

Encina COLUMNS

FALL ISSUE
2005

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DAY OF GLOBAL DISCUSSIONS

Stanford played host May 6 to dignitaries, ambassadors, faculty, students, and interested community members during the first annual International Day conference, organized by the Stanford Institute for International Studies, or SIIS.

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“Throughout our history, our strength has more often been harnessed to good than to ill. We must preserve it.”

SAMUEL BERGER, FORMER NATIONAL SECURITY ADVISOR

“I am more worried about the risks of global warming in the next century than arms races this century.”

HANS BLIX, FORMER HEAD OF UNITED NATIONS WEAPONS INSPECTIONS

“The U.S. does not, and cannot, dictate to every society. There is no American empire. Real imperial power is sovereign.”

PHILIP ZELIKOW, COUNSELOR OF THE U.S. DEPARTMENT OF STATE

Stanford Launches International Initiative with \$94 Million in Gifts

Stanford University President John Hennessy launched a wide-ranging International Initiative and announced corresponding gifts of nearly \$100 million to provide resources and expertise in the quest to help solve some of the most daunting global issues of the century.

Stanford alumni Bradford Freeman and Ronald Spogli, business partners and friends for more than 25 years, have committed a lead gift of \$50 million to the new initiative.

“The world’s problems—international peace and security, global health, poverty—present themselves in the form of challenges that defy traditional rubrics,” Hennessy said. “By unifying and strengthening our efforts in the area of international affairs, we affirm that Stanford has a special role to play in addressing these issues and providing real-world solutions.”

Hennessy praised the leadership of Spogli and Freeman for jump-starting the initiative with their gift.

“Brad and Ron are true friends of the university,” Hennessy said. “Their philanthropy stands for much more, however, than loyalty to their alma mater. It recognizes the magnitude of what is at stake and acknowledges the responsibility Stanford must assume to advance knowledge in the area of international affairs.”

Freeman ('64) and Spogli ('70) are founding partners of the Los Angeles-based investment firm Freeman Spogli & Co. Freeman is a member of the Stanford Board of Trustees; Spogli is a member of the board of visitors of the Stanford Institute for International Studies (SIIS).

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Stanford
Institute for
International
Studies
Renamed
This Fall

SEE PAGE 5

Got Toxic Milk?

BY LAWRENCE M. WEIN



Terrorists could harm hundreds of thousands of people by poisoning the U.S. milk supply, warns a study by Lawrence M. Wein, a CISAC faculty member, and Yifan Liu, CISAC fellow. The study analyzes milk's vulnerability to tampering and suggests that safeguards used voluntarily by some milk producers should be more widely adopted.

While the anthrax scare at Washington Post offices this year proved to be a false alarm, it was a reminder of how vulnerable Americans are to biological terrorism. In general, two threats are viewed as the most dangerous: anthrax, which is as durable as it is deadly, and smallpox, which is transmitted very easily and kills 30 percent of its victims.

But there is a third possibility that, while it seems far more mundane, could be just as deadly: terrorists spreading a toxin that causes botulism throughout the nation's milk supply.

Why milk? In addition to its symbolic value as a target—a glass of milk is an icon of purity and healthfulness—Americans drink more than 6 billion gallons of it a year. And because it is stored in large quantities at centralized processing plants and then shipped across country for rapid consumption, it is a uniquely valuable medium for a bioterrorist.

For the last year, a graduate student, Yifan Liu, and I have been studying how such an attack might play out, and here is the situation we consider most likely: a terrorist, using a 28-page manual called "Preparation of Botulism Toxin" that has been published on several jihadist Web sites and buying toxin from an overseas black-market laboratory, fills a one-gallon jug with a sludgy substance containing a few grams of botulin. He then sneaks onto a dairy farm and pours its contents into an unlocked milk tank, or he dumps it into the tank on a milk truck while the driver is eating breakfast at a truck stop.

This tainted milk is eventually piped into a raw-milk silo at a dairy-processing factory, where it is thoroughly mixed with other milk. Because milk continually flows in and out of silos, approximately 100,000 gallons of contaminated milk go through the silo before it is emptied and cleaned (the factories are required to do this only every 72 hours). While the majority of the toxin is rendered harmless by heat pasteurization, some will survive. These 100,000 gallons of milk are put in cartons and trucked to distributors and retailers, and they eventually wind up in refrigerators across the country, where they are consumed by hundreds of thousands of unsuspecting people.

It might seem hard to believe that just a few grams of toxin, much of it inactivated by pasteurization, could harm so many people. But that, in the eye of the terrorists, is the beauty of botulism: just one one-millionth of a gram may be enough to poison and eventually kill an adult. It is likely that more than half the people who drink the contaminated milk would succumb.

The other worrisome factor is that it takes a while for botulism to take effect: usually there are no symptoms for 48 hours. So, based on studies of consumption, even if such an attack were promptly detected and the government warned us to stop drinking milk within 24 hours of the first reports of poisonings, it is likely that a third of the tainted milk would have been consumed. Worse, children would be hit hardest: they drink significantly more milk on average than adults, less of the toxin would be needed to poison them and they drink milk sooner after its release from dairy processors because it is shipped directly to schools.

And what will happen to the victims? First they will experience gastrointestinal pain, which is followed by neurological symptoms. They will have difficulty seeing, speaking and walking as paralysis sets in. Most of those who reach a hospital and get antitoxins and ventilators to aid breathing would recover, albeit after months of intensive and expensive treatment. But our hospitals simply don't have enough antitoxins and ventilators to deal with such a widespread attack, and it seems likely that up to half of those poisoned would die.

As scary as this possibility is, we have actually been conservative in some of our assumptions. The concentration of toxin in the terrorists' initial gallon is based on 1980's technology and it's possible they could mix up a more potent brew; there are silos up to four times as large as the one we based our model on, and some feed into several different processing lines that would contaminate more milk; and the assumption that the nationwide alarm could go out within 24 hours of the first reported symptoms is very optimistic (two major salmonella outbreaks in the dairy industry, in 1985 and 1994, went undetected for weeks and sickened 200,000 people).

What can we do to avoid such a horror? First, we must invest in prevention. The Food and Drug Administration has some guidelines—tanks and trucks holding milk are supposed to have locks, two people are supposed to be present when milk is transferred—but they are voluntary. Let's face it: in the hands of a terrorist, a dairy is just as dangerous as a chemical factory or nuclear plant, and voluntary guidelines are not commensurate with the severity of the threat. We need strict laws—or at least more stringent rules similar to those set by the International Organization for Standardization in Geneva and used in many countries—to ensure that our milk supply is vigilantly guarded, from cow to consumer.

Second, the dairy industry should improve pasteurization so that it is far more potent at eliminating toxins. Finally, and most important, tanks should be tested for toxins as milk trucks line up to unload into the silo. The trucks have to stop to be tested for antibiotic residue at this point anyway, and there is a test that can detect all four types of toxin associated with human botulism that takes less than 15 minutes. Yes, to perform the test four times, once for each toxin, on each truck would cost several cents per gallon. But in the end it comes down to a simple question: isn't the elimination of this terrifying threat worth a 1 percent increase in the cost of a carton of milk?

One other concern: although milk may be the obvious target, it is by no means the only food product capable of generating tens of thousands of deaths. The government needs to persuade other food-processing industries—soft drinks, fruit juices, vegetable juices, processed-tomato products—to study the potential impact of a deliberate botulin release in their supply chains and take steps to prevent and mitigate such an event.

Americans are blessed with perhaps the most efficient food distribution network in history, but we must ensure that the system that makes it so easy to cook a good dinner doesn't also make it easy for terrorists to kill us in our homes. ■

LAWRENCE M. WEIN IS A PROFESSOR AT THE STANFORD BUSINESS SCHOOL AND A CISAC FACULTY MEMBER. THIS ARTICLE WAS PUBLISHED IN THE NEW YORK TIMES ON MAY 30, 2005.

Robert S. McNamara on Nuclear Weapons

Robert S. McNamara criticized U.S. nuclear weapons policy as "immoral, illegal, militarily unnecessary and dreadfully dangerous" during an October 2004 talk at CISAC. "The risk of an accidental or inadvertent nuclear launch is unacceptably high," said the defense secretary who advised President John F. Kennedy during the 1962 Cuban Missile Crisis, when the nation came frighteningly close to nuclear war. The Bush administration's policies only heighten the risk, McNamara added. The current

commitment to keeping a nuclear arsenal and even adding new nuclear weapons to destroy underground bunkers is "diplomatically destructive, eroding the international norms that have limited the spread of nuclear weapons and fissile materials for 50 years," he said. With research assistance from honors student Nina Hsu and others at CISAC, McNamara turned his talk into "Apocalypse Soon," an article featured on *Foreign Policy's* May/June 2005 cover. ■

CHP/PCOR Study: Russia Must Treat Drug Users to Contain HIV/AIDS Epidemic

BY SARA SELIS

FINDINGS FROM AN ONGOING CHP/PCOR RESEARCH PROJECT ON HIV/AIDS in Russia provide clear and urgent policy guidance for officials there: Injection drug use is central to Russia's rapidly expanding HIV/AIDS epidemic. If the country continues with its current approach—largely failing to treat HIV-positive drug users with antiretroviral medications—the epidemic will swiftly spread among drug users and the general public.

The CHP/PCOR researchers presented their findings at the 14th International Conference on AIDS, Cancer and Related Problems in May 2005 in St. Petersburg, Russia, and in separate meetings with HIV/AIDS experts and organizations in St. Petersburg and Moscow. Results of their research indicate that antiretroviral therapies should be given to as many of Russia's HIV-positive drug users as possible, preferably integrated with drug rehabilitation programs. In fact, the results demonstrate that devoting most of Russia's HIV/AIDS resources to treating injection drug users would do far more to limit infection rates among the general public than would efforts focused on non-drug users.

"Our research shows that if they don't treat injection drug users, they'll never get a handle on the AIDS epidemic, and it will spiral out of control," said CHP/PCOR core faculty member Douglas K. Owens, principal investigator for the research project, which is funded by the National Institute on Drug Abuse. "We hope these results will provide compelling scientific evidence to help influence policymakers in Russia to make needed changes," he added.

Although HIV/AIDS is a relatively new problem for Russia—the epidemic began to take hold there just 10 years ago—today the country has one of the fastest-growing HIV/AIDS populations in the world. While official registered figures show 311,400 HIV cases to date, international experts believe the actual number is closer to 1 million. Until recently, the majority of cases have been concentrated among injection drug users. However, the increasing number of cases among women, along with infections transmitted heterosexually and from mother to child, indicate that the epidemic is shifting from high-risk groups to the general population.

While several countries, including Brazil and Uganda, have taken steps to effectively address their HIV/AIDS epidemics, Russia has lagged behind. Denial and stigmatization of HIV/AIDS are widespread; the government is reluctant to seek assistance from outside organizations; and the country has scarce resources for HIV/AIDS prevention and treatment. Highly active antiretroviral therapy, or HAART, is a powerful drug regimen that can add months or years to the lives of HIV-positive individuals. But only about 1,500 HIV-positive individuals in Russia are receiving the treatment—less than 5 percent of those who need it.

"Going to Russia was sobering because it has a huge HIV/AIDS problem, a huge amount of denial, and very few resources to deal with it," said CHP/PCOR associate Margaret L. Brandeau, a member of the research team. The others are Cristina Galvin, Elisa Long, Gillian Sanders, Adam Schwartz, Swati Tole, and Tatyana Vinichenko.

Russia has similarly failed to address the problem of injection drug use, which is believed to be responsible for transmission in more than half the country's HIV/AIDS cases, through the sharing of HIV-contaminated needles and sexual contact. There are approximately 2 to 3 million injection drug users in Russia, and in the most heavily affected cities about a third of them are HIV-positive. But few drug treatment programs exist in Russia, methadone clinics are illegal, and needle-exchange programs are discouraged. Injection drug users are regarded as criminals and often incarcerated. Those living with HIV/AIDS suffer double discrimination: Stigma is widespread and confidentiality regarding HIV status is often breached in medical settings.

Owens said the combination of neglect and punishment is a "recipe for disaster" as it relates to the future of Russia's HIV/AIDS epidemic.

To provide guidance on how Russia could most effectively address the problem with its limited resources, the CHP/PCOR researchers developed decision models that evaluated the cost-effectiveness of different treatment strategies and predicted how each would affect the spread of HIV/AIDS in Russia. The models draw on data from St. Petersburg on HIV/AIDS infection rates, transmission rates, and mortality rates among drug users and non-drug users.

The researchers evaluated three treatment strategies. In the first scenario HAART is given to 80 percent of HIV-positive non-drug users but is not given to any drug users.

In the second scenario HAART is given to 80 percent of HIV-positive drug users and 1 percent of non-drug users. And in the third scenario 50 percent of each group, non-drug users and drug users, receives therapy. The researchers also evaluated the course of the epidemic assuming that the current low level of treatment with HAART continues. In that case, by 2025 the prevalence of HIV in St. Petersburg would be 60



to 80 percent among drug users and 7 percent among the general population—a whopping tenfold increase from the current 0.7 percent prevalence.

Under scenario one—providing HAART to 80 percent of non-drug users only—the researchers' model indicates that by 2025, HIV prevalence would reach 77.8 percent among drug users and 5.4 percent among the general population. Under scenario two, however—providing HAART to 80 percent of drug users and 1 percent of non-drug users—the spread of HIV would be slowed significantly, with HIV prevalence reaching 69.3 percent among drug users and 3.2 percent among the general population.

This analysis highlights how treating drug users with HAART would reduce the spread of HIV, among drug users and the general population.

Under scenario three—providing HAART to 50 percent of each group—HIV prevalence by 2025 would reach 72 percent among drug users and 3.4 percent among the general population. While scenario three would decrease the spread of HIV/AIDS over 20 years, the results are not as remarkable as for scenario two.

Regarding cost-effectiveness, the researchers' analysis found that treating 80 percent of drug users with HAART would prevent more than 100,000 infections over 20 years and would add millions of quality-adjusted life years, or QALYs, to the population for about \$1,000 per QALY gained, compared with current practice. Treating only non-drug users with HAART would prevent fewer infections and would cost more per life-years gained. In the third scenario, about the same number of infections would be prevented as when only injection drug users are treated. All three strategies would be cost-effective as judged by guidelines from the World Health Organization.

"What's most striking about our results is that the greatest impact on the general population comes from treating drug users, not the general population," said Owens, who is also a senior investigator at the VA Palo Alto Health Care System. "It underscores the fact that injection drug users seem to be the critical link in the spread of HIV to other groups in Russia."

This is not to suggest that HAART should be given primarily to drug users, Owens explained; rather, it highlights the importance of treating drug users and non-drug users aggressively. ■

CHP/PCOR Researchers in Spain

CHP/PCOR faculty and affiliates presented research on various topics at the 5th World Congress of Health Economics, held July 10–13 in Barcelona, Spain. After the conference, CHP/PCOR convened a dinner meeting of nearly 30 CHP/PCOR international collaborators, representing 13 countries.

Topics presented by CHP/PCOR researchers Laurence C. Baker, Kate Bundorf, Alan M. Garber, Kathryn M. McDonald, Ciaran S. Phibbs, Ming Wu, and Wei Yu included Beijing's health insurance reform efforts, cost-effectiveness analysis and health coverage decisions, hospital financial performance and patient safety, and the impact of insurance coverage on infertility treatments.

The post-conference meeting provided an avenue for CHP/PCOR international collaborators to discuss current and potential research projects, as well as funding ideas. The potential research topics discussed dealt with pharmaceutical pricing, studies involving hospital data, and ways to manage rising health-care costs. ■

Stanford Launches International Initiative with \$94 Million in Gifts

CONTINUED FROM PAGE 1

The lead gift will create up to 10 interdisciplinary professorships and endow the directorship of the Stanford Institute for International Studies. Together with an allocation from the Office of the President, it also will create a \$3 million intellectual venture-capital fund to support innovative, interdisciplinary research and teaching in international studies at Stanford. In addition, the gift will support the work of the institute's centers and programs and stimulate collaborations between and among the institute, Stanford's seven schools and the Hoover Institution.

Key Stanford donors have contributed an additional \$44 million to meet important objectives of the International Initiative:

Craig ('73) and Susan ('84) McCaw will provide critically important need-based scholarship support for international undergraduate students, which President Hennessy recently articulated as a high university priority.

An anonymous donor has pledged a gift to the Graduate School of Business (GSB) to support its Center for Global Business and the Economy and the institute. This will strengthen campus-wide collaborations for the initiative, particularly involving the GSB.

Susan Ford Dorsey has made a gift that will permit a substantial enhancement of the International Policy Studies master's program, to be operated jointly by SIIS and the School of Humanities and Sciences.

Longtime supporter Walter Shorenstein will endow the institute's Asia Pacific Research Center, to be named the Walter Shorenstein Asia Pacific Research Center.

"Thanks to this most generous gift from Brad Freeman and Ron Spogli as well as the contributions from several other farsighted friends of Stanford, the university stands ready to embark on a fundamentally new and very dynamic course in international research and education," said Coit D. Blacker, director of SIIS. "These gifts

"We are very pleased to support the International Initiative and enable the Stanford Institute for International Studies to enhance its focus on key issues and challenges of our times,"

BRADFORD FREEMAN AND RONALD SPOGLI

lay the groundwork for the transformation of international studies at Stanford. We are very excited about what Brad's and Ron's generosity will make possible at Stanford—and very grateful to them for this important vote of confidence in what we are seeking to accomplish."

Stanford's International Initiative will focus on three broad cross-cutting themes: pursuing peace and security in an insecure world; reforming and improving governance at all levels of society; and advancing human health and well being. The International Initiative follows recent multidisciplinary university initiatives in the biosciences and the environment. ■

Stanford Institute for International Studies Renamed this Fall



DONORS AND BUSINESS PARTNERS BRADFORD FREEMAN, LEFT, AND RONALD SPOGLI.

The Stanford Institute for International Studies (SIIS) will become the Freeman Spogli Institute for International Studies at Stanford University effective Sept. 1, SIIS Director Coit D. Blacker announced May 11.

The name change is in recognition of the Freeman Spogli \$50 million lead gift to the Institute and Stanford's International Initiative, which President John Hennessy launched on April 28.

"These gifts lay the groundwork for the transformation of international studies at Stanford, and the Institute and the University stand ready to embark on a fundamentally new and very dynamic course in international research and education," Blacker said.

Freeman ('64) and Spogli ('70) are founding partners of the Los Angeles-based investment firm Freeman Spogli & Co. Freeman is a member of the Stanford board of trustees; Spogli is a member of the board of visitors of SIIS.

The gift will also create up to 10 interdisciplinary professorships and endow the Institute's directorship. Other key donors have contributed an additional \$44 million, Blacker said.

New Name and Director for Asia-Pacific Research Center



DONOR WALTER H. SHORENSTEIN

On September 1, 2005, the Asia-Pacific Research Center adopted a new name and welcomed a new director. While both "new" in principle, these changes relate to individuals who have steadfastly supported the Center for many years.

At a gala dinner held at FSI's Bechtel Conference Center on May 31, 2005, it was announced that APARC would be renamed the Walter H. Shorenstein Asia-Pacific Research Center (Shorenstein APARC) in honor of its longtime benefactor.

Warmly praising the announcement, Stanford president John Hennessy, FSI director Coit Blacker, APARC founder Daniel I. Okimoto, and outgoing APARC director Andrew Walder each spoke of Shorenstein's clear vision for and unwavering commitment to the affairs of the Asia-Pacific region. Walder, in particular, looked to the future that Shorenstein's gift made possible, both for the renamed Center and for Stanford.

"This new gift comes at a crucial point in APARC's development," noted Walder, a China specialist. "It symbolizes Stanford's rededication to the vital study of contemporary Asian affairs. It also signals to our peers that Stanford has committed itself to the major effort that will be necessary, and it challenges the University to commit itself to reinvigorating and reinventing Stanford's strengths on the region."

Shorenstein APARC's new director is Gi-Wook Shin, one of the Center's core faculty and the founding director of Stanford's vibrant Korean Studies Program, now entering its fifth year. He brings a host of plans and fresh ideas to his new position, which he assumes for a three-year term.

According to Blacker, "With true entrepreneurial spirit, Professor Gi-Wook Shin has built an impressive and dynamic Korean Studies Program. I have great confidence that he will continue his outstanding work in his new role as the director of Shorenstein APARC. His strong leadership will prove invaluable in the years to come, as the Institute grows and as the International Initiative unfolds." ■

VICTORIA TOMKINSON PUBLICATIONS MANAGER, SHORENSTEIN APARC

FREEMAN SPOGLI INSTITUTE
FOR INTERNATIONAL STUDIES

Leaders of International Initiative Discuss Gestation of Idea, Long-term Objectives



PROFESSOR ELISABETH PATE-CORNELL AND SIIS DIRECTOR COIT D. BLACKER

A day after President John Hennessy announced the International Initiative, Stanford Report sat down with its co-directors, Coit D. Blacker from the Stanford Institute for International Studies and Elisabeth Paté-Cornell, the Burton J. and DeeDee McMurtry Professor of Engineering and a senior fellow at the institute, to discuss the goals of the new venture

SR: WHY IS STANFORD LAUNCHING THE INTERNATIONAL INITIATIVE NOW?

COIT BLACKER: I think the problems that we are proposing we deal with are time sensitive. If you're talking about enhancing the prospects for peace and security, that obviously has a rather urgent quality to it.

I think we're coming to grips with the fact that the problem of governance is huge and, unless we figure out how to get this one right, we're not going to be able to get out of this development dead end with respect to the so-called Third World. [The issue of failing and failed states] cuts across different fields of study. Is it primarily an economic and political challenge, or is it cultural and social? We don't know. We know that something is terribly wrong with the system because 90 percent of sub-Saharan Africa is in a developmental tailspin. Here, the key piece is how to build effective institutions. This unites political scientists, sociologists and people from the Business School, the Law School and Engineering.

Basically, it's a systems approach—it's trying to understand the conditions under which institutions work. We know good institutions when we see them but we don't know how to build them.

[Blacker also brought up the theme of human well-being, and discussed what keeps him up at night:] I have a lot of worries, but one of them is the combined political, social and economic consequences of the spread of deadly infectious disease. For example, in places like Botswana, 35 percent of the adult population is HIV-positive. It's a huge humanitarian disaster, but it's also hugely consequential for that country's prospects.

SR: HOW CAN THE INTERNATIONAL INITIATIVE ATTEMPT TO ADDRESS A CRISIS LIKE THAT?

BLACKER: Elisabeth and I have been meeting regularly with the small group of faculty from the Medical School [Professors Lucy Tompkins, Gary Schoolnik, Paul Wise and Alan Garber] who talk about how to deliver, in a cost-effective way, [to the developing world] the expensive medicines that the first world relies on to deal with such problems as HIV/AIDS. It's a question that goes far beyond the medical dimensions of the problem. It's

a pharmacological problem, it's an economic problem, and it's a major social and political problem.

[These researchers] are aware that they have one piece of this puzzle. Their natural tendency is to drive it back into the box that they understand, but they're smart enough to know we have to get it someplace else. Part of what we're trying to do is bring the medical community together with international lawyers or people from the Business School who know something about the delivery of medicines across national boundaries. Basically, the whole purpose is to create new communities of scholars who are interested in these types of real-world challenges.

SR: HOW DO EXPERTS FROM SUCH A RANGE OF DISCIPLINES FIND A COMMON LANGUAGE?

ELISABETH PATÉ-CORNELL: The higher you go in the hierarchy of scholars, the easier it is to communicate. The lingo generally gets in the way at the lower level; I've noticed it particularly in the medical domain. But a Nobel laureate in physics has to [be able to] explain what he or she is doing.

BLACKER: I think as people become more settled in what they are doing, they become more comfortable in moving beyond jargon. [However], in the area of democratization, economic development and the rule of law this has been a problem. Basically, what we're seeking to do with these very different communities—lawyers, business types and social scientists—is to get them to examine the assumptions that have informed [their] views. We're pretty good at interrupting each other—saying, well, in political science this term means X and I don't think that's how you're using it. We're actually trying to create a new language. That's basically what happened after World War II. We had to deal with the advent of nuclear weapons and we didn't have a language for talking about it.

SR: HOW DID YOU COME UP WITH THE RESEARCH THEMES OF SECURITY, GOVERNANCE AND HUMAN WELL-BEING? DID YOU REJECT OTHER PRESSING THEMES?

BLACKER: The committee wrestled with this a lot. We decided that basically everything that we thought was really smart could be accommodated under the three [themes]. Some people were really agitated about demographics. Well, that actually fits pretty comfortably at the intersection between governance and human health and development. And then, of course, is the problem of pet rocks—where people felt very strongly

that we absolutely had to devote major resources to their pet rock. So we kept on saying, "This is not a pet rock garden."

SR: ARE OTHER UNIVERSITIES LAUNCHING SIMILAR INITIATIVES? WHAT MAKES STANFORD'S VENTURE DIFFERENT?

BLACKER: There are a handful of American research universities actively wrestling with this—Yale, also Harvard. But with very few exceptions, other institutions of higher learning don't have the luxury or the resources to do this. There is a particular clarity of vision at Stanford about the need to create these types of research and teaching communities. I think good leadership matters. Secondly, Stanford traditionally has lower barriers to cooperation across school and departmental lines.

You have to be very confident in your mission to entertain what Stanford is proposing, which is basically to come up with a new model that incorporates the best of the existing system—the disciplinary base for education and research—with this vibrancy that we associate with interdisciplinarity.

SR: HOW ARE YOU GOING TO LEAP BEYOND TRADITIONAL ACADEMIC BOUNDARIES TO CREATE NEW FIELDS OF INQUIRY?

BLACKER: There is clearly a demand percolating up from our students, both graduates and undergraduates. The size of the International Relations program is larger than it was 10 years ago when it probably graduated 50 students a year. Now it graduates 120 students a year. [And take] Elisabeth's department, Management Science and Engineering. What is striking is that many of her department's students come over and talk to me about how to combine their interest in management and engineering with major public and international policy issues. And from the graduate students there's a demand that, yes, we need to be trained equally within our own discipline, but we also need to know more about the world because we're going out into the world. At the other end of the equation, the Board of Trustees has been a real engine for change.

From my perspective and Elisabeth's, this doesn't have to be a zero-sum game. It should be a positive-sum game. We're not talking about doing away with the way Stanford has educated students for generations; we're not talking about demolishing departments and schools. But we are saying that the Stanford universe is big enough to accommodate both disciplinary-based education and interdisciplinary education and research

SR: WHAT ARE THE INTERNATIONAL INITIATIVE'S LONG-TERM GOALS?

PATÉ-CORNELL: To open the doors and connect the dots. [This] means open the windows at Stanford, attract more international students and send more of our students out so they get the feeling that the world is big. And connecting the dots—this will connect the different fields that are relevant to the resolution of problems that we have articulated. It will give our graduate students a wider, broader education that will allow them to tackle problems from different angles. [All this will] make Stanford a more international place, a more open place and a place with more influence. ■

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“The current strategy in the Middle East is clearly that democratization is going to be the instrument of transformation of governance... I’m going to argue that, in the Middle East, democracy is actually likely to worsen economic governance unless democracy takes a very distinctive form and that’s not going to take that form unless we, in the West, change our behavior.” PAUL COLLIER

International Day Brings Policymakers and Faculty Together for Discussions on Global Issues

BY PATRICK FITZGERALD

STANFORD PLAYED HOST May 6 to dignitaries, ambassadors, faculty, students, and interested community members during the first annual International Day conference, organized by the Stanford Institute for International Studies, or SIIS.

The conference, “Challenges in a New Era,” drew big names from the international studies community, including Hans Blix, former head of United Nations weapons inspections, and Philip Zelikow, counselor of the U.S. Department of State and former executive director of the 9/11 Commission.

The day’s events officially kicked off the University’s International Initiative, a new interdisciplinary effort designed to turn Stanford into a hub for international policy studies over the next 10 years.

Speeches by Blix and Zelikow and former National Security Advisor Samuel Berger and Oxford University Professor Paul Collier headlined the daylong conference. Also featured were breakout discussion sessions chaired by Stanford faculty members. Topics ranged from climate change to the future of energy supplies to U.N. reform.

Blix told those in attendance that, among the threats facing the international community in coming years, a global nuclear arms race is unlikely.

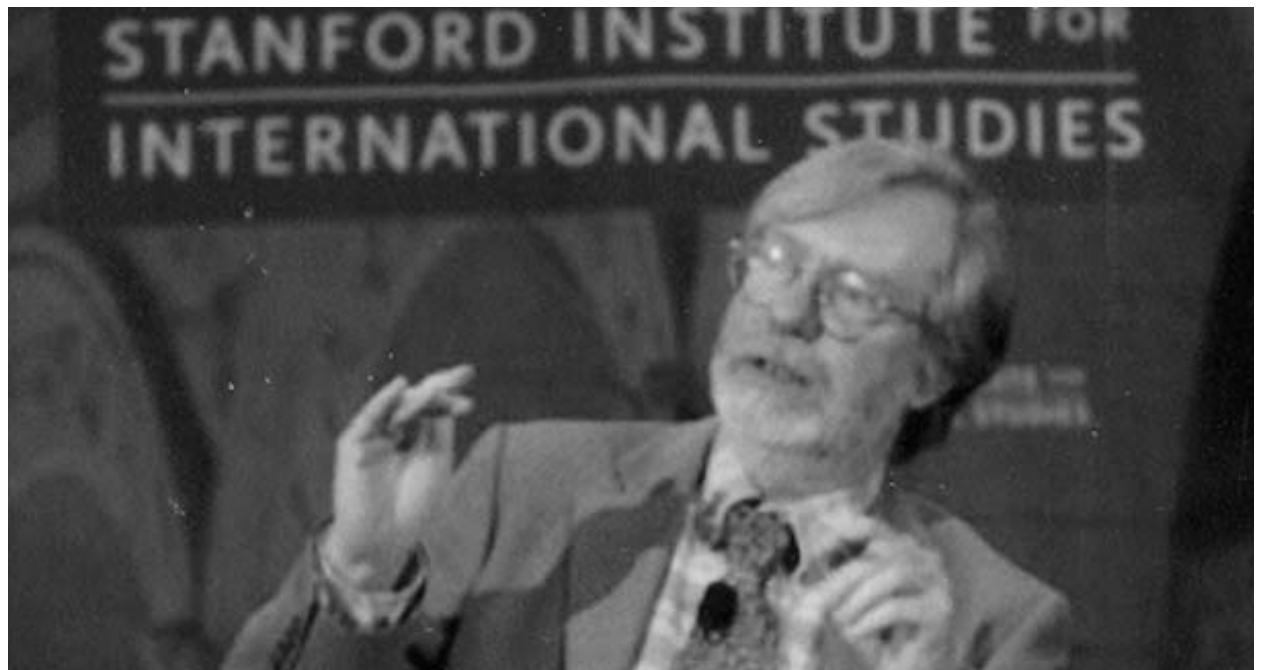
“The world is not milling with would-be proliferators,” he said. “It will be hard for the United States to pursue a lonely arms race.”

Former Stanford President Donald Kennedy, who chaired a discussion on the environment and climate change, thanked Blix and William Perry, professor of management science and engineering, for “telling everyone that climate change matters as much as terrorism” for the future of international relations.

“It’s very hard to get policy traction on this issue,” Kennedy said. “I hope the thing we get out of these repeated assaults on the problem is determination to get something done.”

Attendees also witnessed interaction among Stanford faculty at the session on the United Nations and its future role in international security. SIIS Senior Fellow Stephen Stedman chaired a panel featuring Adam Thomson, deputy ambassador to the United Nations, and Shirin Tahir-Kheli of the U.S. State Department.

While Stedman addressed the issues, he took a light-hearted approach. In contrast, Thomson criticized the U.N. Security Council for not debating the escalating conflict in the Persian Gulf appropriately, arguing that it was necessary to “lance the boil of Iraq.”



PAUL COLLIER, OXFORD UNIVERSITY

The panel fielded questions from Stanford faculty members Scott Sagan, professor of political science, and Allen Weiner, professor of international law and diplomacy—the sort of interaction that organizers said the conference, as well as the International Initiative at large, aimed to foster and cultivate on campus.

“To get interaction between a diverse set of professors from different fields and policy makers who deal with issues that faculty members are analyzing is a real opportunity for creative thinking,” Sagan said.

Officials at SIIS called the conference a resounding success in gauging prospects for Stanford’s growth in international studies.

“I couldn’t be happier,” said SIIS Director Coit Blacker. “I am very pleased with how things have gone.”

“This was the test phase,” added Klas Bergman, associate director for communications at SIIS. “So far it’s been a very positive experience.”

Bergman was optimistic that the International Day will become an annual event at Stanford.

“I hope we can do this every year,” he said.

University President John Hennessey, who introduced the International Initiative on April 28, welcomed conference participants and was on hand throughout the day to partake in the events.

“The conference shows what we can do when Stanford acts as a platform to bring together thinkers and scholars,” he said. “Universities have an important role to play in creating these types of discussions.”

“The fact that we can get these people is great,” Hennessey said of the speakers and faculty participants. Even so, the conference and the International Initiative as well will thrive on student participation, he added.

“I think ever since 9/11 there has been a substantial increase of student interest in foreign affairs,” he said. “We’ve all realized that no nation is an island. We are touched by events that occur throughout the world.”

Some student attendees shared Hennessey’s sentiments and said that they were impressed by the speakers and their interaction with the academics.

“It’s amazing to be put in the middle of all this,” said freshman Alina Syunkov, who is interested in international relations. “It’s great to see how decisions are made and to see professors in a setting with policy makers and politicians, where there is a bridge between academia and policy.”

Seeing professors in a different setting was particularly intriguing for junior Oriana Mastro, an East Asian studies major who said she was struck by a pessimistic remark made by SIIS Visiting Professor Michael Armacost in a session addressing the situation on the Korean Peninsula.

“It was the first time I’ve heard an academic say that there was no hope,” she said. “It was very realistic.” ■

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Experts Discuss International Issues, Nuclear Security

BY LISA TREI



HANS BLIX WITH CISAC PANELISTS

HANS BLIX, chairman of the International Commission on Weapons of Mass Destruction, told hundreds of diplomats, policymakers, faculty, and students at the SIIS International Day conference on May 6 that he does not think the world faces a new nuclear arms race.

"I am more worried about the risks of global warming in the next century than I am about arms races in this century," he said.

Blix's speech attracted a strong response from Professor of Political Science Scott Sagan, co-director of SIIS's Center for International Security and Cooperation (CISAC), who participated in the same plenary panel titled "Looking Ahead: A New Nuclear Arms Race?" "I think there already is a new and very different kind of nuclear arms race going on," Sagan said. "It is a race between terrorists trying to develop a nuclear weapon and national and international efforts to stop that." As North Korea races ahead with its own "persistent and provocative nuclear program," Sagan said, the likelihood that the impoverished country will want to test its weapons or sell them to the highest bidder will increase. "I think Dr. Blix's paper greatly underestimates the threat of nuclear terrorism today," he said.

Philip Zelikow, counselor of the U.S. Department of State, spoke about "The United States and the World," and Samuel R. Berger, national security advisor during the Clinton administration, discussed "U.S. Foreign Policy: The Road Ahead." Discussion sessions headed by Stanford scholars including President Emeritus Donald Kennedy, SIIS Senior Fellow Stephen Stedman, and Professor of International Law Allen Weiner focused on climate change, the United Nations and the future of international security, and international criminal justice and security, respectively. Coit D. Blacker, director of SIIS, said that the annual event will become part of the university's newly launched International Initiative promoting interdisciplinary research and teaching.

During his speech, Blix stated that "the world is not milling with would-be proliferators," and he questioned how long the United States would be able "to pursue a lonely arms race for a war against terrorism." Since the alleged weapons of mass destruction program in Iraq has proved to be an "empty threat," Blix questioned whether the public will in the United States can be sustained in the long term to pay "huge arms bills, unless threats evoked materialize into significant actions."

"If the states in the world move sensibly to better address some current issues of political conflict by diplomacy and pay more attention to development and social justice, there is good hope that this—combined with international cooperation between police, intelligence, and financial institutions—will lead to less terrorism," Blix said.

CISAC Co-Director Chris Chyba, who also participated on the panel, said an arms race with Russia or China is unlikely but stressed that nuclear proliferation remains a global threat. "The possibility that more and more countries could build more nuclear weapons in response to others' nuclear weapons acquisitions could have a catalytic effect," he said. As for North Korea, "it's hard to predict the effect a test could have on Japan or the Republic of Korea or other countries," he said. "But, obviously, the preference would be not to find out."

Chyba stressed the importance of continuing efforts to shape the world's nuclear future rather than merely to cope with it. "My fear is that we are slowly entering a world in the nuclear realm in which supply-side steps are going to be less capable of controlling the spread of nuclear weapons technology," he said. "We need to use the time we have to reduce the demand for nuclear weapons." ■

EDITED AND REPRINTED FROM STANFORD REPORT, MAY 11, 2005

SIIS International Day Agenda May 6, 2005

LOBBY

CHECK IN 7:30 AM

MCCAW HALL

BREAKFAST 8 AM

WELCOME **John Hennessy**, President, Stanford University

INTRODUCTORY REMARKS **Coit D. Blacker**, SIIS Director, and

William J. Perry, Stanford University and former Secretary of Defense

FIRST MORNING PLENARY PANEL 9 AM–10:30 AM

Looking Ahead: A New Nuclear Arms Race?

SPEAKER **Hans Blix**

PANELISTS **Scott Sagan** and **Christopher Chyba**, Stanford University

SECOND MORNING PLENARY PANEL 11 AM–12:30 PM

Looking Ahead: Governance and Democracy

SPEAKER **Paul Collier**

PANELISTS **Larry Diamond** and **John McMillan**, Stanford University

LUNCH 1 PM

SPEAKER **Philip Zelikow**, *The United States and the World*

FISHER CONFERENCE CENTER

PANEL DISCUSSIONS 2:30 PM–5:45 PM

FIRST SESSION 2:30 PM–4 PM

The U.N. and the Future of International Security

Center for International Security and Cooperation (CISAC)

CHAIR **Stephen Stedman**, Stanford University

PANELISTS **Shirin Tahir-Kheli**, State Department,

and **Sir Adam Thomson**, Deputy U.N. Ambassador from the UK

Futures for Energy

Center for Environmental Science and Policy (CESP)

CHAIR **David Victor**, Stanford University

PANELISTS **Vijay Vaitheeswaran**, *The Economist*, and

Paul Collier, Oxford University

International Responses to Infectious Diseases

Center for Health Policy (CHP)

CHAIR **Alan Garber**, Stanford University

PANELISTS **Douglas Owens**, Stanford University, and **David Heymann**, WHO

Russia—What Now?

Center on Democracy, Development, and the Rule of Law (CDDRL)

CHAIR **Kathryn Stoner-Weiss**, Stanford University

PANELISTS **Michael McFaul**, Stanford University, and

Nikolai Zlobin, Center for Defense Information

SECOND SESSION 4:15 PM–5:45 PM

International Criminal Justice and International Peace and Security

Center on Democracy, Development, and the Rule of Law (CDDRL)

CHAIR **Allen S. Weiner**, Stanford University

PANELISTS **Diane Orentlicher**, American University, and

Pierre-Richard Prosper, State Department

Alliance Under Stress: Challenges on the Korean Peninsula

Asia-Pacific Research Center (APARC)

CHAIR **Gi-Wook Shin**, Stanford University

PANELISTS **Michael Armacost** and **Dan Okimoto**, Stanford University, and

Young-Kwan Yoon, Seoul National University

Climate Change Meets Biology

Center for Environmental Science and Policy (CESP)

CHAIR **Donald Kennedy**, Stanford University

PANELISTS **David S. Battisti**, University of Washington, and

Erika Zavaleta, University of California Santa Cruz

The Future of U.S./European Relations

European Forum

CHAIR **Amir Eshel**, Stanford University

PANELISTS Ambassador **Mark Palmer**, Ambassador **Richard Morningstar**,

and **Quentin Peel**, *Financial Times*

LOBBY

RECEPTION 6 PM

MCCAW HALL

DINNER 7 PM

SPEAKER **Samuel R. Berger**, *U.S. Foreign Policy: The Road Ahead*

SIIS INTERNATIONAL DAY

Challenges in a New Era

“My hope is that Stanford will play an even more important role in the future in helping to find solutions to and educate leaders for the complex problems we face around the world.”

STANFORD PRESIDENT JOHN HENNESSY



“I think Dr. Blix greatly underestimates the nuclear terrorism threat today. I think there is a new and very different kind of nuclear arms race going on. It is a race between terrorists trying to develop nuclear weapons and national and international efforts to stop that.”

SCOTT SAGAN



“Poor countries can remain democracies, develop democracy, if they have good governance and I think the reverse is also true...the two, really, I think, have to go hand-in-hand.”

LARRY DIAMOND

COLUMN 1 Top to bottom: CESP's Rosamond Naylor. Samuel Berger (center) with former Secretary of State Warren Christopher (left) and former Secretary of Defense William Perry (right). CDDRL's Kathryn Stoner-Weiss. CISAC's Lawrence M. Wein. **COLUMN 2** Top to

bottom: Stanford president John Hennessy. SIIS Director Coit D. Blacker. Panelists (left to right): Oxford's Paul Collier, CDDRL's John McMillian and Larry Diamond. CISAC co-directors: Scott Sagan and Christopher Chyba. Former Stanford president Donald Kennedy. APARC's

Gi-Wook Shin. CISAC's William Perry (center) with David Hamburg, formerly of the Carnegie Corporation (left) and Warren Christopher, former Secretary of State (right). **COLUMN 3** Left to right: CISAC's Steve Stedman with panelist Shirin Tahir-Kheli, State

“My fear is that in the nuclear realm we are slowly entering a world in which supply-side steps are going to be less and less capable of controlling the spread of nuclear weapons technology.”

CHRISTOPHER CHYBA



“Do democracies grow faster than autocracies? We’d all like the answer to be ‘yes.’ Unfortunately, it’s ‘no.’ Democracies, on average, don’t grow any faster than autocracies. If anything, they grow a bit more slowly.”

JOHN MCMILLAN



Department. CDDRL’s Allen Weiner. **COLUMN 4** Top to bottom: *The Economist*’s Bijay Vaitheeswaran and SIIS’s David Victor. Samuel Berger with SIIS Director Coit D. Blacker in background. SIIS International Day audience listening. Diane Orentlicher, American

University, and Pierre-Richard Prosper, State Department. *Los Angeles Times*’ Doyle McManus with conference participant. **COLUMN 5** CISAC’s George Bunn. Ambassador Mark Palmer with *Financial Times*’ Quentin Peel. Scott Sagan (center) with Samuel Berger

(left) and Brookings’ Susan Rice (right). Jane Wales, World Affairs Council. **COLUMN 6** CISAC’s Lynn Eden. APARC’s Dan Okimoto and Michael Armacost. CHP’s Alan Garber with European Forum’s Amir Eshel.

CESP Study: Humans Contribute to Early Arrival of Spring Activity in Wild Species

BY ASHLEY DEAN

A study in the *Proceedings of the National Academy of Sciences (PNAS)* has found that humans, through increased emissions of atmospheric greenhouse gases and aerosols, are causing regional climate change, which in turn is linked to changes seen in the springtime activity of numerous animals and plants.

“Our analyses examine a type of data not previously used for climatic change attribution studies: shifting traits in the natural history of plants and animals,” writes Terry Root, senior fellow with the Center for Environmental Science and Policy (CESP) and lead author of the May 24 *PNAS* study. “These data provide an independent proxy of the change in global temperature over time that is not plagued with disputes (regardless of the merits of the claims) over the reliability and validity of the instrumental record of temperature.”

In their study, Root and her co-authors cite evidence from the International Panel of Climate Change (IPCC) that the Earth has warmed an average of 1 degree Fahrenheit over the past 100 years.

“IPCC has shown that warming on a global scale is in large part due to emissions by humans of greenhouse gases and aerosols,” Root says. “Two papers in the Jan. 3, 2003, edition of *Nature* showed that species are responding to regional temperature changes, but neither paper determined if those temperature changes were due to natural causes, human emissions or a combination of both. The *PNAS* paper does just that.”

In the *PNAS* study, the authors used a computer model to calculate regional temperatures in three different ways: assuming only natural causes, such as volcanoes or sun spots; assuming only human-caused changes

created by emissions of greenhouse gases and aerosols; and a combination of both. They found that changes in wild species track regional temperature changes most closely when both natural and human causes are used and that in the vast majority of these cases, the human causes significantly overshadow the natural causes.

“Therefore, humans are indeed causing important changes in the timing of spring events of wild plants and animals,” Root concludes.

More than 80 percent of the 145 species under study exhibited shifting in a manner expected with increasing temperature in the Northern Hemisphere. ■

THE STUDY ALSO WAS CO-AUTHORED BY CESP POSTDOCTORAL SCHOLARS DENA MACMYNOWSKI AND MICHAEL MASTRANDREA, AND SENIOR FELLOW STEPHEN SCHNEIDER. RESEARCH WAS SUPPORTED BY GRANTS FROM THE WINSLOW FOUNDATION, THE U.S. DEPARTMENT OF ENERGY GLOBAL CHANGE EDUCATION PROGRAM AND THE U.K. DEPARTMENT OF THE ENVIRONMENT.

Interview With Gretchen Daily: Finding Value In Nature

BY ASHLEY DEAN



Taking a step beyond beauty and moral responsibility in the defense of nature, CESP senior fellow Gretchen Daily is finding powerful *economic* arguments for conserving Earth’s ecosystems. Charity and reserves alone are proving insufficient to slow the rapid pace of biodiversity loss and ecosystem disruption. Daily and colleagues propose a new science-based framework for aligning economic forces with conservation efforts. In the interview below, she expands on the theories and practices behind this innovative approach.

Q. WHAT IS THE DRIVING CONCEPT HERE?

A. It’s seeing ecosystems—tide pools, Napa Valley vineyards, Amazonian rain forest—as capital assets. Like other forms of capital, ecosystems yield a flow of vital services. They produce goods such as seafood, provide life support processes such as water purification, and offer life-fulfilling conditions for enjoyment and serenity. They also conserve options in the form of genetic diversity for future use. Unfortunately, relative to other forms of capital, the economic value of ecosystems is poorly understood and scarcely monitored. As a result—in many important cases—they are undergoing rapid degradation and depletion. Often the importance of ecosystem services is appreciated only upon their loss.

Q. WHAT STEPS ARE NEEDED TO INTEGRATE THE VALUE OF ECOSYSTEM ASSETS INTO DECISION MAKING?

A. The first step is to characterize the “production functions” of ecosystems—that is, to figure out the quantity and quality of services a farm or forest, for example, could supply under different scenarios of management. This is the most important and often underrated step. We need to move from narrow conventions like “farmers produce food” to thinking creatively about how people broadly benefit from nature in multiple ways: food production and also climate stability, water purification, flood control, biodiversity, cultural tradition, and scenic beauty.

Q. GIVEN THESE VARIED BENEFITS THAT AFFECT PEOPLE ON BOTH A REGIONAL AND GLOBAL LEVEL, HOW DO YOU PUT AN ECONOMIC VALUE ON A FARM OR FOREST?

A. Valuation is the second step—figuring out the implications of various alternatives, now and in the future, and translating these into comparable units. We’re doing this in coffee-growing regions of the tropics, where we’ve found, for instance, that rain forest boosts both yield and bean quality from pollination by bees that nest in nearby forest. The benefit is so high, a 20 percent increase in yield and a 27 percent reduction in bean

deformities, that—even at today’s low coffee prices—the value of forest conservation to farmers is at least as high as any competing land use in many places. This shows that conservation can pay off even in the midst of very productive farmland.

Q. BUT HOW CAN OWNERS OF FORESTS REAP ECONOMIC BENEFIT FROM THEIR CONSERVATION?

A. This is the tricky part—creating new institutions and financial mechanisms for aligning economic incentives with conservation. There are a lot of promising models being deployed today, mostly small-scale and idiosyncratic, to fit into particular social and legal contexts. We need to assess their scope and limitations and apply the key ingredients of success in scaling up to make a difference globally. Costa Rica has a pioneering program that pays landowners for four types of ecosystem services provided by tropical forest: biodiversity conservation, climate stabilization, water purification and landscape stabilization, and provision of scenic beauty.

Q. BUILDING ON YOUR RESEARCH IN COSTA RICA, YOU ARE CURRENTLY WORKING WITH PRIVATE LANDOWNERS IN THE RURAL COUNTRYSIDE OF HAWAII TO DESIGN AND IMPLEMENT CONSERVATION EFFORTS DIRECTED AT RESTORING KOA, A SPECIES OF ACACIA TREE NATIVE TO THE ISLANDS, WHICH IS ALSO VALUED FOR ITS DEEP, GOLDEN-RED HARDWOOD. WHAT SORT OF LAND MANAGEMENT APPROACHES ARE YOU SUGGESTING THAT WILL ALIGN THE DUAL GOALS OF KOA RESTORATION AND SUSTAINABLE PROFIT?

A. We’ve just launched studies of both the conservation value and the expected economic return associated with alternative land uses in Hawaii. Our dream is to open new revenue streams that make restoration of koa forest economically attractive—beyond harvest of the wood—to include perhaps payments for biodiversity conservation and payments for carbon sequestration and groundwater recharge.

Q. BASED ON YOUR EXPERIENCE SO FAR, WHAT ARE THE BIGGEST POLITICAL, PSYCHOLOGICAL, AND ECONOMIC BARRIERS PREVENTING DECISION MAKERS FROM INCORPORATING THESE ECOLOGICAL VALUES INTO DEVELOPMENT DECISIONS?

A. It’s amazing to see the light bulb turn on when people start to think of ecosystems, especially native systems, as capital assets—as opposed to “vacant land” waiting to be “developed” to become useful. Catalyzing this change in the way people think is crucial. And doing so requires turning these ideas into something practical and operational—through exciting and successful pilot projects. One such effort is the recently launched Ecosystem Marketplace (www.ecosystemmarketplace.com), the first global arena for “making the priceless valuable.” Discovering the societal values of nature and creating new institutions to capture this value needs to continue occurring iteratively in a dynamic feedback.

The Experience of Independent Power Projects in Developing Countries

BY ROBERT SHERMAN

PRIVATE INVESTMENT IN ELECTRICITY GENERATION, so-called Independent Power Producers or IPPs, in developing countries grew dramatically during the 1990s, only to decline equally dramatically in the wake of the Asian financial crisis and other troubles in the late 1990s. The Program on Energy and Sustainable Development (PESD) is undertaking a detailed review of the IPP experience in 12 developing countries. The study seeks to identify the principal factors that explain the wide variation in outcomes for IPP investors and hosts and to identify lessons for the next wave of private investment in electricity generation.

On June 2–3, PESD convened a meeting to review the findings and preliminary conclusions of the study. The meeting consisted of a series of frank and open discussions among the project staff, other academics, and a broad set of stakeholders in the power markets of developing nations including project developers, financiers, and government officials.

Erik Woodhouse, the PESD postdoctoral scholar leading the IPP study, kicked off the meeting with a presentation reviewing the primary findings of the study, noting that the IPP experience in the developing world encompasses a wide variation in outcomes. In a few countries, such as Egypt, Mexico, and Thailand, IPPs have been successful from both the investor and customer perspectives. Yet, even in these countries factors such as macroeconomic instability and electricity tariffs that are so low that they do not cover costs have made it difficult to sustain investment in IPPs. The record in many of the other countries studied has been mixed at best, with civil society, government, and investors expressing frustration with their experiences.

Woodhouse suggests that the classic IPP model—a greenfield power plant developed by private (often foreign) investors, financed on the basis of expected revenues, and selling power to a public grid under a long-term contract—will be a small niche in the future. At least two factors have proved very difficult to overcome. First, all IPPs are built on the predictability of long-term contracts, known as power purchased agreements or PPAs. In practice, many of the PPAs have not performed as investors expected, especially when the host country's legal institutions are weak and the regulatory environment is uncertain. Outright repudiation of PPAs is rare, but governments have nonetheless found ways to squeeze projects—such as when there are ambiguities in contracts, when fuel prices change in unexpected ways, when allegations of corruption arise, or when technical operational problems emerge.

Second, IPPs often find it difficult to compete with power plants that are usually built and owned by the government. In some cases, this reflects that IPPs use more expensive technology, but often the differences in price reflect policy factors at work. Many state-built plants have access to subsidized capital and employ accounting procedures that do not reflect the full costs of building and operation; foreign-built plants include risk premiums that can be particularly large when policy is in flux.

At the meeting in early June, many participants noted the crucial role of investors and government in creating and sustaining legitimacy for private investors to play a role in the power sector. Debate over the best ways to ensure that IPPs are viewed as legitimate focused on three questions:

- (1) how to evaluate the costs and benefits of private plants in comparison with those of state enterprises;
- (2) the effectiveness of institutional arrangements in providing credible public signals of balanced distribution of risks and rewards; and
- (3) how to address perceived or apparent flaws in project arrangements after key contracts have been signed and equipment installed.

Each of these tasks is complex on its face and even more so when carried out under the political pressures that infuse the electricity sector in many developing countries.

The meeting also focused on experiences with particular projects as well as countries. Several meeting participants expressed concern with ongoing difficulties in maintaining the alignment of incentives among key project participants through good times and bad. Interests that align during project development easily erode—especially when projects come under stress. Development banks that help finance projects and local project stakeholders, for example, may have diverging agendas as the project shifts from development to operation. Macroeconomic shocks have had a particularly large effect in exposing cracks and divergent interests. Many possible remedies were discussed, with no clear consensus on the best instruments for change; at present, such problems tend to be addressed through renegotiation of PPAs, but not every mess can be solved by renegotiation.

Looking toward the future, PESD plans to incorporate the results of the June meeting into the IPP study and issue a revised report. A draft report from the study and reports on each of the 12 study countries are available on the PESD website: <http://pesd.stanford.edu/>. ■



New Books Coming from PESD

The Program on Energy and Sustainable Development (PESD) has signed a contract with Cambridge University Press to publish three new books from the Program's research.

The first book will address the geopolitical aspects of the shift to natural gas in world energy markets. It builds on a joint study by PESD at Stanford and the James Baker III Institute for Public Policy at Rice University (reported on in the fall 2004 *Encina Columns*).

The second book will present results from PESD research on electricity market reform. It includes five detailed case studies on power sector reform in Brazil, China, India, Mexico, and South Africa. The book explains why these five countries—and so many others—have found it difficult to implement market reforms in their power sectors and will offer policy advice on how to implement more effective reforms.

The third book, slated for completion in spring 2006, will diagnose global warming problems and offer a strategy for creating an effective international regime to manage the problem of climate change. It will explain the failures of the 1997 Kyoto Protocol.

Stanford Summer Fellows from 25 Nations Study Democracy and Development

The summer fellows were the following:
Saadiya Abbasi, senator and barrister at law, Pakistan
Sylvester Akhaine, political scientist, Nigeria
Inaam Hassan Alyasiry, women's issues coordinator, Iraq
Rencinnyam Amargjargal, member of parliament, Mongolia
Sanaullah Baloch, senator, Pakistan
Janet Banda, lawyer, Malawi
Lien Thi Bich Bui, lawyer, Vietnam



The first annual Stanford Summer Fellows Program on Democracy and Development took place at the University during three weeks in August 2005.

Hosted by the Center on Democracy, Development, and the Rule of Law (CDDRL) within the Stanford Institute for International Studies (SIIS), the three-week intensive seminar mixed Stanford faculty members with leading democracy activists from 25 countries on four continents, many of them coming directly from countries in the middle of transition to democracy.

“The purpose of this program is to provide a setting to test theory against practice, to share experiences and to learn from each other, and to help establish a professional and personal network beyond these three weeks,” said SIIS director Coit D. Blacker, kicking off the program.

“This program is a collective experience and we are deeply honored that you are here,” Blacker also said, adding that the plans are for the program to be repeated in the years to follow.

Blacker was only one of the many Stanford faculty who participated in the summer fellows program. Others included CDDRL director Michael McFaul and associate director Kathryn Stoner-Weiss, Stanford president emeritus and law professor Gerhard Casper, democracy specialist and Hoover senior fellow Larry Diamond, economist Avner Greif, law professor Thomas Heller, GSB professor John McMillan, international law professor Allen Weiner, and political scientist Jeremy Weinstein.

In addition, there were many outside speakers, among them MoveOn.org co-founder Joan Blades, Oxford historian Timothy Garton Ash, and Carl Gershman, president of the National Endowment for Democracy.

The 32 summer fellows were selected from among 750 applicants. The criteria for selection were not based on quotas or regional representation. As CDDRL director McFaul put it, we just set out to find the most interesting people—those who daily work in the trenches in their home countries—and to give them a chance through this three-week program to step back and exchange ideas and expose practice to theory.

Among the 32 fellows were two Pakistani senators; the former prime minister of Mongolia; the attorney general from Sao Tome and Principe; two Nigerian democracy activists; three Russian NGO representatives; the only Muslim president of the Delhi (India) law school's student union; an Iranian democracy activist; an Iraqi women's issues coordinator; several young lawyers; three human rights activists from Afghanistan; and a legal adviser to the Palestinian prime minister.

The reasons they gave for participating in the summer program were many: concern with the rolling back of democracy in Pakistan; the relationship between democracy and development in Africa; reconciliation and women's education in Iraq; consolidating democracy in Russia; judicial reform in Indonesia; and promoting peace and reconciliation in Central Africa, human rights education in Afghanistan, and the interrelationship of media and politics in Kyrgyzstan.

The Stanford Summer Fellows Program on Democracy and Development was made possible thanks to a generous gift from Stephen D. Bechtel. ■

Rindai Chipfunde, political scientist, Zimbabwe
Yuri Dzhibladze, human rights specialist, Russia
Jose Luis Gascon, democracy advocate, the Philippines
Fahim Hakim, human rights commission, Afghanistan
Jovan Jovanovich, foreign policy adviser, Serbia and Montenegro
Binziad Kadafi, legal researcher, Indonesia
Telesphore Kagaba, human rights specialist, Rwanda
Alla Kos, lawyer, Belarus
Miabiye Kuromiema, environmentalist, Nigeria
Davidson Kuyateh, pro-democracy activist, Sierra Leone
Tanya Lokshina, human rights and democracy advocate, Russia
Daria Miloslavskaya, lawyer, Russia
Majid Mohammadi, democracy advocate, Iran
Marina Nagai, attorney, Uzbekistan
Mohammad Nasib, democracy promoter and trainer, Afghanistan
Anthony Njoroge, lawyer, Kenya
Nancy Gamal El-Din Okail, development researcher, Egypt
Adelino Pereira, attorney general, Sao Tome and Principe
Dmytro Potyekhin, political analyst, Ukraine
Mehmood Pracha, legal aid and civic education activist, India
Patrick Rafolisy, anti-corruption activist, Madagascar
Mohammed Rumi, legal adviser, Palestine
Yulia Savchenko, television producer, Kyrgyzstan
Gjylnaze Sylja, member of parliament, Kosovo
Mohammad Osman Tariq, community developer, Afghanistan

New Publications Flourish at Shorenstein APARC

Over the past year, Shorenstein APARC has expanded its publications program in several key directions.

NEW SERIES WITH STANFORD UNIVERSITY PRESS

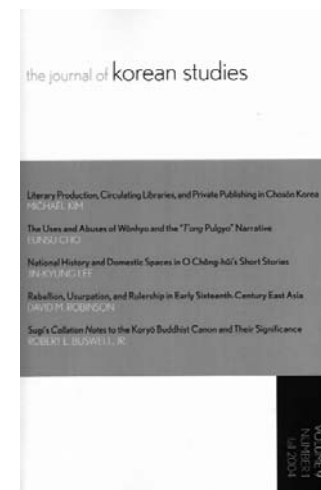
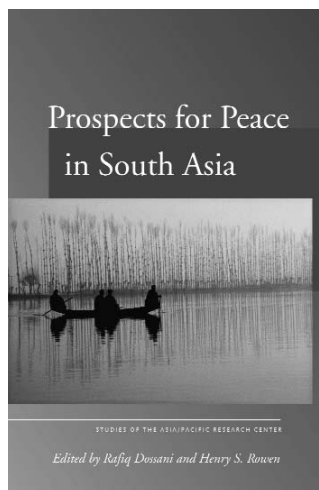
The Shorenstein Asia-Pacific Research Center and Stanford University Press have joined forces to produce a new series of “Studies of the Shorenstein Asia-Pacific Research Center.” Designed to spotlight Shorenstein APARC’s cutting-edge research, the series will feature the varied work of the Center’s faculty, researchers, and fellows, and the unique interdisciplinary perspective that informs it. According to former Shorenstein APARC director Andrew Walder, who negotiated the agreement, “We are delighted to begin this series with Stanford University Press, which has a large and distinguished list of books on modern East Asia. It is a perfect way to showcase the best of the scholarly work to come out of Shorenstein APARC.”

The inaugural book in the series, *Prospects for Peace in South Asia*, edited by Shorenstein APARC scholars Rafiq Dossani and Henry S. Rowen, was published on March 25, 2005. It addresses the largely hostile, often violent relations between India and Pakistan that date from their independence in 1947, and the persistent conflict over Kashmir. “The book is timely,” observed Dossani. “As India turns increasingly vibrant and globally important and Pakistan begins to clear the shadows of its past, policymakers need to understand the issues that will drive relations into the long term.”

Three more books are currently in the pipeline; their variety indicates the breadth of topics that the series will embrace. First, Harukata Takenaka, a former Shorenstein APARC Fellow, considers how and why a semi-democratic regime collapses without experiencing further democratization. Takenaka’s book (much of which was written at the Center) answers these questions using a case study on regime change in prewar Japan. Second is Gi-Wook Shin’s important new book on the genealogy, politics, and legacy of ethnic nationalism in Korea, which focuses on the historical roots and contemporary relevance of identity politics. Third and finally, Andrew Walder, and his co-editors Joseph Esherick and Paul Pickowicz, have completed a volume on China’s Cultural Revolution. Due out in spring 2006, the book is entitled *The Chinese Cultural Revolution as History*.

SHORENSTEIN APARC MONOGRAPHS: TOPICAL AND TIMELY

Shorenstein APARC has long published full-length books on subjects related to contemporary Asia. The tradition began in 1971, when the Center published founder Daniel I. Okimoto’s remarkable memoir, *American in Disguise*. In the ensuing years, other books have appeared: *A United States Policy for the Changing Realities of East Asia* (1996); *To the Brink of Peace* (2001), and *The Future of America’s Alliances*



in Northeast Asia (2004). All of these books remain in print; the most recent title on America’s alliances continues to sell briskly through an ongoing distribution arrangement between Shorenstein APARC and the Brookings Institution.

In-house publishing enables Shorenstein APARC to be nimble in its coverage of key events and trends in Asia. Books are edited, designed, typeset, and proofread entirely in-house. And turnaround is fast: books can be produced much more quickly than is generally possible at a traditional scholarly press, sometimes in under four months. For Shorenstein APARC, in-house monographs provide a valuable platform from which to publish and disseminate books on subjects that are in rapid flux, before they are overtaken by events. In addition, with the advent of cheaper on-demand printing, authors and editors can print only as many copies as they need, and then go back for additional runs should demand warrant them.

In 2005, Shorenstein APARC will add two new titles to this impressive backlog. First, the Center has collaborated with Korea’s Yonsei University to produce a volume on financial globalization and East Asian politics. Edited by Jongryn Mo and Daniel Okimoto, the book sheds light on a number of important issues, including East Asia’s financial integration, and the implications of institutional transformations for the global economic system. Second, following a highly successful May conference on the future of the DPRK, Shorenstein APARC will publish *North Korea in 2005 and Beyond*, edited by Gi-Wook Shin and Philip Yun. Featuring an array of chapters by distinguished specialists, this book will consider political, economic, human rights, and security issues in this enigmatic and problematic country. Both volumes will be available from Shorenstein APARC by the end of the year.

JOURNAL OF KOREAN STUDIES ENTERS ITS SECOND YEAR

In January 2005, Shorenstein APARC published the inaugural issue of the *Journal of Korean Studies (JKS)*, in association with Rowman & Littlefield Publishers. On hiatus for more than a decade, the second issue of the *JKS*, a refereed journal, will be published in December 2005. ■

VICTORIA TOMKINSON, PUBLICATIONS MANAGER, SHORENSTEIN APARC

SPICE: Global Questions, Classroom Connections

In partnership with the Bay Area Teacher Development Collaborative (BATDC) and Head-Royce School, SPICE launched a global education institute, held at the Stanford Institute for International Studies at Stanford University on July 14–15.

Organized jointly by Head-Royce teacher Saya Okimoto McKenna, Head-Royce head Paul Chapman, BATDC director Janet McGarvey, and SPICE director Gary Mukai, the global education institute convened educators from 21 local schools for two days of study and discussion of contemporary global issues, including the North Korean nuclear crisis, bio-engineered food production and food security, post-9/11 U.S. foreign policy, and issues facing Africa and Latin America.

The two-day institute, called Global Questions, Classroom Connections, gave Bay Area educators the opportunity to converse with leading Stanford scholars with expertise in these key global issues.

On the first day, participants attended sessions focusing on the Asian continent. A morning panel, hosted by APARC scholars Professor Daniel Okimoto, Professor Gi-Wook Shin, and Philip Yun, J.D., focused

on “The Nuclear Crisis on the Korean Peninsula.” The panelists offered thoughts and suggestions on the tensions in the region and fielded provocative questions from educators. In the afternoon, a lecture by Alexander Thier, J.D., examined the effects of post-9/11 U.S. foreign policy on the current situation in Afghanistan. Thier, a visiting fellow at CDDRL and former constitutional and judicial legal advisor in Kabul, also shed light on specific difficulties that nation building in Afghanistan faces today.

Professor Walter Falcon, co-director of CESP, opened the second day with a talk on “Feeding Nine Billion People in 2050: Is a Third Green Revolution Needed?” His talk focused on whether the world can produce enough food at reasonable prices and provide access to the poor without destroying the environment in the process. Professor David Abernethy, a former director of the Center for African Studies, followed with a lecture on contemporary challenges facing the African continent, including AIDS and poverty. The final lecture, given by Molly Vitorte, associate director of the Center for Latin American Studies, addressed

“Hot Topics on Immigration Across the U.S.–Mexican Border.”

As the name of the institute implies, the purpose of Global Questions, Classroom Connections was not only to provide educators with an opportunity for intellectual and academic enrichment but also with practical tools for use in classrooms. To this end, participants were encouraged to share their ideas and resources through a variety of hands-on curriculum development workshops facilitated by SPICE curriculum developers and social studies educators.

These workshops spanned both days of the institute and included topics titled “Asia/Pacific Security,” “Teaching About Islam,” “Crisis and Conflict in the Middle East,” “Humanitarian Intervention,” and “Migration.” Divided into smaller groups, educators shared curricular and pedagogical ideas. They were led through sample SPICE lessons and teaching activities that can be incorporated into the classroom and were encouraged to consider ways to incorporate content from the institute’s lectures into their curricula. ■

NEW RESEARCHERS AT CISAC



MARIANO-FLORENTINO CUÉLLAR, an associate professor of law and the Deane F. Johnson Faculty Scholar at Stanford Law School, has joined CISAC's faculty this year, contributing considerable policy experience. In the Clinton administration he served as a senior advisor to the Treasury Department's undersecretary for enforcement, working on firearms regulation policy, money laundering and financial crime, border enforcement and economic development, and international policing. As a 2004–2005 CISAC visiting professor, Cuéllar researched a problem publicized in the prosecution of Guantanamo Bay detainee cases: how to audit executive decision making when invocations of security preclude usual judicial and public review processes. After co-teaching CISAC's undergraduate honors program with Center Co-Director Scott D. Sagan in 2004–2005, Cuéllar now leads the program.

SIEGFRIED S. HECKER, a senior fellow and director emeritus of Los Alamos National Laboratory, has joined CISAC as a visiting professor in 2005–2006. He will teach undergraduates and pursue research and policy advising on nuclear proliferation and security of nuclear weapons stockpiles. As the Los Alamos director, Hecker advised the U.S. Congress on nuclear security challenges created by the Soviet Union's dissolution. He worked with Russian counterparts to consolidate nuclear weapons from four former Soviet states and to implement new security measures agreed to under the Nunn-Lugar Cooperative Threat Reduction program. "Russia is the key link to fighting nuclear proliferation," Hecker said. He continues to advise members of Congress and staff and to work closely with the Russian Academy of Sciences and the Russian Ministry of Atomic Energy on several cooperative threat reduction programs.

PAUL KAPUR, a CISAC visiting assistant professor, co-teaches the undergraduate honors seminar with Cuéllar, while pursuing research that offers new thinking about how conventional and nuclear war capabilities affect regional stability. He also participates in CISAC's Five-Nation Project, which convenes security specialists from China, India, Pakistan, Russia, and the United States for detailed discussions on pressing regional issues that challenge global security.

PAVEL PODVIG, a CISAC research associate, brings technical and political expertise to his research and policy advising on missile defense, the military use of space, Russian strategic forces and nuclear nonproliferation. Originally a physicist who taught for 10 years at the Moscow Institute of Physics and Technology (MIPT), Podvig earned a doctoral degree in political science from the Moscow Institute of World Economy and International Relations. As director of the Russian Nuclear Forces project at MIPT's Center for Arms Control Studies, he edited *Russian Strategic Nuclear Forces*, widely considered the definitive source on the topic.

CISAC—NEWS BRIEF ON 1540 PROJECT

A new CISAC project evaluates nations' compliance with U.N. Security Council resolution on weapons of mass destruction.

CISAC started a project in collaboration with Los Alamos National Laboratory to evaluate implementation of U.N. Security Council Resolution (UNSCR) 1540, which obligates states to enact security measures against the spread of nuclear, chemical, and biological weapons. CISAC researchers will analyze nations' compliance with the resolution and brief U.N. officials.

"This resolution represents the most significant global response to the threat of the spread of weapons of mass destruction to terrorists," said project leader Allen Weiner, an associate professor of international law and diplomacy at SIIS and Stanford Law School (jointly), and a faculty member of CDDRL and CISAC.

CISAC's evaluation team gathers scientists, lawyers, and other experts—among them CISAC Fellow Chaim Braun and former CISAC Co-director Michael M. May, a former director of Lawrence Livermore National Laboratory. According to Weiner, the Warren Christopher Professor of International Law and Diplomacy at Stanford Law School, this diverse expertise "increases our ability to produce scholarship that can make significant 'real-world' policy contributions to the efforts to enhance implementation of resolution 1540."

PEOPLE

Theoretical physicist and arms control expert **SIDNEY D. DRELL**, CISAC's founding co-director, received the 11th annual Heinz Award for Public Policy in May 2005, for four decades of work to build a safer world. Drell "has provided steady, reasoned guidance and unparalleled expertise to countless policymakers at the highest levels of government," said Teresa Heinz Kerry, chair of the Heinz Family Foundation, in presenting the award.



The Stanford Humanities Center awarded **DAVID HOLLOWAY** a 2005–2006 humanities fellowship to support his work on a biography of Yulii Khariton, the scientific director of the Soviet Union's first nuclear bomb project. Holloway, Stanford University's Raymond A. Spruance Professor of International History and a former CISAC co-director and SIIS director, is among 26 fellows selected from leading institutions around the world.

GAIL LAPIDUS became the Freeman Spogli Institute's first senior fellow emerita upon her retirement in spring 2005. Announcing the honorary appointment, FSI Director Coit D. Blacker said Lapidus "contributed in vital ways to the intellectual life of CISAC and CDDRL in the field of post-Soviet studies." Lapidus plans to continue working with colleagues in Georgia and other former Soviet states to resolve regional conflicts and build democratic institutions.

WALTER FALCON Dr. Walter P. Falcon, Farnsworth Professor of International Agricultural Policy (Emeritus), and Co-Director, Center for Environmental Science and Policy, delivered the Fellows Address at the 2005 American Agricultural Economics Association annual meeting in July. The talk and forthcoming paper, co-authored by Julie Wrigley Senior Fellow Rosamond Naylor, entitled, 'Rethinking Food Security for the 21st Century' addresses the need to prioritize and deal with food security issues as it relates to other components of global security and democratization. The authors argue that improved germplasm, involving transgenesis, genomics, and a focus on crops consumed by those who are food insecure, are among the best food-security investments.

DONALD KENNEDY Gifts from university friends and colleagues, along with presidential funds and a match from the William and Flora Hewlett Foundation, established the Donald Kennedy Chair in the School of Humanities and Sciences.



The Donald Kennedy Chair in the School of Humanities and Sciences will be awarded to faculty in the Department of Biological Sciences or in the Program in Human Biology in recognition of scholarly achievement or of departmental leadership. Biological sciences Professor Robert Simoni is the inaugural holder of the chair. "I cannot imagine a greater honor," Simoni said. "Don Kennedy hired me in 1971, and though it was probably not the greatest moment in his professional life, it was certainly the greatest in mine!"

The Council of Scientific Society Presidents (CSSP) presented Donald Kennedy, editor-in-chief of *Science*, its Support for Science Award for a lifetime of achievement. Martin Apple, president of CSSP and a previous award recipient, honored Kennedy at the Council Presidents Meeting on May 2 in Washington, D.C.

"Throughout his career," said Apple, "Donald Kennedy has shown exceptional leadership and in-depth understanding of the scientific, educational and research process. He brought his high-quality insights and verve into key roles that forged many important developments in science policy and helped shape the scientific future of the U.S. and around the world."

CSSP is an organization of presidents, presidents-elect, and recent past presidents of about 60 scientific federations and societies with a combined membership of more than 1.5 million scientists and science educators.

STUDENTS HONORED

In June 2005, Stanford University recognized 32 students—among them one associated with the Center for International Security and Cooperation (CISAC) and one with the Center for Environmental Science and Policy (CESP)—with a Firestone Medal for Excellence in Undergraduate Research. The Firestone Medal honors graduating students for outstanding thesis projects in engineering and the social, physical, and natural sciences.

SHEENA E. CHESTNUT, CISAC, received the medal for her thesis: "The 'Soprano State?' North Korean Involvement in Criminal Activity and Implications for International Security." Her faculty sponsors were CISAC co-director and professor of political science, Scott D. Sagan, and SIIS senior fellow and professor of management science and engineering, William J. Perry.

BRITT SANDLER, CESP, received the medal for her thesis: "Biofortification to Reduce Vitamin A Deficiency: A Comparative Cost-Benefit Analysis of Golden Rice and Orange-Fleshed Sweet Potato." Her faculty sponsor was Walter P. Falcon, CESP co-director and economics professor (emeritus).

EVENTS

CESP Senior Fellow Gretchen Daily hosted a major symposium entitled, 'Conservation Incentives that Work for People on the Land' May 24–26, 2005. The overarching objectives of the meeting were to expand the focus of conservation efforts worldwide to include human-dominated land, and to create and deploy a new generation of approaches that align economic incentives with conservation.

Participants included leaders of the two largest conservation organizations in the world, The Nature Conservancy (TNC) and World Wildlife Fund (WWF); corporate executives; private landowners; government officials; and academics from a variety of disciplines. Two principal outcomes of the symposium included: (1) innovative partnerships that bridge the gap between conservation science and practice; and (2) the design and implementation of pilot projects, at landscape to regional scales, that demonstrate how conservation can be made economically attractive and commonplace on human-dominated land.

The event was co-sponsored by TNC, WWF, the Center for Environmental Science and Policy at Stanford, the Center for Conservation Biology, and the Stanford Institute for the Environment.



This is my last issue as editor of *Encina Columns* as I am moving on to a new position as executive director of communications at Yale Law School.

Encina Columns was started in the fall of 2003 and has since been published twice a

year. It's been my great pleasure to have led this effort with the help of the members of the editorial board and of the SIIS faculty, who, so willingly, have contributed with articles and interviews to fill *Encina Columns* with interesting and challenging material.

The purpose of *Encina Columns* has been to highlight the policy-related research that goes on at the Institute's research centers. I hope and believe we have had some success in this effort.

Thank you and good luck.

Klas Bergman
Editor

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Supporting FSI

Much of the intellectual capital of the university's International Initiative will be grounded in the Freeman Spogli Institute for International Studies.

Interdisciplinary research geared to informing U.S. foreign policy, addressing health access questions world-wide, studying governance challenges in transitioning societies, and other compelling international research will be supported by the Presidential Fund for Innovation in International Studies, which has been established jointly by the Institute and the President's Office.

Created to function as an "intellectual venture capital fund," the Presidential Fund for Innovation in International Studies will make awards campus-wide to faculty working across disciplines on the overarching themes of the International Initiative: pursuing security in an insecure world; reforming and improving governance at all levels of society; and advancing human health and well-being.

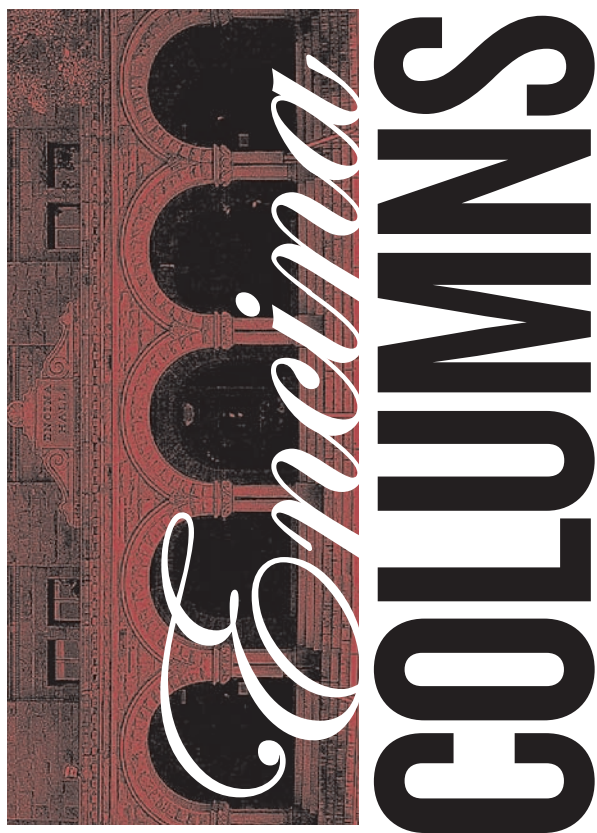
The Institute has set a high priority to raise gifts in support of this Fund.

For more information about making a gift to SIIS, please contact Evelyn Kelsey, associate director for development and public affairs, at 650-725-4206 or by email at ezkelsey@stanford.edu.

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WELCOME TO *Encina* COLUMNS

It has been a tremendously exciting and eventful six months since the spring issue of *Encina Columns* was published and delivered to our many readers across the United States and abroad.

• The Stanford Institute for International Studies (SIIS) hosted its first SIIS International Day under the theme, “Challenges in a New Era.” The one-day conference attracted some 400 participants, from the Stanford campus and beyond, and was exactly the kind of gathering that we had hoped for. We intend to make it an annual event.

• SIIS played a central role in the April 28 launch of the University-wide International Initiative, and we will continue to play a central role as the University develops and increases its capacity in international studies.

• And, finally, on September 1, 2005, SIIS formally changed its name to the Freeman Spogli Institute for International Studies at Stanford University (FSI) in recognition of the extraordinarily generous gift of \$50 million from Stanford alumni Bradford Freeman and Ronald Spogli.

Freeman ('64) and Spogli ('70) are founding partners of the Los Angeles-based investment firm Freeman Spogli & Co. Both have a long involvement with Stanford University: Freeman as member of the Stanford board of trustees and Spogli as member of the Institute's board of visitors. Their gift—the largest in a total gift package of \$94 million for international studies—reflects the genuine excitement the International Initiative has generated among Stanford's friends and supporters.

These gifts, and the commitment of the University, will help to chart a fundamentally new and dynamic course in international research and education. The Institute is grateful for President John Hennessy's vote of confidence in asking FSI to anchor the International Initiative. We are mindful of what the role entails for us as an institution.

As Director of FSI, I am greatly privileged to lead this Institute at such an auspicious moment. All of us associated with the Institute look to the future with great anticipation.

Encina Columns is published each fall and spring. As always, we welcome your involvement and your comments.



COIT D. BLACKER, DIRECTOR