruption in countries like Romania and Moldova; and many other related issues.

And on the broader phenomenon of financial corruption as a weapon targeted against Western democracies by authoritarian regimes, Hudson's Kleptocracy Initia-

KEY HUDSON BRIEFINGS WITH FOREIGN OFFICIALS IN 2017

- Shinzō Abe, Prime Minister of Japan (Tokyo)
- Jean-Marc Ayrault, French Minister of Foreign Affairs (Washington)
- Julie Bishop, Australian Minister for Foreign Affairs (Washington)
- Claus Hjort Frederiksen, Danish Minister for Defense (Copenhagen)
- Yasuo Fukuda, former Japanese Prime Minister (Washington)
- Peter Hultqvist, Swedish Minister for Defense (Washington)
- Toshimitsu Motegi, Japanese Minister for Economy, Trade & Industry (Washington)
- Yasutoshi Nishimura, Japanese Deputy Chief Cabinet Secretary (Tokyo & Washington)
- Itsunori Onodera, Japanese Minister of Defense (San Diego, Tokyo, & Washington)
- Yoshihide Suga, Japanese Chief Cabinet Secretary (Tokyo)
- Tsai Ing-wen, President of the Republic of China (Taipei City)



PHOTO: Japan Defense Minister Itsunori Onodera arriving for a Hudson briefing.

tive published four major 2017 reports: *Money Laundering for 21st Century Authoritarianism*; *The United States of Anonymity*; *How Non-State Actors Export Kleptocratic Norms to the West*; and *Weaponizing Kleptocracy: Putin's Hybrid Warfare*.

On the eve of President Trump's first trip abroad, which included stops in Saudi Arabia and Israel, Hudson Senior Fellow Michael Doran published a much-discussed *New York Times* essay outlining a possible new Middle East "Trump Doctrine" based on the careful tending of America's existing regional friendships, broader issue-specific coalition-building, and, above all, an understanding that—in this part of the globe, at least—the order-restoring capabilities of credible U.S. hard power is no less important than aspirational soft-power diplomacy and multi-lateral initiatives.

Throughout the year, Hudson experts wrote and spoke extensively about Israel, America's oldest, closest, and most important Middle East ally. Doran was invited to deliver a special June presentation to the United Nations Security Council, urging the Palestinian Authority to renew direct negotiations with Israel. Distinguished Fellow Ron Prosor offered advice in the *Wall Street Journal* about the escalating crisis on Israel's northern border caused by Hezbollah. Senior Fellow Douglas Feith

analyzed the Trump administration's decision to relocate the U.S. embassy to Jerusalem in *Foreign Policy*—and explained the importance of the Taylor Force Act as a deterrent to West Bank terrorism in *National Review*.

Hudson produced a wealth of high-profile work on broader Middle East challenges and opportunities, as well. In the *Wall Street Journal* alone, for example, Distinguished Fellow Walter Russell Mead addressed dramatic shifts in Saudi Arabian foreign and domestic policy; Senior Fellow Husain Haqqani urged the United States to refocus its Muslim-world alliance strategy on a long-term effort to defeat and discredit radical ideology—rather than episodic responses to specific terrorist attacks; and Senior Fellow Samuel Tadros, in a similar vein, advised the Trump administration to refine and improve past U.S. approaches to extremism and terrorist violence by adopting a more nuanced view of the Muslim Brotherhood movement's complexity and internal contradictions.

Longer-form Middle East research from Hudson included two new major reports on the future of regional democracy by Tadros and Senior Fellow Eric Brown—*A New U.S. Strategy to Bolster Tunisia's Struggling Democracy* and *Renewing the American-Egyptian Alliance*—along with two new issues of Hudson's signature scholarly journal, *Current Trends in Islamist Ideology*.



PHOTO: Eric B. Brown, Bayan Sami Abdul Rahman, Kenneth M. Pollack, Ranj Alaaldin, and Michael Pregent discuss Iraq, Kurdistan, and the Trump administration.

Finally, 2017 marked another year of staunch advocacy by Hudson Senior Fellow Nina Shea and her colleagues at Hudson's Center for Religious Freedom (CRF) on behalf of persecuted religious minorities in hotspots and war zones all over the world—especially Middle Eastern Christians, Yazidis, and other vulnerable communities. Shea and CRF capped their work last year by playing an instrumental role in persuading the Trump administration to begin providing U.S. financial aid and other crucial assistance directly to such particularly beleaguered groups, bypassing U.N. agencies and other NGOs which have traditionally underserved them.

Early in the year, Senior Fellow Husain Haqqani and Lisa Curtis (now serving as Senior Director for South and Central Asia at the National Security Council) issued *A New U.S. Approach to Pakistan: Enforcing Aid Conditions without Cutting Ties*, an extended briefing paper (co-produced with the Heritage Foundation) questioning several bedrock assumptions of traditional American national security and diplomatic strategy in Central Asia. That paper—and a related *New York Times* op-ed by Haqqani—had a pivotal role in persuading the Trump administration to reduce U.S. overreliance on Pakistan as a regional counter-terrorism ally.

The Institute's South and Central Asia Program, led by Haqqani with Hudson Fellow Aparna Pande, also published a series of important reports on new challenges and opportunities in the Indian subcontinent, including *India's Economy in 2016: Progress & Potential* and *Modi: Three Years On*.

Hudson experts were especially prominent and influential last year in public debate and official decision making about how the United States and its allies should respond to an ever more assertive and powerful China—and to the dangerous and destabilizing belligerence of North Korea. President and CEO Kenneth R. Weinstein, Senior Vice President Lewis Libby, Distinguished Fellow Walter Russell Mead, and Senior Fellow Arthur Herman all con-



PHOTOS: (Top to bottom) Sen. Tom Cotton (AR) speaks with Fox News Correspondent Catherine Herridge at a Hudson conference on countering violent extremism. Gen. David Petraeus and Amb. Dennis Ross discuss terrorism and WMDs. Amb. Prasad Kariyawasam of Sri Lanka and Husain Haqqani discuss Sri Lanka's growing economic prominence in the Indo-Pacific. Metropolitan Joseph, Patriarch John X, Samuel Tadros, and Nina Shea discuss the future of the Antiochian Church in Syria and the U.S.



tributed frequent, prescriptive analysis—to the *Wall Street Journal* and other leading publications—concerning Trump administration strategy for the Asia-Pacific theater. Much of Hudson’s work in this area emphasized the importance and potential of still greater economic and security integration between the United States and Japan. Arthur Herman’s paper *Pacific Partners: Forging the U.S.-Japan Special Relationship* provided a general overview of how such integration can and should develop in the near term. And his comprehensive report *Science, Technology, and the U.S.-Japan Alliance* described the benefits of an ambitious future U.S.-Japan defense technology partnership in particular.

On the domestic policy front, Senior Fellow and Director of Hudson’s Center for Housing and Financial Markets John C. Weicher produced a groundbreaking analysis of structural changes in the American household economy over the past generation, *The Distribution of Wealth in America, 1983–2013*. He also co-authored (with Frederick J. Eggers and Fouad Moumen of Econometrica, Inc.) a major study for the John D. and Catherine T.

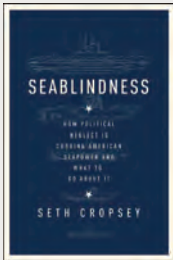
MacArthur Foundation, *The Long-Term Dynamics of Affordable Rental Housing*.

Early in the year, anticipating a significant Trump administration emphasis on infrastructure programs, Hudson published *Infrastructure Spending and Public-Private Partnerships* by public transportation and utilities expert Charles “Skip” Stitt, a detailed review of proven techniques by which federal, state, and local officials can maximize the return on new spending and extract additional value trapped in existing assets. Sen. John Boozman (AR) keynoted a related Hudson event in June. And in December, Special Assistant to the President for Infrastructure Policy D. J. Gribbin keynoted a major Hudson conference on the future of American public transit systems, which also featured presentations by the top transportation officials from Maryland, the Washington, D.C. metro area, and Los Angeles County.

Hudson Center for the Economics of the Internet Director Harold Furchtgott-Roth and Senior Fellow Rob McDowell were active on a number of critical telecommu-

PHOTO: Jennifer Aument, Skip Stitt, Secretary Aubrey Layne, and David Horner discuss modernizing U.S. infrastructure to spur the economy.

2017 Hudson Books



Seth Cropsey

Seablinde: How Political Neglect is Choking American Seapower and What to Do About It

Encounter Books (August 2017)

Seth Cropsey examines the growing challenges to American security in the Western Pacific, the seas that surround Europe, and the Persian Gulf. At a time of shrinking defense budgets, U.S. naval commanders are increasingly hard pressed to ensure safe transit of American goods, maintain deterrence in a proliferating world, and defend key allies. Cropsey describes the effect of increased deployments on families, the views of America's most knowledgeable military officers, the anxieties of U.S. allies, and the lack of political will that is weakening the nation's global reach and its status as the world's great power.

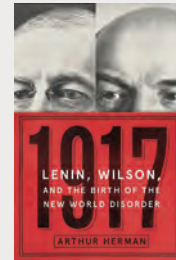


Aparna Pande

From Chanakya to Modi: The Evolution of India's Foreign Policy

Routledge (August 2017)

Aparna Pande explores the deep civilizational roots of Indian foreign policy and the cultural themes that recur through its history. She traces four political phenomena that continue to exert a particular effect on Indian notions of political autonomy: messianic idealism, realism, isolationism, and the influence of imperial powers. Pande's analysis of Indian foreign policy in historical and cultural context is a crucial addition to our understanding of South Asia as India pursues modernization and seeks to exercise greater influence in the contemporary world.



Arthur Herman

1917: Lenin, Wilson, and the Birth of the New World Disorder

HarperCollins (November 2017)

Arthur Herman recounts the story of two men, and two decisions, that transformed world history in a single tumultuous year, 1917. Woodrow Wilson brought the United States into World War I in order to make the "world safe for democracy"—only to see his dreams for a liberal international system dissolve into chaos, bloodshed, and betrayal. In Russia, after a popular uprising against the Czar, Lenin's October coup removed a provisional democratic government and established what would become the most repressive regime in history, the Soviet Union. Herman reveals how Lenin and Wilson rewrote the rules of geopolitics and unleashed disruptive ideologies that still shape the world today, from nationalism and globalism to Communism and terrorism.



nications issues, like the controversy over repeal of the FCC's so-called "net neutrality" rules and the importance of expanding broadband infrastructure in rural America. And throughout the year, Senior Fellows Thomas J. Duesterberg and Irwin Stelzer each published dozens of original and widely-read analytic essays on an array of broader economic topics.

Political Studies Program

Promoting American global leadership requires educating future leaders to be equipped for tackling the policy challenges of their time. That's why Hudson Institute offers top undergraduates a Summer Fellowship

in political theory and practice that broadens and deepens their understanding of public policy and American political principles.

Based in Washington, D.C. at Hudson Institute's headquarters and at Georgetown University, Hudson Institute Political Studies offers 18 students—selected from more than 550 applicants at top colleges and universities in the United States and around the world—the opportunity to participate in a rigorous, six-week program on political thought and practice. The Fellowship combines careful study of politics and political thought through week-long seminars led by master teachers, policy workshops fea-

PHOTOS: (Clockwise from top left) Lisa Curtis, now Senior Director for South and Central Asia at the NSC, discusses the future of U.S.-Pakistan relations. Hudson's Husain Haqqani and Eric Brown participate in a "Trilateral India-Japan-USA Dialogue" conference at New Delhi's Vivekananda International Foundation. Sen. John Boozman (AR) offers his views on modernizing U.S. infrastructure. FCC Chairman Ajit Pai delivers a speech on the role of economics in the Commission's work.



“Being surrounded by peers that all had different but equally informed opinions and who were also open to new ideas allowed for stimulating conversations in and out of the classroom.” —**SARAH BAKER**



turing think tank experts and experienced government officials, and a distinguished speaker series of exemplary figures from public life.

The 2017 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, the Federalist Papers, the Lincoln-Douglas Debates, and current scholarship on democratic capitalism and American foreign policy in the Middle East. These classes were led by Prof. Timothy Burns (Baylor University), Prof. James Ceaser (The University of Virginia), Janet Dougherty (St. John’s College), Michael Doran (Hudson Institute), Prof. Robert Faulkner (Boston College), Prof. Bryan Garsten (Yale University), Yuval Levin (*National Affairs*), and Frank Pagano (St. John’s College). Students also participated in policy simulations on Supreme Court jurisprudence, American foreign policy in the Middle East, the opioid crisis, and science and public policy.

Distinguished speakers included Sen. Tom Cotton (AR), Michèle Flournoy, Gen. Michael Hayden, Gen. Frederick "Ben" Hodges, Dr. Leon Kass, Prof. Harvey C. Mansfield, Walter Russell Mead, and Dr. Kenneth Weinstein, among others.

PHOTOS: (Top to bottom) Lt. Gen. Frederick Hodges, US Commander Europe speaking to Hudson Institute Political Studies Summer Fellows. Elayne Allen as Brig. Gen. John Buford at Gettysburg Battlefield. Eero Arum reading from Plato’s *Republic* at Georgetown University.



“It is a great honor to be here tonight to address what I have known for many years to be an extraordinary organization, an organization that knows American leadership is essential to ‘global security, prosperity, and freedom.’”

—VICE PRESIDENT MIKE PENCE

HERMAN KAHN AWARD DINNER

AT A GALA CEREMONY at Manhattan's Essex House on November 28th, U.S. Vice President Mike Pence received the 2017 Herman Kahn Award. "For 56 years, Hudson Institute has played a leading role in American public life by 'thinking about the future in unconventional ways,'" the Vice President noted in his remarks, adding that Hudson's "matchless research and peerless voice greatly influenced me."

"Vice President Pence has been a far-sighted champion of American national security in Congress, as Governor of Indiana, and now as Vice President of the United States," said Hudson Institute President & CEO Kenneth Weinstein while opening the gala. "I could not be prouder that this forceful advocate for American interests, a longtime friend of Hudson Institute, is our 2017 Herman Kahn honoree." Rupert Murdoch, who received Hudson's 2015 Global Leadership Award, then introduced the Vice President: "In the interest of America's future, he is devoted to the virtues of free enterprise and a strong national defense," Murdoch said.

Named after the Institute's founder, Hudson's Herman Kahn Award is presented to leading public servants who exemplify a commitment to Western alliances as the bedrock of global security, prosperity, and freedom. Vice President Pence was honored for his efforts to secure the vital interests of the United States and its allies; his long record of public service in Congress and as the Governor of Indiana; and his defense of the free market and constitutional principles. Vice President Pence joins a distinguished group of exceptional leaders previously honored by Hudson, including Ronald Reagan, Shinzō Abe, Henry Kissinger, Joseph Lieberman, David Petraeus, George Shultz, Rupert Murdoch, and most recently, Benjamin Netanyahu.



PHOTOS: (Top to bottom) 2017 Herman Kahn Award Dinner attendees in Manhattan's Essex House ballroom. Rupert Murdoch introduces Vice President Mike Pence. Hudson Institute Board Chairman Sarah May Stern thanks the audience in her closing remarks.



“The Hudson name is a resource that you can rely on to build bipartisan coalitions on issues regarding America and the world.”

—SEN. MARCO RUBIO (FL)

GOVERNMENT RELATIONS

HUDSON INSTITUTE EXPERTS produce research and analysis that reaches the highest levels of the U.S. government. Throughout 2017, senior Trump administration officials sought the guidance of our experts on the challenges and opportunities for the U.S. at home and abroad. Combined with our frequent engagement with influential members of Congress and U.S. allies across the globe, Hudson's robust outreach to policy-makers deepened our capacity to inform debate and shape public policy.

Through briefings, publications, and congressional testimony, Hudson experts addressed several key policy areas: U.S. global strategy and defense modernization, U.S. biodefense, cybersecurity, Europe and the future of NATO, the challenge of Russia and China, the threat of kleptocratic regimes to Western democracies, South Asia and the role of India in U.S. security strategy, U.N. bias and the BDS movement, the opioid epidemic, telecommunications and the Internet, transportation and infrastructure, and trade and the economy.

Administration officials, for example, tapped the expertise of our experts for policy advice in developing a new National Security Strategy. Released in December, the strategy sets out the president's vision and priorities on national defense and foreign policy. Several Hudson experts offered guidance on nuclear deterrence and missile defense, the fight against ISIS and radical Islamic extremism, countering Iran's malign influence, and strengthening U.S. alliances. Senior Fellow Nina Shea's efforts in defense of religious liberty helped spur the administration to channel aid more effectively to persecuted religious minorities in the Middle East through U.S. government agencies—rather than through international organizations like the U.N. Senior Fellows Rebec-

cah Heinrichs and Arthur Herman also played a role in Congress' decision to strengthen space-based and boost-phase missile defense systems as part of the National Defense Authorization Act.

Prominent policymakers regularly visited Hudson to discuss critical issues with our experts and offer news-making public remarks. Vice President Mike Pence delivered a major address at Hudson's annual gala in New York City, for example. And at our Washington, DC headquarters, Hudson hosted another impressive program of featured speakers. Dr. Christopher Ford, Special Assistant to the President and NSC Senior Director for WMD and Counterproliferation, spoke about the administration's nuclear proliferation strategy. Deputy Secretary of Homeland Security Elaine Duke unveiled her department's new Countering Weapons of Mass Destruction Office. D.J. Gribbin, Special Assistant to the President on Infrastructure Policy, keynoted an event about the private sector's role in fixing America's aging infrastructure. And FCC Chairman Ajit Pai delivered a major address at Hudson that focused on the need to bring economic analysis into the Commission's decision-making process.



Increase in mentions of Hudson
on Twitter since 2016.

PHOTO: (Opposite page) Sen. Marco Rubio (FL) speaks about the Middle East at a Hudson conference.



From Capitol Hill, Foreign Relations East Asia Subcommittee Chair Sen. Cory Gardner (CO) discussed the rise of China, the US-Japan alliance, and world affairs with Distinguished Fellow Walter Russell Mead. Sen. Tom Cotton (AR), Rep. Brad Sherman (CA), House Homeland Security Chair Mike McCaul (TX), and House Foreign Affairs Chair Ed Royce (CA) headlined a Hudson conference on “Countering Violent Extremism: Qatar, Iran, and the Muslim Brotherhood.” Sen. Sheldon Whitehouse (RI) keynoted the launch of a new Hudson report, *An Integrated Approach to the Himalayas*. Sen. John Boozman (AR) addressed the link between infrastructure modernization and higher U.S. economic growth. Rep. Marsha Blackburn (TN), Chair

of the House Energy and Commerce Subcommittee on Communication and Technology, spoke about the need for greater broadband access. Rep. George Holding (NC), Co-Chair of the Congressional Caucus on India and Indian Americans, discussed the importance of greater economic ties between the two countries. Rep. Mike Gallagher (WI) detailed the need for a larger, more capable U.S. Navy as part of an event highlighting Senior Fellow Seth Cropsey’s new book, *Seablindness: How Political Neglect is Choking American Seapower and What to Do About It*. And Rep. Joe Wilson (SC), Chairman of the House Armed Services Subcommittee on Readiness, addressed the North Korean missile threat.

PHOTOS: (Top left) Rep. Joe Wilson (SC) discusses North Korea's intercontinental ballistic missile capabilities. (Bottom left) Sen. Todd Young (IN) gives remarks on philanthropy and international development. (Right) Sen. Sheldon Whitehouse (RI) gives a keynote at the launch of Hudson's report *An Integrated Approach to the Himalayas*.



“Up to this point, I’m afraid we’ve had a little ‘Seablindness’ of our own. I think Seth’s book is an important contribution to this fight.”

—REP. MIKE GALLAGHER (R-WI)

During 2017, Hudson experts testified before the Senate Committee on the Judiciary; the Senate Committee on Foreign Relations; the Senate Committee on Armed Services; the Senate Committee on Banking; the Commission on Security and Cooperation in Europe (U.S. Helsinki Commission); and the House Committee on Foreign Affairs. Topics of testimony included retirement security for Americans; terrorism and U.S. biodefense; ISIS and U.S. policy on genocide; kleptocracy and international money laundering; the status of Saudi Arabia’s educational system; applying lessons from the Reagan administration’s modernization of the Navy to the current defense buildup; and the foreign policy goals of the Chinese leadership.



WALTER RUSSELL MEAD before the United States Senate Committee on Banking, Housing, and Urban Affairs Subcommittee on Economic Policy



MICHAEL DORAN at a special session of the United Nations Security Council



NINA SHEA before the United States House Committee on Foreign Affairs Subcommittee on Terrorism, Nonproliferation, and Trade



MICHAEL PILLSBURY before the United States Senate Foreign Relations Committee Subcommittee on East Asia, The Pacific, and International Cybersecurity Policy



BILL SCHNEIDER before the United States Senate Committee on Armed Services Subcommittee on Seapower



MICHAEL DORAN
Author, "Ike's Gamble: America's Rise to Dominance in the Middle East"



DR. CAROL ADELMAN
HUDSON INSTITUTE
DIRECTOR, CENTER FOR GLOBAL PROSPERITY



DOUGLAS J. FEITH
LEON FELLOW, HUDSON INSTITUTE, AND FORMER UNDER SECRETARY OF DEFENSE FOR POLICY, UNITED STATES



PRESIDENT TRUMP DOWNPLAYS DIFFERENCES WITH FRENCH PRESIDENT MACRON
BEN HADDAD | HUDSON INSTITUTE



HUSAIN HAQQANI
FORMER AMBASSADOR, PAKISTAN



Rebecca Heinrichs
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PRESIDENTIAL LEGACIES SHIFT OVER TIME



Lewis "Scooter" Libby
Hudson Institute Senior Vice President



CMDR. BRYAN MCGRATH (RET.)
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WHAT CAN ALLIES EXPECT FROM PRES. TRUMP IN FIRST FOREIGN TRIP?
JOURNAL & EDITORIAL REPORT



ANI



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MIKE PREGENT | HUDSON INSTITUTE FELLOW



KENNETH WEINSTEIN
HUDSON INSTITUTE



Peter Rough
Politikberater



RICHARD WEITZ
SENIOR FELLOW, HUDSON INSTITUTE



NINA SHEA
SENIOR FELLOW, HUDSON INSTITUTE
PULLING BACK THE CURTAIN



Irwin Stelzer
Director of Economic Policy Studies, Hudson Institute
American columnist, Sunday Times (London)



SCRAMBLING TO CUT OFF NORTH KOREAN CASH FLOW
Rebecca Heinrichs | The Hudson Institute
SIDE: EXIT FOLLOWS MONTHS OF TURMOIL AT UBER, HIT BY SERIES



TRUMP IN PARIS
TRUMP MEETS WITH MACRON AMID RUSSIA FIRESTORM
Benjamin Haddad | Research fellow, Hudson Institute



SAMUEL TADROS
Senior Fellow, Hudson Institute



EXPERTS: WEAPONS IN NORTH KOREAN PARADE MAY BE FAKE
Michael Pregent | Military Expert, Hudson Institute



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HANNAH THORNBURN
RESEARCH FELLOW, HUDSON INSTITUTE

MEDIA OUTREACH & EVENTS

FOR MORE THAN HALF A CENTURY since our founding in 1961, the character of Hudson Institute's work—focused always on policy, not politics—has made us a trusted source of timely guidance for an unusually broad constituency of leading U.S. and international government, business, and media figures. And during 2017, a year of profound change in the Washington policy landscape, our experts were in particularly high demand: to identify, investigate, and explain new challenges America and its allies now confront, and to develop and promote innovative but practical solutions to those challenges. In short: Hudson was busier, more productive, more visible, and more influential than at any time in recent memory.

Multiple times a day on average over the course of 2017, Hudson experts' bylined essays appeared in major U.S. and international publications like the *Wall Street Journal*, the *New York Times*, the *Washington Post*, *USA Today*, *Forbes*, *Bloomberg*, *The Weekly Standard*, *The American Interest*, *National Review*, *L'Opinion*, and *Nikkei Asian Review*. Hudson-produced analysis was also routinely translated for republication in dozens of regional and local newspapers and magazines throughout Europe, East and South Asia, the Middle East, and Latin America—expanding our audience by many millions.

Throughout the year, Hudson was a daily and growing presence on television, as well. Leading U.S. and international broadcast and cable networks like CNN, Fox News, PBS, the BBC, France24, Wall Street Journal Live, and Bloomberg regularly called on Institute fellows for interviews and commentary on breaking news and longer-term policy questions alike. And Hudson's own media platforms further extended our reach. Traffic on Hudson.org, the Institute's website, which hosts all our research and related programming, has more than tripled since its 2014 redesign. Off-site viewership of public



65%

Increase in television news appearances
by Hudson experts since 2016

events in the Stern Policy Center at our Washington headquarters—more than a quarter of which were covered live by C-SPAN, and all of which are simulcast on Hudson.org and archived on the Institute's YouTube channel—continued to grow. More than half a million people follow the Twitter accounts of Hudson and its affiliated experts.

Leading the Discussion

One of the best measures of Hudson's central and commanding place in current policy debates is the breadth and caliber of guest speakers who routinely use Institute-sponsored public events as a platform for major policy announcements, formal speeches, and productive engagement with other top experts in their fields.

In Washington during 2017, Hudson was pleased to welcome: Sen. Todd Young (IN); Reps. Robert Pittenger (NC), Tom Cole (OK), Brian Fitzpatrick (PA), and Hank Johnson (GA); Gen. John Hyten, Commander of the United States Strategic Command; Lisa Curtis, now serving as Senior Director for South and Central Asia at the National Security Council; FCC Chairman Ajit Pai; Kendall Day, Deputy Assistant Attorney General overseeing the Department of Jus-

tice's Kleptocracy Asset Recovery Initiative; former CIA Director Gen. David Petraeus; former Secretaries of Defense Leon Panetta and Robert Gates; former U.S. Ambassador to the U.N. Zalmay Khalilzad; longtime U.S. Middle East negotiator Dennis Ross; former Deputy Secretary General of NATO Sandy Vershbow; former Under Secretary of the Navy Janine Davidson; former Under Secretary of State for Democracy and Global Affairs Paula Dobriansky; *Wall Street Journal* editorial board member Kimberley Strassel; Fox News chief political anchor Bret Baier; *Washington Post* Senior Associate Editor Lally Weymouth; Fox News Chief Intelligence Correspondent Catherine Herridge; BBC foreign affairs reporter Suzanne Kianpour; Israeli Minister of Justice Ayelet Shaked; Estonian

Minister of Foreign Affairs Sven Mikser; Ukrainian Minister of Finance Oleksandr Danyliuk; Latvian Minister of Foreign Affairs Edgars Rinkēvičs; Lithuanian Minister of Foreign Affairs Linas Linkevičius; Nigerian Minister of Industry, Trade, and Investment Okechukwu Enelamah; Spanish Ambassador to the United States S.E. Pedro Morenés; Romanian Ambassador to the United States George Maior; Lithuanian Ambassador to the United States Rolandas Kriščiūnas; Sri Lankan Ambassador to the United States Prasad Kariyawasam; Kurdistan Regional Government Representative to the United States Bayan Sami Abdul Rahman; Japanese Liberal Democratic Party Representative Katsuyuki Kawai; former Secretary General of NATO Anders Fogh Rasmussen; Colombian Na-



PHOTOS: (Clockwise from top left) Nigeria's Minister of Industry, Trade and Investment Dr. Okechukwu Enelamah discusses Nigeria's efforts to attract foreign investment. Latvian Foreign Minister Edgars Rinkēvičs, Lithuanian Foreign Minister Linas Linkevičius, and Estonian Foreign Minister Sven Mikser at a Hudson conference on Baltic security. Israel's Minister of Justice MK Ayelet Shaked discusses the U.S.-Israel relationship, Start-Up Nation, and the Middle East. Rep. Ed Royce (CA) discusses countering violent extremism.

tional Congress Representative María Fernanda Cabal—and many others.

In Manhattan, Hudson’s New York Speakers Series (see page 29) hosted a similarly distinguished group of guests for another year of intimate luncheon conversations organized by the Institute’s Chairman’s Advisory Board. Also in Manhattan, capping our 2017 programming schedule, Hudson was proud to honor Vice President Mike Pence at the Institute’s annual Herman Kahn Award gala (see page 17).

And worldwide, Hudson maintained—and expanded—a lengthy list of international collaborations. In February, for example, at New Delhi’s Vivekananda

International Foundation, the Institute co-sponsored a “Trilateral India-Japan-USA Dialogue” about the three countries’ shared concerns over emerging strategic dynamics in the Indo-Pacific region. In March, we co-sponsored the Eighth Annual Transatlantic Think Tank Conference in Malta. Also last year, Hudson undertook several new overseas partnerships, including a joint project with the Danish Foreign Ministry to rethink international development and stabilization programs, another joint project with the Konrad Adenauer Stiftung to investigate the possibility of common U.S.-German stances and strategies on new trade challenges, and a new initiative with London’s Henry Jackson Society on post-Brexit U.S.-U.K.-E.U. relations.



PHOTOS: (Clockwise from top left) Retired Gen. David Petraeus at a Hudson conference on violent extremism. HE Anders Fogh Rasmussen discusses Russian sanctions under the Trump administration. The Hudson-sponsored Blue Ribbon Study Panel on Biodefense holds a meeting on “National Biodefense Strategy: Implementation and Implications.” Colombian Congresswoman María Fernanda Cabal discusses problems arising from the implementation of the Colombian Peace Deal.



Internships

Hudson Institute's internship program continues to grow, attracting students, recent graduates, and veterans from leading universities in more than 22 countries. In 2017, 91 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 400 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.

PHOTO: Rep. Marsha Blackburn (TN) discusses infrastructure improvement and rural broadband access.





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for strong American leadership
in the world to protect America’s
security, freedom, and prosperity.”

— JOSEPH LIEBERMAN

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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 become 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.

Hudson's Corporate Advisory 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.

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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 2017, members of the Chairman's Advisory Board discussed the North Korean threat, political polarization, Brexit, campus free speech, the fight against radical Islam, and other timely subjects with special guest speakers like the *Wall Street Journal's* Daniel Henninger, Harvard University professor Harvey Mansfield, U.A.E. Ambassador Yousef Al Otaiba, and Hudson experts Michael Doran, Walter Russell Mead, Rebecca Heinrichs, Melanie Kirkpatrick, and Arthur Herman. Chairman's Advisory Board Members also joined regular conference calls with these and other Hudson experts—on topics like President Trump's visit to Asia and the German elections—and enjoyed a private tour of the New York City Police Department's Intelligence Division Headquarters and Operations Center.

PHOTO: (Top right) U.S. Ambassador to the United Nations Nikki Haley with Hudson President & CEO Kenneth Weinstein at the Institute's annual Board of Trustees Reception in New York City.

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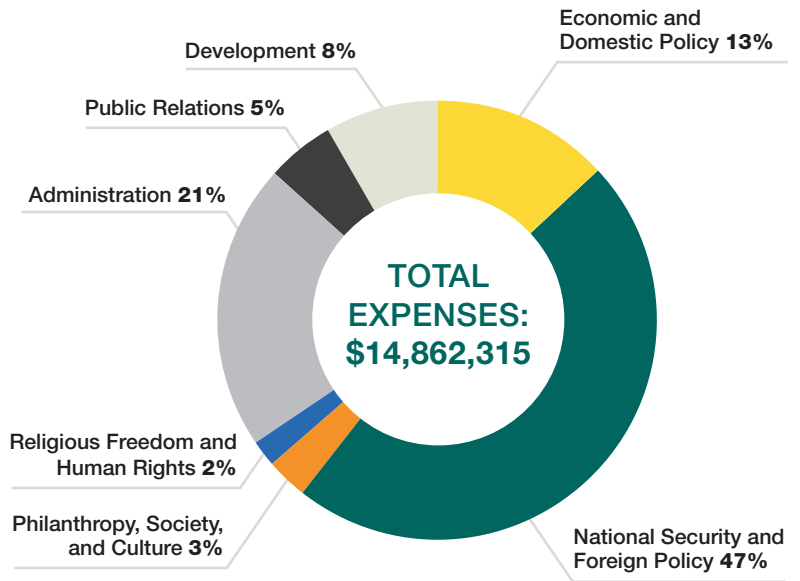
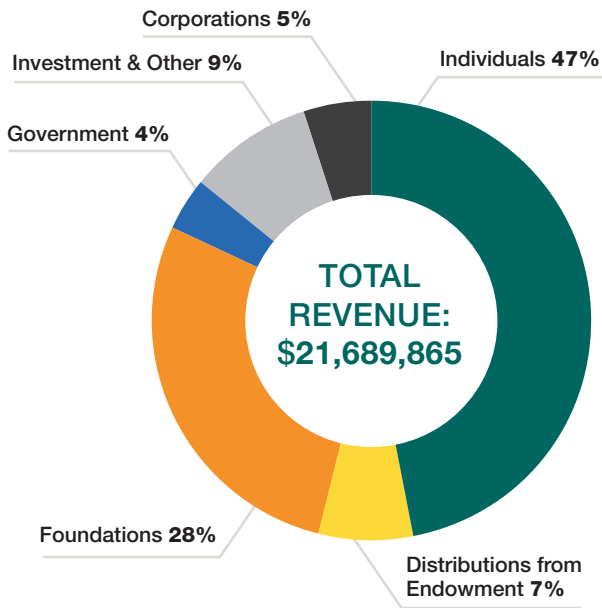
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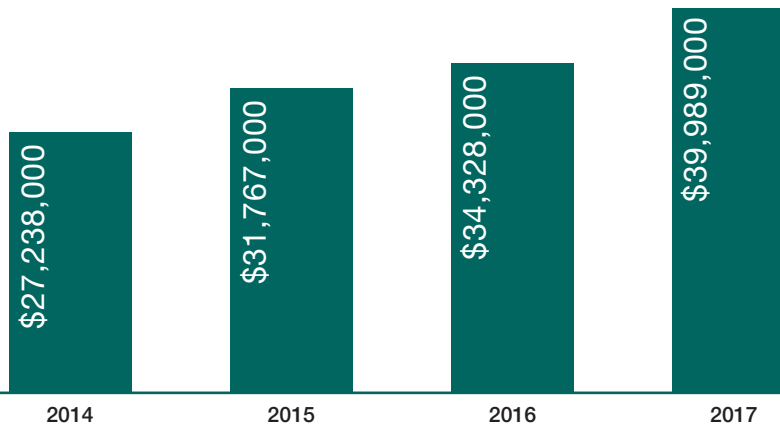


PHOTOS: (Left to right) Members of the Chairman's Advisory Board enjoying a private tour of the New York City Police Department's Intelligence Division Headquarters and Operations Center. CAB members Camillo and Denise Santomero, along with Inmaculada Habsburg, meet Wall Street Journal Deputy Editorial Page Editor Daniel Henninger.

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WEINSTEIN is President and CEO of Hudson Institute. He also serves as chairman of the Broadcasting Board of Governors, the federal agency that oversees U.S. civilian international media. Weinstein

writes and comments widely on international affairs for publications like *The Wall Street Journal* and media outlets like France 2, Le Monde, BBC, NHK, and Fox News Channel. He is the editor of *In Defense of Thinking: The Essential Herman Kahn*.

**JOHN P. WALTERS**

is Hudson's Chief Operating Officer and also directs the Hudson Institute Political Studies Program. He served as director of the White House Office of National Drug Control Policy (ONDCP) during the

George W. Bush administration, has wide experience in foreign and domestic policy and private-sector philanthropy, and is a frequent contributor to media outlets like 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.

**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*.

**R. BRIAN BLAKE** is

a Senior Fellow and Vice President of Development at Hudson Institute. His research focuses on U.S. domestic policy and drug control. Prior to joining Hudson, Blake worked in policy-oriented leadership

and strategic planning positions at the White House, General Electric, and the Heritage Foundation.



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.

**JOEL SCANLON** is

Hudson's Director of Studies. He served as Deputy Assistant to the President and Director of the White House Office of Strategic Initiatives during the George W. Bush administration, and subsequently oversaw

policy studies at the Center for International Private Enterprise.

**STEVE CORDER** is

Hudson's Director of Finance. Prior to joining Hudson, Steve served as the Chief Accounting Officer for the Republican National Committee, guiding all accounting activities for the party during the 2014 and

2016 election cycles. He has also been the Vice President and CFO for Americans for Prosperity and Executive Director of Finance for Focus on the Family.

**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 Hudson's Director of Strategic Partnerships. 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 M.A. at the University of Queensland in Australia.

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CAROL ADELMAN is a Senior Fellow and Director of the Center for Global Prosperity. In addition to serving as a presidential appointee managing foreign aid to Asia, the Middle East, and Eastern Europe at 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.



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*. She has been a Visiting Scholar at the Getty Institute, a Fulbright Lecturer, and arts correspondent for PBS's "Religion & Ethics Newsweekly." She is a faculty member at Boston College.



NOAM BLUM is the Technical Manager in Hudson's Public Affairs department. Before joining Hudson, Noam was a translator and media researcher at the Middle East Media Research Institute (MEMRI). He graduated Summa Cum Laude with a Bachelor of Music degree from the Berklee College of Music in Boston, majoring in Sound Engineering and Music Production.



GEORGE BOGDEN is a Research Associate working for Walter Russell Mead. In January 2017, George successfully defended his D.Phil. dissertation in international relations at the University of Oxford, where he was awarded a Clarendon Scholarship. During the last year of his doctoral studies, he served as a Fulbright-Clinton Fellow in Kosovo. He has a B.A. in Political Science from Yale.



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



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, alternative geopolitical futures in the Middle East, and U.S. foreign policy and strategy.



PAUL BUCKLEY is the Development Database Manager at Hudson Institute. Prior to joining Hudson, Paul worked as the Database Manager at the Pacific Research Institute and as the Data & Digital Assistant at the Republican Party of Pennsylvania. Paul holds a Bachelor's degree in Politics from Ursinus College.



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*.



Senior Fellow **SETH CROPSEY** is the Director of Hudson's Center for American Seapower. An expert on military affairs and Asian policy, he served as Deputy Undersecretary of the Navy during both the Ronald Reagan and George H. W. Bush administrations. *Seablinkness: How Political Neglect Is Choking American Seapower and What to Do About It* is his latest book.



Ambassador **JAIME DAREMBAUM**, 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 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*. 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.



Ambassador **SORIN DUCARU** is a Senior Fellow at Hudson Institute and works on developing new approaches to cyber security and defense, including through cooperative international efforts between the U.S.

and its closest allies. Before joining Hudson, Ambassador Ducaru served for four years as the Assistant Secretary General and Head of the Emerging Security Challenges Division at NATO.



Senior Fellow **THOMAS J. DUESTERBERG** specializes in manufacturing, environmental affairs, and economic research. He previously served as executive director of the Aspen Institute's Manufacturing and

Society in the 21st Century Program. He co-wrote *U.S. Manufacturing: The Engine of Growth in a Global Economy* and three other books, and is the author of more than 150 articles in journals and major newspapers.



Senior Fellow **RONALD DWORKIN, 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* and *Artificial Happiness: The Dark Side of the New Happy Class*.



Senior Fellow **CHARLES FAIRBANKS** has served as a Deputy Assistant Secretary at the U.S. Department of State and as a 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.



MICHAEL FEINBERG is the Operations Assistant at Hudson Institute. Michael is from Ft. Lauderdale, Florida, and most recently worked as a scholar intern at the Woodrow Wilson International Center for Schol-

ars. At the Wilson Center, Michael worked on the migrant crisis in the Balkans, the Yazidi genocide in Iraq, and other human rights issues.



DOUGLAS J. FEITH is a Senior Fellow and the Director of Hudson's Center for National Security Strategies. He previously served as Under Secretary of Defense for Policy in the George W. Bush administration. Feith

is the author of *War and Decision: Inside the Pentagon at the Dawn of the War on Terrorism*.



JOHN FONTE is a Senior Fellow and the Director of Hudson's Center for American Common Culture. He studies national identity, immigrant assimilation, and global governance. His book *Sovereignty or Submission:*

Will Americans Rule Themselves or Be Ruled by Others? 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 and Project Manager at Hudson Institute. She works on issues relating to national security, including cybersecurity and technology, defense strategy, and energy. Her work has

appeared in *National Review* and *Real Clear Future*. She holds a B.A. from Amherst College in Law, Jurisprudence, and Social Thought.

EXPERTS & STAFF

“It’s a true honor to be here at the Hudson Institute, especially because of the legacy of what this place is.”

—**STRATCOM COMMANDER
GEN. JOHN E. HYTEN**



HAROLD FURCHTGOTT-ROTH is a Senior Fellow and the Director of Hudson’s 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.



Adjunct Fellow **ULF GARTZKE** is the Managing Partner of Spitzberg Partners LLC, a corporate advisory and investment firm headquartered in New York. From 2004 to 2013, Dr. Gartzke served as Director of the Hanns-Seidel-Foundation’s Washington office and represented Germany’s ruling CSU party in the United States and Canada. He previously worked at the World Economic Forum, World Bank, and DaimlerChrysler.



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EXPERTS & STAFF



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“I regularly rely on Hudson Institute scholars to help inform my thinking in the way I help shape policy here in the Senate.”

—SEN. TOM COTTON (AR)



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EXPERTS & STAFF



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