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PG 4

PG 8

PG 12

PG 16

CONTENTS

- 2 Letter from the Director
- 32 Major Lectures and Programs
- 34 FSI Retrospective
- 36 Honor Roll
- 40 Financial Highlights
- 42 FSI Directory

PHOTO: *Pakistan's nuclear weapons, fragile democracy, and volatile tribal areas, which harbor Al Qaeda and Taliban insurgents, make the nation a central concern of U.S. foreign policy. Here demonstrators protest President Musharraf's dismissal of 60 supreme and high court judges, including Chief Justice Iftikhar Chaudhry. President Musharraf resigned in August 2008 rather than face impeachment charges.* CREDIT: Arif Ali/AFP/Getty Images.

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PG 20

PG 22

PG 24

PG 26

PG 28

PG 30

FSI'S MISSION

The Freeman Spogli Institute for International Studies (FSI) is Stanford University's primary forum for interdisciplinary research on major international issues and challenges. FSI seeks to contribute to public policy nationally and internationally with its scholarship and analysis; to transcend traditional academic boundaries by creating new interdisciplinary partnerships; to make its research available to a wide and influential audience; and to enrich the educational experience of all members of the Stanford community.

“The challenge is to preserve what has made Stanford and its peer institutions such powerful engines of growth and change—excellence within disciplines—while simultaneously creating opportunities for faculty and students to work, teach, and learn across disciplinary boundaries. This is daunting because genuine expertise is difficult to acquire and hard to maintain. Moving beyond one’s core discipline can be risky. Only by so doing, however, can we contribute more substantially to the resolution of seemingly intractable global problems.”

Coit D. Blacker, Olivier Nomellini Professor in International Studies and Director, Freeman Spogli Institute

FSI

Stanford presents

LEADING

matters



PHOTO: Stanford President John Hennessy and FSI Director Coit D. “Chip” Blacker discuss globalization and its implications for the modern research university in Hong Kong as part of the Stanford Challenge “Leading Matters” global tour of 17 cities. CREDIT: Kevin Tam.

Freeman Spogli Institute for International Studies

LAST APRIL, PRESIDENT JOHN HENNESSY invited me to join him on stage at the opening session of the Stanford Challenge “Leading Matters” event in Hong Kong. President Hennessy wanted to kick off a continuing discussion of “globalization” and its implications for the management of such daunting problems as economic underdevelopment, poverty, religious extremism, civil strife, international terrorism, infectious disease, and climate change. He also wanted us to consider the impact of globalization on institutions of higher learning, particularly on Stanford.

One of the most important points emerging from our discussion was that U.S. colleges and universities, long the envy of the world, are in danger of losing their preeminence if they continue to operate as narrowly national institutions. Just as knowledge has become a global commodity, accessible to anyone with access to the Internet, so too must education and research go global. Universities such as Stanford must reach beyond this country’s borders to attract the very best undergraduates from around the world and offer them the scholarship support needed to study here. Stanford must provide classroom instruction and research opportunities that are global in content and scope. We must garner resources to send our faculty and students into the world to pursue their passions wherever they lead and to welcome to the home campus leading scholars, decision makers, and thought leaders from every corner of the globe. “Going global” is more than a slogan. It’s an urgent requirement if we are to improve our understanding of the myriad challenges we face and address them productively.

If Stanford is to become the global actor that befits its status as one of the world’s premier research universities, it must change the way it does business. The challenge is to preserve

what has made Stanford and its peer institutions such powerful engines of growth and change—excellence *within* disciplines—while simultaneously creating opportunities for faculty and students to work, teach, and learn *across* disciplinary boundaries. This is daunting because genuine expertise is difficult to acquire and hard to maintain. Moving beyond one’s core discipline can be risky. Only by so doing, however, can we contribute more substantially to the resolution of seemingly intractable global problems.

This is why places like the Freeman Spogli Institute are so important to the university’s future. They create the opportunity for members of the Stanford community to come together under one roof to work on problems that no one group of faculty (and students) could resolve on their own. It takes resources, space, and infrastructure to sustain the kinds of collaborations that define FSI and the many other research institutes that dot the Stanford landscape. It is for this reason, above all others, that FSI’s leadership readily agreed in 2005 to take a leading role in the International Initiative of the Stanford Challenge, whose goal is to raise \$250 million to help Stanford become a genuinely global actor.

Change is difficult under the best of circumstances. But change we must if we are to grow, to prosper, and to lead. Universities, notwithstanding their reputations as hotbeds of innovation, are slow to adapt to the forces swirling around them. Stanford has always been willing to run risks in the pursuit of excellence. Now is the time to move forward with confidence.

Sincerely,



Coit D. Blacker
Director

“We have moral and strategic reasons to continue to promote democracy in this century. In the long run, a democratic Iran will no longer threaten the United States or our allies. In the long run, more democracy in the Middle East will decrease threats between countries there and thereby reduce the need for American troops to be in the region. In the long run, democratic development also will provide outlets of political expression for the disenfranchised and thereby reduce the appeal of violent radicals.”

Michael McFaul, Director, Center on Democracy, Development, and the Rule of Law

CDDRL



PHOTO: 2008 Draper Hills Summer Fellows on Democracy and Development Andrei Illarionov, Russia (left), and Mohammed Nosseir, Egypt (right). CREDIT: Steve Castillo.

Center on Democracy, Development, and the Rule of Law

CDDRL'S MISSION

The promotion of democracy, development, and the rule of law in transitioning states is the great challenge of our time. CDDRL seeks to identify the most effective ways to foster democracy, promote balanced and sustainable economic growth, and advance the rule of law.

PROJECT ON EVALUATING THE EFFICACY OF INTERNATIONAL EFFORTS TO PROMOTE DEMOCRACY

Since 9/11 democracy promotion has become a key U.S. foreign policy goal, but America has long been involved in the uncertain business of promoting democracy. Other world leaders, especially in Europe, have also made democracy promotion a foreign policy objective. And yet, despite the enduring and growing interest in bringing about democratic change and democratic development in poorly governed countries, the tools of democracy promotion are not well understood. Considering the amount of donor money, time, and effort put into the cause, there is a striking dearth of information regarding what works under what circumstances and what tends to be less successful.

CDDRL researchers are leading an international network in a two-phase, four-year project to assess the impact of international democracy promotion efforts since World War II. Although anchored at CDDRL, the project includes partner institutions and individual scholars from around the world. Our objective is to produce a comprehensive evaluation of democracy promotion strategies that will be highly relevant both to policymakers and academic communities in donor and recipient countries. The project will include a breadth of macro- (country) and micro- (specific strategies of intervention) level studies that will make this project unique in its comparative insights into democracy promotion.

The policy implications and applications of this project are many. The efficacy of democracy promotion efforts is one of the most important policy issues of our time—particularly following 9/11. If it is true that democracies do not fight other democracies, if economic growth is positively correlated with democratic regimes, if democracies generate fewer terrorists, and if more equitable income distribution and general poverty reduction are better in democracies than autocracies, then the positive benefits of democratic development around the world are substantial.

Yet we do not possess sufficient knowledge of the efficacy of democracy promotion tools. Too often skilled academic and policy actors and analysts work in isolation from one another. Our project seeks to unite these communities in furthering democracy in the developing world. The project's central policy objective is to provide concrete ways in which democracy promotion can be more successful in practice. The case studies—successful and failed democracy promotion efforts around the world and our experiments with various tools of democracy promotion—will help produce more effective policy tools and more resilient new democracies worldwide.

The project is also an excellent example of the fulfillment of two aspects of the core mission of CDDRL—linking cutting-edge research with concrete policy problems, while also working across the disciplines of economics, political science, and law.

DRAPER HILLS SUMMER FELLOWS ON DEMOCRACY AND DEVELOPMENT PROGRAM

The Draper Hills Summer Fellows on Democracy and Development is a CDDRL program initiated in August 2005 and held at the center for three weeks every summer. Since its inception, the summer fellows program has created a network



of more than 130 emerging leaders from more than 30 transitioning countries including Iraq, Afghanistan, Georgia, Iran, Pakistan, China, Russia, Nigeria, Kenya, Nepal, Rwanda, Ukraine, and Zimbabwe. Draper Hills Summer Fellows are former prime ministers and presidential advisors, senators and attorneys general, journalists and civic activists, academics and members of the international development community. They are united in their dedication to improving or establishing democratic governance, economic growth, and the rule of law in their countries.

The three-week executive education program is led by an interdisciplinary team of leading Stanford University faculty associated with the center. The teaching team includes Stanford President Emeritus Gerhard Casper, FSI and Hoover Institution Senior Fellow Larry Diamond, CDDRL Director Michael McFaul, Associate Director Kathryn Stoner-Weiss, Peter Henry from the Graduate School of Business, Tom Heller from Stanford Law School, former CDDRL Director Stephen Krasner, Professor Avner Greif, and a host of other visitors. Summer fellows are assigned readings for each day's class sessions and discussions. Class sessions, however, are led not only by CDDRL-affiliated faculty and researchers but also by the fellows themselves, who focus discussions on the concrete challenges they face in their ongoing

development work. In this way, fellows have the opportunity to learn from one another's rich experiences in the field of international political and economic development.

The program also draws in speakers involved in U.S. democracy and development promotion institutions. These have included Carl Gershman, president of the National Endowment for Democracy; Judge Pamela Rymer of the United States Court of Appeals for the Ninth Circuit; and executives of leading Silicon Valley companies such as eBay and Google, as well as media and nonprofit organizations in the Bay Area.

One of the great benefits of the program is that participants come to realize that they are often engaged in solving very similar problems (like endemic corruption, for example) in different country contexts. This has helped to create a broader community of global activists and practitioners, intent on sharing experiences to bring positive change to some of the world's most troubled regions. When the program finishes every summer, fellows stay in touch through a very lively alumni network e-mail list, often sharing information on issues like establishing a more effective legal environment for electronic commerce in one context or establishing an electoral monitoring commission in another.

In the fellows' words, the summer program generates "theoretical understanding and

“Draper Hills Summer Fellows on Democracy and Development are former prime ministers and presidential advisors, senators and attorneys general, journalists and civic activists, academics and members of the international development community. Through this program, CDDRL marries development theory with practice.”

Kathryn Stoner-Weiss, Associate Director for Research, CDDRL



PHOTOS: (above) Yusmadi Yusoff, Malaysia, and Helen Stacy, CDDRL volunteer faculty. (left) Sakena Yacoobi, Afghanistan (left), and Sheerin Al Araj, Palestine (right). CREDIT: Steve Castillo.

allows us to catch up on developments in the field and doing that in this wonderful place made the experience simply amazing”; inspires “confidence, in that the work we do sometimes has a draining or demoralizing effect, while meeting people from elsewhere who are engaged in similar work is strengthening and enriching”; and results in “new ideas on how to change things in my own country” while setting up “very effective networking.”

“The benefit of the program for CDDRL faculty and researchers is incalculable,” says Michael McFaul. “The Draper Hills Summer Fellows Program allows us to interact with an incredibly broad group of actors engaged in the business of political and economic development. They benefit from exposure to the cutting-edge research of our faculty, while we benefit from a virtuous cycle of feedback on whether these ideas actually do and should work in the field. It is an ideal marriage between democratic and development theory and practice.”

Further, through its alumni network, the program serves as a valuable addition to the center’s base of research scholars and has created a network of leaders and civic activists that will allow CDDRL affiliates, including our undergraduate honors students and pre- and postdoctoral fellows, to continue their groundbreaking work in policy analysis across fields and geographic regions.

The Draper Hills Summer Fellows Program is becoming a leading example of Stanford’s International Initiative effort to promote enhanced knowledge, more efficient activism, long-lasting international collaboration, and the advancement of democratic institutions and practices in places where such things are in short supply. With more than a million dollars in committed new funding, the program marches into its fifth year with a sustainable future and also a new name, recognizing the generous commitments of William Draper III and Ingrid von Mangoldt Hills to fund the program and enable it to continue its bold vision.

“CHP/PCOR is committed to transform new medical knowledge into policies and interventions to directly address the desperate health needs of the developing world. HIV continues to ravage sub-Saharan Africa despite development of highly effective preventive measures and therapeutic medications. Child mortality remains at tragically high levels even though two-thirds of this mortality is preventable. CHP/PCOR faculty work to ensure that effective health interventions are provided equitably and pragmatically to those in need in some of the poorest places on earth.”

Paul H. Wise, Richard E. Behrman Professor in Child Health, Core Faculty Member, CHP/PCOR

CHP/PCOR

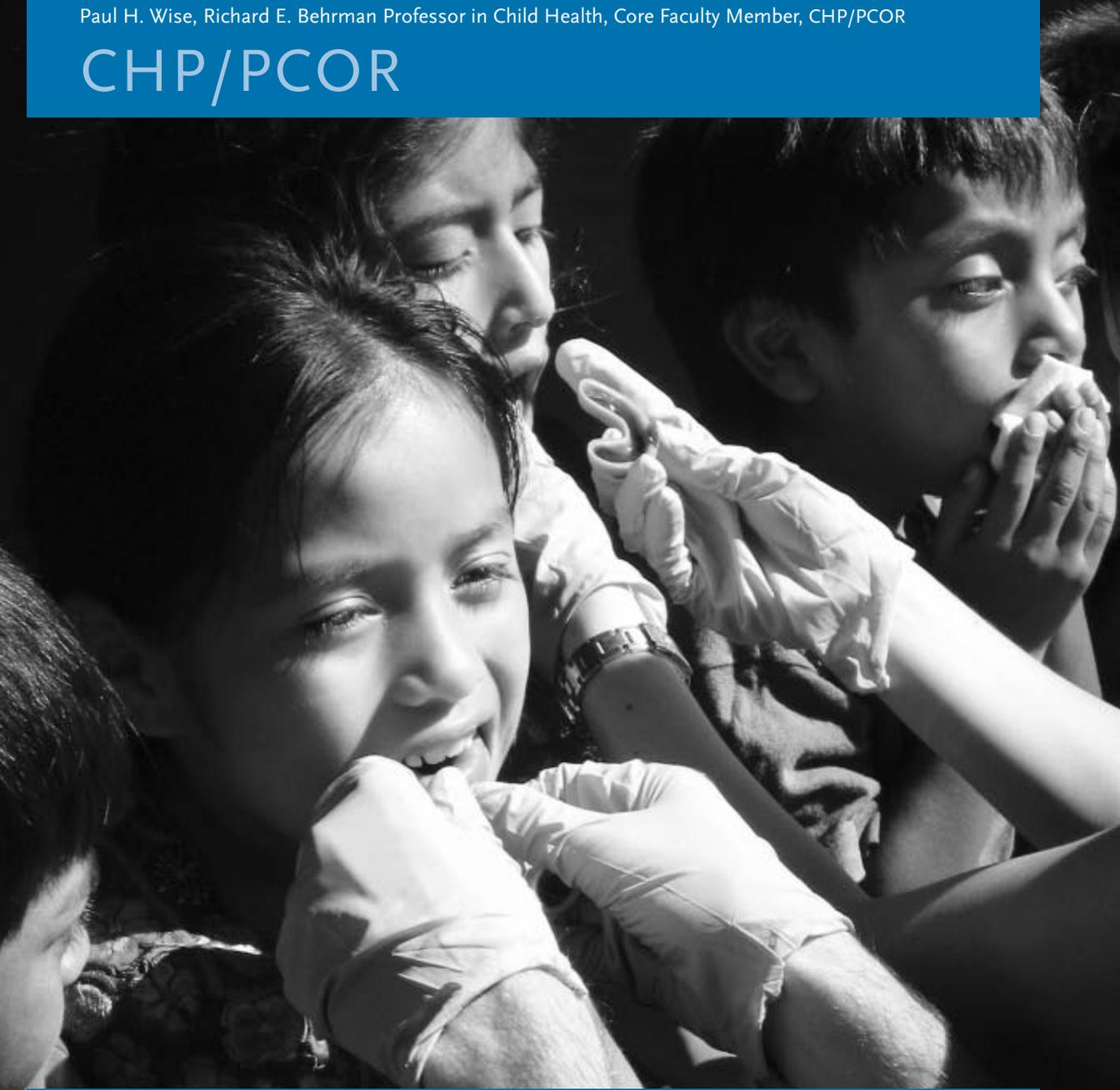


PHOTO: CHP/PCOR faculty and students make regular visits to highland Guatemala to address basic and often neglected health care issues, such as dental hygiene. CREDIT: Belinda Byrne.

Center for Health Policy/ Center for Primary Care and Outcomes Research

CHP/PCOR'S MISSION

The Center for Health Policy and the Center for Primary Care and Outcomes Research offer innovative educational programs from the undergraduate to post-graduate level and conduct rigorous, multidisciplinary research that lays the foundation for better domestic and international health policy and health care.

ANALYZING THE EFFECT OF ECONOMIC TRANSITIONS ON HEALTH In the mid-1980s, life expectancy in Russia suddenly improved and then took a drop downward for the worse in the 1990s, leading many to believe that economic transitions can have dire consequences on developing countries. Researchers at the centers have studied a little-examined phenomenon in that decade when Mikhail Gorbachev—then the general secretary of the Communist Party in Russia—launched a large public health campaign against alcohol abuse, which reduced alcohol production and imposed strict measures to limit its distribution.

Postdoctoral fellow Christina Gathmann is working with CHP/PCOR core faculty members Jay Bhattacharya and Grant Miller to look at the anti-alcohol campaign to establish its effect on life expectancy. Based upon the data gathered for a quantitative analysis, a few things are immediately apparent: The effect is especially strong for males—though that is true of economic transitions as well—and the Russian population exhibits lower life expectancy even compared with other countries going through economic transition in the same period. The team is finding evidence that alcohol may play an important role in the life expectancy trends seen in the former Soviet Union, according to Gathmann.

While previous research has examined the same period to understand the underlying context for the changes in aggregate mortality,

CHP/PCOR researchers have been able to gather data at a regional level. The data show regional variation in mortality within Russia, which is split into 85 regions, or *oblasts*, and republics. The regions in the former Soviet Union differ substantially in their ethnic and religious composition as well as economic opportunities, and there is likewise a large variation in the amount of alcohol consumed regionally.

The researchers have been able to examine the sales of alcohol in state stores as well as the strength of the temperance movement that was active during the anti-alcohol campaign: in particular, how many members were involved in the effort to convince people not to drink, hold community meetings on the issues, and spread information about the health risks of alcohol through leaflets and other materials. The researchers expect that the regional data will present a more nuanced picture of how the campaign may have influenced drinking behavior and hence mortality. More generally, the findings can show whether such policies to restrict the supply of alcohol are effective.

REFORMING THE SYSTEM CHP/PCOR core faculty member Victor R. Fuchs was the honored guest and speaker for the 2007 Eisenberg Legacy Lecture, a yearly lecture series organized by CHP/PCOR, the University of California, Berkeley, and the University of California, San Francisco. Fuchs—regarded as a father of the field of health economics—gave a talk titled “Reflections on Health, Health Care, and Health Care Reform.”

Fuchs’ talk highlighted the determinants of health and the changing landscape of health economics. Previously termed “medical economics,” health economics emerged as a broader and more useful direction for the field.

Determinants of health, including genetic endowment, psychosocial environment, physical



environment, socioeconomics, individual behaviors, and medical care, have a major impact on health outcomes and on the ways that health services are structured. Arguing that these factors have far-reaching effects on health, Fuchs explained that, at any given time, medical care is a relatively unimportant determinant of differences in life expectancy across populations in various countries.

However, over time, advances in medical care have been the most important determinant of increases in life expectancy since World War II. Even so, there is widespread agreement that medical technologies are the main contributor to rising health-care expenditures. Fuchs touched upon other major policy challenges, including health insurance coverage and massive health expenditures that have failed to address the problem of the 47 million uninsured—even when the United States spends 50 to 60 percent more in per capita expenditures compared with the next highest country.

Fuchs also discussed the various types of health-care and insurance arrangements, arguing that the United States spends too much on employment-based insurance that induces high costs and provides tax subsidies inequitably through the employer. On the government-funded end, he pointed to income-testing for coverage for programs like Medicaid, making the case that these systems require people to “have low

income in order to have insurance.” As rising salaries cause low-income workers to lose eligibility, these individuals get kicked out of the system and are left with no coverage. These factors, along with many others, have caused the perfect storm of overutilization of health care.

Fuchs concluded the presentation by discussing conditions for cost-effective care that are needed in health-care reform: information, infrastructure, and incentives. Information and further research on cost-effectiveness can lead to better guideline formation and treatment; infrastructure development is necessary for strong coordination of treatment of conditions, especially ones that require interdisciplinary teams; and better incentives must be present as it is hard to swim upstream to battle these issues in the current health-care system.

Victor Fuchs was honored in June 2008 by the American Society for Health Economists, when it launched a career achievement award in his name. At that conference, he gave the introductory remarks and noted “it is inspiring to know that health economics is such a vibrant, fruitful field with over a thousand participants in all parts of this country and many more thousands in other countries. Your achievements go far beyond my wildest dreams for the field when I started a health economics program at the National Bureau of Economic Research in the mid 1960s.”

“My postdoctoral fellowship provided me with a wonderful opportunity to work in CHP/PCOR’s tight-knit, multidisciplinary environment, with world-class investigators in health services research, economics, informatics, statistics, and health policy. CHP/PCOR truly has a ‘dream team’ of faculty members committed to the academic progress of young investigators.”

Peter Groeneveld, MD, MS, Past CHP/PCOR Postdoctoral Fellow



PHOTOS: (above) Alan M. Garber, director, Center for Health Policy and Center for Primary Care and Outcomes Research, introduces Victor R. Fuchs, the Henry J. Kaiser Professor of Economics, emeritus, and CHP/PCOR core faculty member, as an honored guest and keynote speaker for the Eisenberg Legacy Lecture. (left) Payne Lecturer David Heymann, assistant director-general for communicable diseases and representative of the director-general for polio eradication of the World Health Organization, talks with Alain Enthoven, the Marriner S. Eccles Professor of Public and Private Management, emeritus, and CHP/PCOR core faculty member.

WELCOMING A NEW FACULTY MEMBER On the other end of the career spectrum from Fuchs, CHP/PCOR’s newest faculty member Jeremy Goldhaber-Fiebert arrived this fall. As part of his recent doctoral training in health policy at Harvard, he conducted research on prevention and management of cervical cancer in low-resource countries. Cervical cancer is curable if caught early, but in many countries women do not have proper screening and end up dying from this disease. Goldhaber-Fiebert is interested in infectious, chronic diseases, methods for conducting economic analyses in low-resource settings, and the use of modeling when information is unavailable or imperfect. He has recently started a project to evaluate the cost-effectiveness of rapid diagnostics to differentiate malaria and pneumonia in Africa with primary data collection planned in Gambia. Other research under way focuses on the impact of vaccinations (e.g., measles, Haemophilus influenzae type b or Hib) on mortality across countries and over time.

ACHIEVING A MILESTONE On September 16, 2008, CHP/PCOR held its 10th anniversary conference celebration, *Better Health, Lower Cost: Can Innovation Save Health Reform?* The conference examined how and whether innovation in health-care delivery, payment incentives, and technology could play a pivotal role in improving access to high-quality health

care globally. Leaders from business, government, foundations, and academia discussed the ties between innovation and health-care expenditures and tackled these interactions for both impoverished and affluent settings. The moderator Matt Miller, a senior advisor at McKinsey & Company, provided commentary and asked tough questions throughout the plenary sessions featuring speakers such as venture capitalist Brook Byers, CEO John Martin from Gilead, and Congressional Budget Office Director Peter Orszag. The day wrapped up with a celebratory reception and continuing conversation about sustaining innovation in the developing world and the imperatives for health-care reform in the United States.

“At CISAC, you will sometimes hear unnerving analyses of the growing risk of nuclear weapons proliferation or the effects of the war in Iraq on Al Qaeda terrorist recruitment. Our colleagues and students, however, have learned to channel their awareness of the global dangers we face into practical knowledge that can influence policy and improve national and international security. We are proud of the efforts of our many Stanford colleagues to make today’s uncertain world safer.”

Siegfried S. Hecker and Scott D. Sagan, Co-Directors, Center for International Security and Cooperation

CISAC



PHOTO: *Gloved hands hold a gray lump of uranium, which was recast after being removed from a disarmed Titan II missile near the end of the Cold War.* CREDIT: Martin Marietta; Roger Ressmeyer/CORBIS.

Center for International Security and Cooperation

CISAC'S MISSION

CISAC's mission is to produce policy-relevant research on international security problems; to train the next generation of international security specialists; and to influence policymaking through public outreach, track-two diplomacy, and policy advising.

WORKING TOWARD IMPROVED GLOBAL SECURITY

Taking the Initiative

“Dealing with the nuclear danger takes up most of my time and I would say is the top priority of my life. Indeed, I believe, the greatest danger facing the nation today is that of a nuclear bomb being detonated in one of our cities.”

William J. Perry, former U.S. defense secretary, co-director of CISAC's Preventive Defense Project

“Worldwide, 35 civilian nuclear power reactors are under construction. Ninety-one are on order or planned and 228 have been proposed around the world. Can we have such a rapid growth of nuclear power without inadvertently producing nuclear weapons problems?”

Scott D. Sagan, CISAC co-director

Faced with the threat of nuclear weapons proliferation, and a renaissance of nuclear power to meet growing energy demands and reduce global warming, CISAC faculty and fellows helped launch initiatives in 2007–08 that pursue the elimination of these weapons while reinforcing the safe expansion of nuclear power. These goals are advanced by the work of CISAC Co-Director Siegfried Hecker and consulting professor Chaim Braun on measuring the latent ability of nations developing nuclear power to acquire simultaneously the ingredients for nuclear weaponry. Scott Sagan and Thomas Isaacs, a CISAC consulting professor from

Lawrence Livermore National Laboratory, are working to develop more effective physical security measures to reduce the risk of terrorists seizing nuclear materials from civilian nuclear facilities or in transport. Postdoctoral fellows Elena Rodriguez-Vieitez and Undraa Agvaanluvsan are also concerned with how to ensure the safe expansion of commercial nuclear power without nuclear proliferation. And Michael May, co-director emeritus of both CISAC and Lawrence Livermore, and consulting professor George Bunn, who helped negotiate the nuclear Non-Proliferation Treaty in 1968, have been involved in a project on how to rebuild international consensus in favor of strengthening the treaty.

The Way Forward In January 2007, Perry, former U.S. Secretaries of State Henry Kissinger and George Shultz, a Hoover Institution fellow, and former U.S. Sen. Sam Nunn, who now co-chairs the Nuclear Threat Initiative, co-authored a *Wall Street Journal* op-ed titled, “A World Free of Nuclear Weapons.” The piece cited the acute danger posed by nuclear weapons and argued for their global elimination. A year later, the statesmen published a second article in the *Journal*, titled, “Toward a Nuclear-Free World,” that outlined concrete steps toward achieving that goal.

According to Perry, the most pressing danger facing society centers on a so-called “cascade of proliferation” and the emergence of terrorism on an unprecedented scale. “9/11 made real the danger of catastrophic terrorism,” he said. “But the day a nuclear bomb explodes in a city would dwarf anything that happened on 9/11. So, we are in a race to avoid nuclear catastrophe except, in my judgment, we are not racing.” The first priority of the next presidential administration must be “to get in that race and work seriously to head off that disaster,” he said.



Despite early success in eliminating many nuclear weapons after the end of the Cold War, the effort has stalled and, in some cases, has reversed. Today, Perry said, Russia and China are building new weapons systems and the United States has proposed doing so as well. Despite such setbacks, a world free of nuclear weapons can be achieved, he said, although it will take decades and will have to be continued by future generations of CISAC-trained experts. “Our students are that next generation to whom we must pass the torch,” he said. “As Victor Hugo wrote, ‘Greater than the threat of mighty armies is an idea whose time has come.’ I’ve come to believe that the global elimination of nuclear weapons is an idea whose time has finally come.”

Working for Change in North Korea During the first half of 2008, CISAC’s John W. Lewis, Hecker, and Perry also worked behind the scenes to improve North Korea’s relationship with the United States. After many years of frigid relations and diplomatic setbacks, Washington and Pyongyang appear to be headed, however tentatively, toward improving global security through denuclearization of the Korean peninsula.

Lewis, a CISAC co-founder with extensive experience in track-two dialogue, last January helped bring five North Korean tuberculosis specialists to the Bay Area to learn how U.S. medical expertise might assist the country in

tackling this deadly disease. The group met with epidemiologists, physicians, microbiologists, and public health officials from Stanford and also held discussions with officials from the U.S. Centers for Disease Control and the World Health Organization.

“The entire world, not just the Korean peninsula, has a huge stake in eradicating TB,” said Lewis, who traveled to North Korea last March. “This common interest makes possible broader cooperation and the quest for regional denuclearization and mutual peace and security.”

Last February, Hecker made a private visit to Pyongyang to inspect the ongoing disablement of North Korea’s Yongbyon nuclear complex. Hecker was granted remarkable access to the secretive facility and was even permitted to take photographs, which are featured on CISAC’s website at <http://cisac.stanford.edu>. Following the trip, Hecker confirmed that the Yongbyon site was shut and essentially disabled. “The disablement actions at the three key nuclear facilities—that is [the] fuel fabrication plant, the reactor, and the reprocessing plant—those disablement actions are just about complete at this point,” Hecker said February 20. “In my judgment, they are very serious actions, and they will require serious time and effort to restart those facilities.” Despite remaining obstacles, Hecker said significant changes are under way. “The important part is to eliminate plutonium

“Our students are that next generation to whom we must pass the torch. As Victor Hugo wrote, ‘Greater than the threat of mighty armies is an idea whose time has come.’ I’ve come to believe that the global elimination of nuclear weapons is an idea whose time has finally come.”

William Perry, Co-Director of the Preventive Defense Project



PHOTOS: (above) Casey Zuber, Michael Chaitkin, and Michele Golabek-Goldman, respectively, wrote about hybrid peacekeeping operations, economic sanctions, and disaster preparedness as honors students in CISAC’s yearlong International Security Studies program. (left) Baroness Shirley Williams, CISAC founding Co-Director Sid Drell, former U.S. Secretary of State Henry Kissinger, British Foreign Secretary David Miliband, former U.S. Secretary of State George Shultz, former U.S. Sen. Sam Nunn, and former U.S. Secretary of Defense William Perry met in London March 2, 2008, to promote the Nuclear Security Project. CREDIT: Nuclear Threat Initiative.

production facilities in Yongbyon,” he said. “I think that is within reach.”

In Perry’s opinion, North Korea’s surprise nuclear test in 2006 and its plutonium production constitute “the most dangerous and most consequential foreign policy failure that has happened since the end of the Cold War.” To help encourage better relations between the United States and North Korea, Perry traveled to Pyongyang on a private visit to attend the New York Philharmonic’s historic concert in the capital, February 26. The event, which featured renditions of “The Star Spangled Banner” and North Korea’s national anthem, marked a step forward in building positive relations between the two adversaries. “You cannot demonize people when you’re sitting there listening to their music,” Perry told *Newsweek* after the concert. “You don’t go to war with people unless you demonize them first.”

Reinvigorating Homeland Security With an eye on the next presidential administration, CISAC’s Paul Stockton spent the past academic year analyzing weaknesses in the Department of Homeland Security (DHS) and offering a nonpartisan, practical road map for reform. His report, “Homeland Security After the Bush Administration: Next Steps in Building Unity of Effort,” was published in June 2008 in *Homeland Security Affairs*. The conclusions were based on findings from a three-day

workshop in August 2007 hosted by CISAC’s new Forum on Homeland Security. The forum, which Stockton heads, brought together senior federal and local officials and academic and private sector experts who analyzed specific steps the next administration can take to strengthen collaboration across the board.

“Homeland security remains a house divided,” said Stockton, a CISAC senior research scholar and former associate provost at the Naval Postgraduate School in Monterey. “Within DHS, the 22 agencies that Congress sought to glue together remain fragmented, with far less collaboration and integration than the nation needs. Collaboration between DHS and its state and local partners is even weaker.”

Stockton’s article, which he co-authored with former CISAC Fellow Patrick Roberts, offers hands-on suggestions that emphasize state and local cooperation. “The purpose of the report is to build consensus on steps the next president should take to make homeland security better equipped to protect the country and its citizens, regardless of who wins the White House,” Stockton said.

“The quality of Shorenstein APARC’s faculty and staff and the center’s collegial, open spirit make it a stimulating place to study. The number of academic and professional fellowships that the center offers has taken off, and many accomplished visiting scholars—from Asia and other parts of the world—are eager to spend time with us and contribute to the work we do.”

Gi-Wook Shin, Director, Shorenstein APARC

SHORENSTEIN APARC



PHOTO: The sign above the entrance to the night market at Urumqi in China’s Xinjiang province declares, “Expanding business, widespread future.” Featuring the five mascots—the Fuwahs—from the Beijing Olympics, the sign illustrates China’s aggressive forward thinking as it prepared to host the 2008 Games. CREDIT: Kay Shimizu.

Walter H. Shorenstein Asia-Pacific Research Center

SHORENSTEIN APARC'S MISSION

Shorenstein APARC is a unique Stanford University institution dedicated to the interdisciplinary study of contemporary Asia. Shorenstein APARC's mission is to produce and publish outstanding interdisciplinary Asia-Pacific-focused research; to educate students, scholars, and corporate and governmental affiliates; to promote constructive interaction to influence U.S. policy toward the Asia-Pacific; and to guide Asian nations on key issues of societal transition, development, U.S.-Asia relations, and regional cooperation.

“NEW BEGINNINGS IN THE U.S.-SOUTH KOREAN ALLIANCE” The Republic of Korea (ROK, or South Korea) is a major treaty ally of the United States in one of the world's most important regions. In Northeast Asia, the interests of the United States and the ROK meet, as do those of China, Japan, and Russia. But U.S.-ROK relations have been troubled during the past decade, in part due to U.S. disagreement with “progressive” governments in South Korea about how to deal with North Korea's nuclear weapons program.

With the December 2007 election of self-described “pragmatic” businessman Lee Myung-bak as South Korea's new president, Shorenstein APARC and the New York-based Korea Society launched in January 2008 a nonpartisan group of former senior U.S. government officials, scholars, and other American experts on Korea to explore how the U.S.-ROK alliance might be revitalized and updated. The group met at Stanford to confer and traveled to Seoul to meet President-elect Lee and his top advisors, as well as the opposition and other political and social leaders.

The members of this “New Beginnings” group concluded that the United States has a

major opportunity to bolster its relationship with the ROK. In a report, “New Beginnings in the U.S.-ROK Alliance: Recommendations to U.S. Policymakers,” released in April at press conferences in Washington, D.C., and New York, they recommended the establishment of a global partnership between the two countries, implementation of military alliance modernization, closer consultation on North Korea, early parliamentary approval of the U.S.-Korea Free Trade Agreement, and expanded people-to-people exchanges. Both the South Korean and U.S. media, including the *New York Times*, covered the group's recommendations.

Since then, popular protests in South Korea over the government's decision to resume unrestricted imports of American beef have underlined continued misunderstandings in the alliance. In June, members of the New Beginnings group participated in panel discussions about the alliance at the Korea Society (New York) and addressed a forum in San Francisco co-hosted by the World Affairs Council and the Asia Society. Members have also contributed newspaper commentaries supporting improved relations.

Given the importance of the U.S.-ROK alliance and continuing alliance management issues, the group regards its effort as an ongoing project. Members will visit Washington, D.C., after the U.S. presidential election to confer with top foreign policy and security advisors to the president-elect. Based on those meetings, the group will travel to Seoul to advise the South Korean leadership and publish a report with recommendations to the ROK for strengthening bilateral relations.

PRESCRIBING CULTURES AND PHARMACEUTICAL POLICY IN THE ASIA-PACIFIC The Asian Health Policy Program (AHPP) sponsors multidisciplinary research



on health and medical care in the Asia-Pacific and focuses on how comparative analysis can provide understanding and improve health policy in the region.

In March 2008, AHPP held a co-authors' workshop for a book titled *Prescribing Cultures and Pharmaceutical Policy in the Asia-Pacific*. Forthcoming in 2009 from Shorenstein APARC and the Brookings Institution Press, the book examines pharmaceutical policy within seven health care systems (South Korea, Japan, Thailand, Taiwan, Australia, India, and China), as well as cross-cutting themes of prescribing cultures, separation of prescribing and dispensing, and balancing equitable access with incentives for innovation. Five contributors wrote an article for the July/August 2008 issue of *Health Affairs* and two chapters appeared in Chinese translation in the July issue of *Bijiao (Comparative Studies)*, together with an article by program director Karen Eggleston on China's current efforts to reform drug policies.

A second strand of AHPP research relates to population aging and the need for innovative policies to address the growing burden of chronic disease. For example, the Asia Pacific Diabetes Study Collaborative examines cost and quality of diabetes treatment in India, Australia, Thailand, Korea, Japan, and China, building on Eggleston's previous work with the Mayo Clinic. Eggleston and Grant Miller (School

of Medicine) received funding from CHP/PCOR's Center for Demography and Economics of Health and Aging—supported by the National Institute of Aging—for a study titled “Health Improvement Under Mao and Its Implications for Contemporary Aging in China.” Along with Hongbin Li, a Stanford-trained PhD at Tsinghua University in Beijing, Eggleston and Miller aim to document the dramatic health improvements in Maoist China and the age-related health disparities they may have generated.

A third area of focus is control of infectious disease. Collaborating with CISAC, the School of Medicine, and Bay area experts, the program has undertaken an initiative focusing on controlling tuberculosis in Northeast Asia.

The program hosted a colloquium series on health and demographic change in the Asia-Pacific, covering topics from the economic consequences of population aging to migration and health, tobacco control, and informal care for the elderly.

During 2007–08, Eggleston gave seven seminars on China's health system reforms at Stanford and nearby campuses and traveled to East Asia for conferences and presentations. She published articles on ownership, contracting, and China's health reforms in journals such as *Health Economics*, *Health Affairs*, *Economics Letters*, and *Value in Health*.

“In December 2007, South Koreans overwhelmingly elected Lee Myung-bak as their new president. A pragmatist and globalist, Lee’s five-year tenure will coincide with the first term of the next U.S. president. Together, the two new leaders will have the opportunity to seek new beginnings, in an updated and revitalized alliance. The United States must not miss this opportunity.”

From the report, “New Beginnings in the U.S.-ROK Alliance”



PHOTOS: (above) Participants in the conference, Does South Asia Exist? Prospects for Regionalism in South Asia. CREDIT: Neeley Main. (left) Susan Chira, Orville Schell, 2008 Shorenstein Journalism Award-Winner Ian Buruma, and Daniel Snieder debate the “Death of the Foreign Correspondent: An Exaggerated Demise?” CREDIT: Rod Searcey.

DOES SOUTH ASIA EXIST AS A REGION? In South Asia, despite the common colonial legacies of government and culture, regionalism has failed. The primary regional organization, the South Asian Association for Regional Cooperation (SAARC), has been described as “a shop that one cannot close but on which one can never make a profit.” Regional trade in South Asia represents only 5 percent of total trade. The recently approved South Asian Free Trade Agreement (SAFTA) incorporates a “negative list” (items excluded from free trade) that constitutes 80 percent of total current trade and renders it effectively meaningless.

To better understand the economic and geopolitical importance of South Asian regionalism, Shorenstein APARC organized a conference in June 2008. Scholars from Bangladesh, China, Finland, India, Pakistan, and Sri Lanka debated cross-border relations, great power interests, and the impact of business, democratization, and civil society on regionalism.

Conference participants generally agreed that SAARC has failed due to unfounded concerns over sovereignty, regionalism’s absence from South Asia’s consciousness, and lack of political will. To what might these concerns be attributed? Is it, for example, because democratization remains an immature process in South Asia, especially in the smaller countries? Is it the worry that economically resurgent India will

become an “economic colonialist,” capitalizing on an open South Asia—buying primary commodities and then selling back the finished goods, thus destroying smaller countries’ domestic industries? Or is it that regionalism simply does not make sense for South Asia? As one participant noted, India is projecting itself on such a global scale that it appears to deny its South Asian identity. The rest of South Asia, by contrast, hungry to benefit from India’s growth, is stressing South Asian identity more than ever. Participants also analyzed key issues related to great power interests—the United States’ current inclination toward bilateralism, Russia’s economic and security concerns, and China’s eagerness to build long-term trading and investment relationships across South Asia.

Participants reached several conclusions. First, if India can muster the political and economic will, South Asian regionalism will come alive. Second, problems of resource sharing, labor, security, and ecology demand a regional approach. Third, greater economic integration would lead not to economic colonialism but rather to a fragmented supply chain and value sharing in currently traded goods and services. Finally, if forces within South Asia want greater regionalism, the great powers will likely go along.

The conference proceedings will be published in 2009 as the third book in Shorenstein APARC’s series on regionalism in Asia.

“Americans have a vested interest in Europe, as we share core cultural values and, in this age of globalization, face many common challenges. The Forum on Contemporary Europe promotes understanding of the wide range of developments in Europe and our trans-Atlantic relations, from addressing the growth of organized international crime and dealing with the legacies of mass killing to navigating EU expansion and handling the creation of new states.”

Katherine Jolluck, Acting Director, Forum on Contemporary Europe

FCE



PHOTO: *The Forum on Contemporary Europe's international conference, Trafficking of Women in Post-Communist Europe, held April 17–18, 2008, at Stanford University, featured a keynote address by Madeleine Rees, head of the Women's Rights and Gender Unit, Office of the United Nations High Commissioner for Human Rights.*
CREDIT: *Laura Mendez Barletta.*

Forum on Contemporary Europe

FCE'S MISSION

The Forum on Contemporary Europe is dedicated to innovative thinking about Europe in the new millennium. The expansion of the European Union deepens the challenges of democratic governance, economic growth, security, and cultural integration. The forum conducts trans-Atlantic research and convenes public programs to offer innovative and cooperative solutions.

In 2007–08 the Forum on Contemporary Europe (FCE) continued to expand its programming in preparation for its transformation into a Center on Contemporary Europe.

In its Austrian and Central European Program, FCE hosted Professor Andreas Wiebe, 2007–08 Distinguished Visiting Austrian Chair. Professor Wiebe taught in the Stanford Law School and co-chaired the “Trans-Atlantic Information Law Symposium.” In 2008–09, FCE will welcome the new chair, Professor Astrid Fellner, English and American studies, University of Vienna. FCE also hosted three visiting fellows, continuing to strengthen its scholarly exchange with the University of Vienna.

In 2007–08, with generous support from the Barbro Osher Pro Suecia Foundation, FCE successfully launched its program on Sweden, Scandinavia, and the Baltic Region. FCE welcomed its two inaugural Anna Lindh fellows from Uppsala University and hosted prominent guest speakers including Börje Ljunggren, former Swedish ambassador to China and current ambassador with the Asia department of the Swedish Ministry of Foreign Affairs; Li Bennich-Björkman, political science, Uppsala University; and Vaira Viķe-Freiberga, former president of Latvia. In 2008–09, FCE looks forward to hosting author Aris Fioretos and former Swedish Foreign Minister and current United Nations Special Envoy to Darfur Jan Eliasson.

In its Iberian Studies Program, FCE hosted Juan Jose Ibarretxe, president of the Basque government, and Joan Manuel Tresserras, counselor of culture and the media, government of Catalonia, among others.

FCE research seminars addressed European identity, integration, and contemporary history and memory. Speakers included Oliver Rathkolb, director of the Ludwig Boltzmann Institute of European History and Public Spheres, University of Vienna, and Arnold Suppan, East European history, University of Vienna. Co-sponsors of FCE’s programs included the Taube Center for Jewish Studies, Center for Russian, East European and Eurasian Studies, CISAC, CDDRL, Abassi Program in Islamic Studies, Mediterranean Studies Forum, DLCL, and Stanford Law School.

FCE partnered with the Stanford Humanities Center to coordinate the international conference, *Ethnicity in Today’s Europe*. An anthology on the same topic, edited and with an introduction by FCE Assistant Director Roland Hsu, is forthcoming from Stanford University Press. FCE Acting Director Katherine Jolluck, senior lecturer in the Department of History, chaired the international conference *Trafficking of Women in Post-Communist Europe*, with a keynote address by Madeleine Rees, head of the Women’s Rights and Gender Unit of the Office of the United Nations High Commissioner for Human Rights.

In 2008–09, the forum will host its annual “Europe Now” lecture with Poul Nyrup Rasmussen, member of the European Parliament, president of the Party of European Socialists, and former prime minister of Denmark. FCE will organize and host the conference on *Austria and Central Europe Since 1989: Legacies and Future Prospects*—the third of three bi-annual international conferences co-sponsored by Stanford and the University of Vienna.

“Questions of hunger and global food production are on the global agenda like never before. While almost a billion people struggle daily to get enough to eat, soaring incomes and the increased conversion of food to fuel elsewhere in the world are driving food prices to unprecedented levels, pushing additional millions into poverty. But where there are threats there are also opportunities. The world is mobilizing to fight the food crisis on a scale unseen in decades, and there is hope.”

Rosamond Naylor, Director, Program on Food Security and the Environment

FSE



PHOTO: *Children in vegetable field, northern Benin.* CREDIT: Marshall Burke.

Program on Food Security and the Environment

FSE'S MISSION

The Program on Food Security and the Environment aims to generate innovative and policy-relevant solutions to the persistent problems of global hunger and environmental damage from agricultural practices worldwide, through a focused research portfolio and an international team of scholars.

The recent rapid rise in global food prices and the attendant food riots and shortages throughout much of the developing world have once again thrust issues of hunger and food security to the forefront of the global consciousness. Such developments emphasize the deep interconnectedness of today's global food markets, and the fragility of past successes in reducing global hunger and the negative environmental effects of agricultural production.

Stanford's Program on Food Security and the Environment seeks to find dual solutions to these intertwined problems of global hunger and environmental degradation. A joint program between the Freeman Spogli Institute and Stanford's Woods Institute for the Environment, FSE features a diverse research portfolio that addresses food production and consumption issues and their environmental consequences throughout the developed and developing world.

Current FSE activities are anchored by two research platforms. The first, titled Food and Nutrition Security, focuses on the food consumption and production issues facing the billion global poor, with particular attention to the rural areas in Asia and sub-Saharan Africa where a large majority of the world's poor reside. Examples of projects within this research platform include an analysis of the causes and consequences of the recent global food crisis, an assessment of novel technological interventions for irrigation in rural Africa, and the creation of

a comprehensive global database on household characteristics of the food insecure.

The second FSE research platform, Changing Forces in the World Food Economy, focuses on major trends that are fundamentally transforming the world food economy. Examples of projects under this platform include an analysis of the effects of expanded biofuels production on food security and the global climate, an assessment of the potential impacts of climate change on food production and food security, and the environmental implications of the intensive production of animal protein for human consumption.

Accompanying the core research in the two platforms are numerous outreach activities by FSE researchers. These center on teaching at Stanford, as well as on policy advising and research dissemination to various national governments, international development institutions, private foundations, and non-governmental organizations.

FSE is also pleased to announce an array of new program and project funding in the 2007–08 year, including a five-year \$3 million grant from Cargill to support a visiting fellows program and other program activities, grants by the Gates Foundation and the Global Climate and Energy Project and a gift by the Lawrence Kemp family in support of research on the effect of biofuels on food security and climate, grants by the Packard Foundation and the Woods Institute for the study of the environmental effects of intensive aquaculture, and a grant from the Rockefeller Foundation to study climate change adaptation in agriculture.

“Beijing’s lack of practical control over large swaths of industry explains an increasing number of China’s woes. The environment is a case in point. India is also plagued by administrative weakness—and problems are getting worse as the Indian economy takes off and the government struggles to address the by-products of rapid economic growth. Pundits have wondered how Asia’s new powers will reshape the world. But the big challenge in the coming Asian century may not be these countries’ burgeoning strength but their weakness.”

David G. Victor, Director, Program on Energy and Sustainable Development, in *Newsweek*

PESD



PHOTO: PESD Research Associate BinBin Jiang (front and center) and Research Fellow Jeremy Carl (behind Jiang) join with students in the course The Political Economy of Energy in India touring the Essar Steel Mill and Power Plant in Hazira, Gujarat State, India. PESD offers the course as a combination of academic study at Stanford and two-week field visit to India in which students and PESD staff tour a variety of energy-related sites. CREDIT: PESD.

Program on Energy and Sustainable Development

PESD'S MISSION

The mission of the Program on Energy and Sustainable Development (PESD) is to draw on the fields of political science, law, and economics to investigate how the production and consumption of energy affect sustainable development. It sponsors world-class research on the political, legal, and economic aspects of the world's energy system and is catalyzing the creation of a funded, worldwide network of researchers working on these issues.

PESD is an interdisciplinary research program that studies the world's energy markets and their consequences for human welfare. The program concentrates on the interaction of political, legal, and economic factors that affect how markets really operate. Its past research has sought to explain puzzles such as why most countries have failed in their efforts to create truly competitive electric markets and why the development of natural gas infrastructure can be so difficult even in countries with ample gas resources and everything to gain from exploiting them.

PESD's current research concentrates on four areas. First, PESD is working to outline a vision for how the world should better manage the danger of global climate change. The program is looking at the period beyond 2012 when the Kyoto Protocol expires. Negotiations are under way to replace the protocol but there is no clear game plan for how to proceed. PESD's work has concentrated on how emission trading markets are likely to emerge and link together, with a focus on what strategies hold promise for engaging developing countries in climate change mitigation efforts.

Second, PESD is studying the role of government-controlled oil companies in the world oil market. So-called "national oil companies" (NOCs) control the vast majority

of the world's oil. Despite their influence over markets these NOCs are only ambiguously understood at best. The program is looking at the factors that drive strategy and performance of these state-owned oil and gas companies through 15 case studies. We explore key implications for the dynamics of the world oil market now and in the future.

Third, PESD is exploring business models to allow modern energy—electricity and modern cooking fuels—to be delivered to the 1.6 billion in the world still without it. Historically many low-income energy installations have been viewed as charity projects, but there is increasing recognition that such approaches have had little positive impact. PESD's research studies energy projects in various countries to identify alternative business models that can truly sustain themselves and spread.

Fourth, PESD has launched a major new study of the global coal market. Coal is a large and growing player in the world energy system but has been little studied in academia in recent years. We seek to combine a model of the exploding global flows in coal with deep country-level insights on policies influencing coal production, use, and trade in order to answer broad questions about the future role of coal in a carbon-constrained world. Reconciling heavy coal use with climate change concerns will require large-scale use of carbon capture and storage (CCS), so another major part of the program's effort involves studying which business models can help CCS grow from a niche technology into a serious carbon mitigation "wedge."

In 2001, EPRI provided the founding gift for PESD and remains a major sponsor. In 2007 the program also proudly announced that its other major sponsor, BP, was nearly tripling its annual contribution through a new \$7.5 million gift.

“PGJ explores issues at the intersection between political norms and global political-economic realities. The aim is to build conversations and research that integrate political values—toleration, fairness, and the common good—into discussions about issues of human rights protections, global governance, and access to such basic goods as food, clean water, and education. PGJ begins from the premise that addressing these morally consequential issues requires a mix of normative reflection and attention to the best current thinking in the social sciences.”

Joshua Cohen, Director, Program on Global Justice

PGJ



PHOTO: Women at sewing machines seek an end to the exploitation of faceless sportswear workers. CREDIT: Andrea Comas/REUTERS.

Program on Global Justice

PGJ'S MISSION

The Program on Global Justice aims to bring normative ideas from moral and political philosophy into discussions about human rights, global governance, and access to basic goods and at the same time to ensure that normative discussions of these issues are informed by the best current social-scientific and policy thinking.

The Program on Global Justice (PGJ) explores issues at the intersection between political norms and global political-economic realities. The aim is to build conversations and research that integrate political values—toleration, fairness, and the common good—into discussions about human rights, global governance, and access to such basic goods as food and clean water. These issues of global politics are all ethically consequential, and addressing them well requires a mix of philosophical thought with the best current social-scientific research.

To help create that mix, PGJ is bringing visiting fellows who work in political theory into FSI's distinctive intellectual environment. Helena DeBres, a postdoc with an MIT philosophy PhD, spent the year working on utilitarian approaches to global distributive justice. She is leaving for a teaching job at Wellesley College and will be replaced by Yotam Margalit, who is writing on responses to globalization. Avia Pasternak, a postdoc with an Oxford political theory PhD, has been writing on the responsibility of citizens in wealthy democracies for addressing injustices elsewhere. Charles Beitz, a distinguished political theorist from Princeton, visited in the spring.

To foster that same mix, PGJ Director Joshua Cohen moderated a fall course on global poverty at Google headquarters in Mountain View. The ten-week course—offered by google.org for google.com employees—addressed issues

ranging from growth and globalization to education and urbanization. PGJ fellows attended the course, which you can now watch on YouTube.

PGJ is also hosting a new initiative called Liberation Technologies, which brings together Stanford colleagues from computer science and applied technology with social scientists to explore ways to ensure socially, politically, and economically constructive uses of new information technologies.

The program's largest effort has focused on the Just Supply Chains project. The basic premise is that the globalization of production is creating a need for new models of fair treatment for workers in global supply chains. To explore this terrain, we held two research workshops this year. The sessions brought together 60 scholars and practitioners (from Ford, HP, Apple, Nike, Coca Cola, Costco, unions, and NGOs) and provoked lively debates about whether compliance is good for firms, the effectiveness of ethical labeling schemes, the role of independent unions and the rights of individual workers to associate, and the role of trade agreements in promoting just working conditions.

We are now building research teams to address the core issues and collaborating with colleagues at the Graduate School of Business Supply Chain Forum on a research project on the Supply Chain of the Future. Current supply chain strategies have been built around cheap energy, low-cost transportation, low labor costs, and a stable climate. These assumptions have now been thrown into question and are leading firms to rethink their strategies and relocate their facilities, with potentially large implications for countries and regions. The special focus of the Just Supply Chains project will be to explore the implications of all of this for fair treatment of workers.

“Sometimes, the most difficult issues in a conflict can only be dealt with when they begin to matter less.”

Lee Ross, SCICN Faculty and Founder

SCICN



PHOTO: Members of the Belfast Conflict Transformation Project join SCICN Associate Director Byron Bland in Belfast at the launch of a weeklong workshop in April on post-conflict peace building.

Stanford Center on International Conflict and Negotiation

SCICN'S MISSION

The Stanford Center on International Conflict and Negotiation (SCICN) is devoted to interdisciplinary teaching and research on the resolution of international and inter-group conflicts. SCICN seeks to bridge the gap between theory and practice and to use the results of its innovative research to help groups resolve the conflicts in which they are involved. The center is also training a new generation of leaders with a deep understanding of the barriers to conflict resolution and strategies for overcoming them.

Drawing on insights from the disciplines of political science, social psychology, international law, and international relations, SCICN's primary research and teaching foci are (1) the identification of barriers at different levels of analysis—from the cognitive processes of individuals to the structural features and constraints of social and political institutions—that impede successful negotiation and conflict resolution and management and (2) the exploration of institutional and political strategies for overcoming these barriers.

Through interdisciplinary teaching, backed by world-class research and the center's strong focus on practical applications, SCICN seeks to train the next generation of lawyers, jurists, diplomats, scholars, and policymakers to have a deeper understanding of the many dimensions of conflict and greater insight into challenges of managing or resolving it. Over the past year, SCICN has exposed students to leading scholars and practitioners engaged in efforts to resolve real-world conflicts. Our emphasis on direct engagement with individuals and groups involved in conflict resolution processes enriches not only our teaching activities but also our research efforts.

SCICN activities include the following:

- A weeklong workshop with political and community leaders from Northern Ireland focusing on intra-communal violence in West Belfast
- Development of a new interdisciplinary course on international conflict management and resolution in which we addressed the Israeli-Palestinian conflict, Northern Ireland, and issues of nuclear disarmament, human rights, and transitional justice
- New empirical research exploring the effectiveness of peace treaties in preventing the recurrence of violence in militarized interstate conflict over disputed territories
- Commencement of a new empirical study into the role of international law in resolving international disputes
- Ongoing consultation on the project for a world free of nuclear weapons based at the Hoover Institution.
- A weeklong workshop held in cooperation with the Belfast City Council focusing on post-conflict peace building in North Belfast
- Ongoing consultation with One Voice, one of the principal fora for citizen and grassroots interaction for Israelis and Palestinians
- Preparations for a fall consultation with influential Palestinians and Israelis on overcoming the barriers that impede progress in the wake of the Annapolis Conference

Over the last eighteen months, there has been renewed interest in nuclear disarmament. This interest was enhanced by two articles that appeared in the *Wall Street Journal* by George Shultz, William Perry, Henry Kissinger, and Sam Nunn, calling for a world free of nuclear weapons and proposing steps in that direction. SCICN plans to apply the methods and approaches it has developed over the years to explore how the obstacles to disarmament can be overcome.

“My name is Yo-Yo Ma. I play the cello. I’ve never met a tradition that is not the result of successful invention. As soon as you invent something that everybody wants, unless you evolve that tradition, it starts to get smaller. I think of the Silk Road ... as the Internet of antiquity. ... The best thing we can do in music is to constantly learn. ... The best way we can teach is to show how we learn and it never ends.”

From *The Road to Beijing* documentary, produced by Yo-Yo Ma and the Silk Road Ensemble and SPICE

SPICE



PHOTO: SPICE Director Gary Mukai (back row, left), SPICE staff, and Professor (emeritus) Albert Dien (back row, second from right) with Yo-Yo Ma (front row, center) at the Art Institute of Chicago for a teacher workshop with the Chicago Public Schools. CREDIT: Art Institute of Chicago.

Stanford Program on International and Cross-Cultural Education

SPICE'S MISSION

The Stanford Program on International and Cross-Cultural Education serves as a bridge between FSI's research centers and K-14 schools across the nation and independent schools abroad by developing multidisciplinary curriculum materials on international themes that reflect FSI scholarship.

In the spring, SPICE announced a major new interdisciplinary initiative for middle school and high school students on the road to the August 2008 Beijing Olympics. The Road to Beijing initiative includes a new documentary featuring world-renowned cellist Yo-Yo Ma and the Silk Road Ensemble, a new documentary developed by NBC that features Olympians who will participate in the Beijing Olympics, curriculum materials addressing Beijing and issues raised by the Olympics, an interactive website, and teacher professional development.

The Road to Beijing initiative has four major educational components. First is a four-lesson curriculum unit, geared to middle and high school students, that (1) introduces students to the modern Chinese city of Beijing through its history, geography, and major attractions and sights; (2) explores the economic, environmental, political, and social issues of modern China through the perspective of the 2008 Beijing Olympics; (3) introduces some of the Olympians participating in the 2008 Beijing Olympics through a documentary by NBC; and (4) examines musicians' reflections on Beijing and China through a documentary produced by Yo-Yo Ma and the Silk Road Ensemble. FSI scholars, such as Andrew Walder, served as advisors of the curriculum unit.

A second component focuses on two documentaries that are available through the SPICE website. The documentary, *The Road to Beijing*, narrated by Yo-Yo Ma and featuring music

of the Silk Road Ensemble, is available with the Road to Beijing curriculum unit as well as through the SPICE website. An accompanying teacher's guide is available as well. Olympics broadcaster NBC joined the collaboration with SPICE and has produced a short documentary with U.S. Olympic athletes for inclusion with The Road to Beijing curriculum unit. The first interview features Stanford alumnus and U.S. gymnast David Durante. The NBC documentary and an accompanying teacher's guide is also available on the SPICE website.

Third, a new Road to Beijing website features many of SPICE's curriculum units on China, along with a new interactive component on the modern city of Beijing. In 2007, SPICE completed a curriculum unit called Along the Silk Road in collaboration with Yo-Yo Ma and the Silk Road Project. Yo-Yo Ma commented, "The wonderful work SPICE is doing to educate young people about the historic Silk Road trading route is significant on many levels. Learning about other cultures and about the migration of ideas among communities is vital in today's world. In presenting a full range of perspectives, SPICE curricula broaden students' views of the world and deepen their understanding of their own lives."

As a fourth component, the Road to Beijing initiative offers teacher professional development seminars, another hallmark of SPICE's work over the past three decades. Many workshops have already been held at Stanford and for the Chicago Public Schools and independent schools in Europe and Asia.

"We are delighted that SPICE is once again sending the university's path-breaking, interdisciplinary scholarship out into the world, educating a new generation of students and scholars about contemporary issues occasioned by the 2008 Olympic Games and China's historic rise," said FSI Director Coit D. Blacker.

Major Lectures and Programs



September 12–November 14, 2007 — Google.org – PGJ Course on Global Development

Joshua Cohen, Director, Program on Global Justice (moderator)

Ten sessions focusing on understanding poverty and development at the global, national, local, and personal level. Stanford participants included Rosamond Naylor, Director, Program on Food Security and the Environment.

September 26, 2007 — CHP/PCOR Research Seminar

Karen Eggleston, FSI Center Fellow, CHP/PCOR Fellow
“Kan Bing Nan, Kan Bing Gui”: China’s Healthcare System Reforms, 1980–2007

October 16, 2007 — Lee Kong Chian NUS-Stanford Initiative and Distinguished Fellow on Southeast Asia

Dr. Robert Hefner, Lee Kong Chian NUS-Stanford Distinguished Fellow and Professor of Anthropology, Boston University
Schools for Zealots? Islamic Education and Democracy in Indonesia and Implications for the Muslim World

October 17, 2007 — CDDR Research Seminar

Lilia Shevtsova, Researcher, Carnegie Center, Moscow
Russia After Putin

October 18, 2007 — Southeast Asia Forum Seminar Series, Shorenstein APARC

Maureen Aung-Thwin, Director, Burma Project/Southeast Asia Initiative, Open Society Institute; and Dr. Zarni, Visiting Research Fellow (2006–2009), University of Oxford and Founder, Free Burma Coalition
Burma’s Crisis: What Should Outsiders Do?

October 22, 2007 — FCE Special Event

Orhan Pamuk, 2006 Nobel Prize Winner in Literature
An Evening with Orhan Pamuk

October 24, 2007 — Freeman Spogli Institute

Glenn Kessler, Diplomatic Correspondent, *Washington Post*
The Confidante: Condoleezza Rice and the Creation of the Bush Legacy

November 1, 2007 — CDDR Research Seminar

Francis Fukuyama, Bernard S. Schwartz Professor of International Political Economy and Director of the International Development Program, the Johns Hopkins School of Advanced International Studies
The Governance Agenda in International Development

November 7–9, 2007 — FCE Conference

Partha Chatterjee (keynote address), Professor of Anthropology, Columbia University
The Black Hole of Empire

November 14, 2007 — CHP/PCOR Research Seminar

Katherine E. Herz, CHP/PCOR Trainee, Stanford University
The Cost-Effectiveness of Combination Treatments for Uncomplicated Malaria in Sub-Saharan Africa

November 15, 2007 — FSI Third Annual International Conference

The Hon. Warren Christopher and William J. Perry, Shashi Tharoor, Gilles Kepel, FSI faculty, and experts
Power and Prosperity: New Dynamics, New Dilemmas
A conference examining seismic shifts in power, wealth, security, and risk in the international system.

January 9, 2008 — CHP/PCOR Research Seminar

Tim Kautz, Stanford; Jay Bhattacharya, Assistant Professor of Medicine, Stanford; and Grant Miller, Assistant Professor of Medicine, Stanford
The Overlooked Orphans: The Size of the Impact of AIDS on the Orphaned Elderly in Sub-Saharan Africa

January 11–12 and May 16–17, 2008 — Just Supply Chains

Joshua Cohen Director, Program on Global Justice
Series of two meetings discussing improving working conditions, compensation, and rights of association.

January 24, April 10, May 14, 2008 — Frank E. and Arthur W. Payne Distinguished Lecture

The Hon. Alejandro Toledo, Former President of Peru
Can the Poor Afford Democracy? A Presidential Perspective

January 29, 2008 — CDDR Research Seminar

Tamara Wittes, Senior Fellow, Foreign Policy Studies, Saban Center for Middle East Policy, Brookings Institution
Freedom’s Unsteady March: Democracy Promotion in the Middle East After President Bush

January 31, 2008 — Freeman Spogli Institute

Steven A. Cook, Douglas Dillon Fellow, Council on Foreign Relations
Ruling But Not Governing: The Military and Political Development in Egypt, Algeria, and Turkey



PHOTOS: (left to right) Former Peruvian President, Payne Distinguished Lecturer, and CDDRL Visiting Scholar Alejandro Toledo asks, *Can the Poor Afford Democracy?* CREDIT: Steve Castillo. Former Mexican President Vicente Fox delivers the Wesson Lecture. CREDIT: Steve Castillo. National Security Advisor Stephen J. Hadley visits FSI to discuss the challenges of nuclear proliferation in the 21st century. CREDIT: Rod Searcey. David M. Lampton, George and Sadie Hyman Professor and Director of China Studies, Johns Hopkins School of Advanced International Studies, delivers the Oksenberg Lecture: *China's Power and What It Means for America*. CREDIT: John Todd of International Sports Images.

February 4, 2008 — Drell Lecture

Steven E. Koonin, Chief Scientist, British Petroleum
Energy, Environment, Security: Can We Have It All?

February 8, 2008 — CISAC

Stephen J. Hadley, National Security Advisor
The Challenges of Nuclear Proliferation in the 21st Century

February 14, 2008 — FCE Iberian Studies Seminar

Juan Jose Ibarretxe, President of the Basque Government
A Proposal to Transform the Basque Conflict

February 22, 2008 — PGJ

Neta Crawford, Professor, Political Science, Boston University
Caring About Systemic Military Atrocities in Iraq and Afghanistan

March 5, 2008 — Robert G. Wesson Lecture

The Hon. Vicente Fox, Former President of Mexico
Economic Growth, Poverty, and Democracy in Latin America—A President's Perspective

March 18, 2008 — CHP/PCOR Research Seminar

Victor R. Fuchs, Henry J. Kaiser, Jr., Professor of Economics and of Health Research and Policy, Emeritus, Stanford University; and Hal Ersner-Hershfield, Graduate Student, Stanford University
Inequality in Life Expectancy

April 4, 2008 — CISAC and PGJ

Dr. Hans Blix, Chairman, Weapons of Mass Destruction Commission
Why Nuclear Disarmament Matters

April 17–18, 2008 — FCE Conference

Madeleine Rees (keynote address), Head of Women's Rights and Gender Unit, Office of the United Nations High Commissioner for Human Rights
Trafficking of Women in Post-Communist Europe

April 21, 2008 — CDDRL Research Seminar

Robin Wright, Diplomatic Correspondent, *Washington Post*
Dreams and Shadows: The Future of the New Middle East

April 21, 2008 — CISAC, FSI, ICA, Donner House Residential Education Charles Riddell Fund Lecture

Marcus Mabry, International Editor, *New York Times*
Resuscitating American Power: Overcoming the Bush-Rice Legacy

May 8, 2008 — Shorenstein APARC Lecture Series

The Hon. Alejandro Toledo, Former President of Peru; Kantathi Suphamongkhon, Thailand's 39th Foreign Minister; and Michael H. Armacost (moderator), Shorenstein Distinguished Fellow at Shorenstein APARC
If the World Could Vote: What Does the World Want from the Next President?

May 16, 2008 — PGJ

Sohail Hashmi, Professor, Political Science, Holyoke College
9/11 and the Jihad Tradition

May 27, 2008 — ASSU Speakers Bureau, CISAC, FSI, Stanford in Government, the International Relations Program, the Roosevelt Institution at Stanford, Stanford in Washington, and the Stanford Journal of International Relations

The Hon. Madeleine Albright, 64th Secretary of State and Mortara Distinguished Professor of Diplomacy, Georgetown University
A Conversation with The Honorable Madeleine Albright and Professor Scott D. Sagan

May 28, 2008 — Freeman Spogli Institute

Former Senator Gary Hart, Chairman, Council for a Livable World; Wirth Chair Professor, University of Colorado; and Distinguished Fellow, New America Foundation
Under the Eagle's Wing: A National Security Strategy of the United States for 2009

May 29, 2008 — Oksenberg Lecture

David M. Lampton, George and Sadie Hyman Professor and Director of China Studies, the Johns Hopkins School of Advanced International Studies
China's Power and What It Means for America

July 28–August 15 — Draper Hills Summer Fellows on Democracy and Development

Under the aegis of CDDRL, 26 emerging leaders from transitioning countries examine the interconnections among democracy, economic development, and the rule of law with distinguished Stanford faculty.

“The Freeman Spogli Institute has grown from a little known research institute into Stanford’s flagship forum for groundbreaking, policy-informing interdisciplinary research on the most pressing international issues and challenges of our time. FSI’s budget now tops \$25 million. Our donor base has expanded enormously—from 76 donors in 1995 to 243 donors in 2007. Gifts and grants have more than tripled in size during this time frame.”

Evelyn Kelsey, Associate Director for Development, Freeman Spogli Institute for International Studies, 1995–2008



PHOTO: *The William Wrigley Senior Fellowship celebratory dinner. (left to right) Bill McDowell, Julie Ann Wrigley '71, Rosamond Naylor, Alison Wrigley Rusack '80, Geoffrey Claflin Rusack. CREDIT: Steve Castillo.*

Scattered Seeds to Stanford's Flagship Forum for Interdisciplinary Research

When I joined the institute—"IIS" in 1995—we occupied a small suite of offices on the second floor of a run-down Encina Hall. The centers and programs that formed the founding intellectual core of the institute were scattered in seven locations across campus. The overall IIS budget was \$10.8 million.

Today FSI's centers and programs are united in a splendidly restored Encina Hall and the institute is engaged in its second renovation campaign to complete the restoration of the Encina Commons and Garden Courtyard. FSI has grown from a little-known research institute into Stanford's flagship forum for groundbreaking, policy-informing interdisciplinary research on the most pressing international issues and challenges of our time. FSI's budget now tops \$25 million. Our donor base has expanded enormously—from 76 donors in 1995 to 243 donors in 2007. Gifts and grants have more than tripled in size during this time frame.

When I set up office in 1995, President Emeritus Don Kennedy and IIS Director Wally Falcon had just launched the Environmental Policy Forum, which soon became the Center on Environmental Science and Policy (CESP). It was gratifying to watch its evolution last year into the Environmental Initiative and its new home in the Woods Institute and to work with donors whose generosity helped to create them.

So much of our institutional growth has been nurtured by FSI advisory board members. Ron Spogli's and Brad Freeman's naming gifts were transformative, ensuring the future of the Freeman Spogli Institute for International Studies, just as Walter Shorenstein's generosity secured the permanence of the Walter H. Shorenstein Asia-Pacific Research Center. Apart from the privilege of working with Ron and Brad, and with Walter, I have had the pleasure to work with donors whose gifts set in place key building blocks along the way—and who

continue to respond to the institute's highest priorities. Ken Olivier and Angela Nomellini have provided tremendous support in recent years.

Steve Bechtel and the Bechtel family will long leave their mark on the institute. Steve's lead gift to restore Encina was matched in impact by the family's corporate support for the Bechtel Initiative on Global Growth and Change, which provided seed funding to develop the research projects that shaped our dynamic Center on Democracy, Development, and the Rule of Law.

FSI advisory board members' role in advising the institute, under the leadership successively of Grey Bryan, Reva Tooley, and now Phil Halperin, has been critical. Their discretionary, targeted gifts have enabled the directors to seed promising new projects and fund priority activities such as FSI's keynote international conference. CISAC's stellar interschool honors program in international security studies—which brings some of the finest Stanford students into the FSI orbit—was endowed with board members' contributions.

I have been privileged to help shepherd FSI's growth over 13 years and this last year has brought special satisfaction. The endowment of the William Wrigley Senior Fellow by Julie Wrigley and family members will provide enduring support for one of FSI's most brilliant thinkers and a leading advocate for environmental security, Roz Naylor. Bill Draper's and Ingrid Hills' spectacular gifts naming the Draper Hills Summer Fellows on Democracy and Development have secured our signature program for civic, political, and economic leaders from major transitioning countries. These singularly thoughtful acts of generosity will stay with me as reminders of the dedication of our board members and the privilege it has been to serve FSI and Stanford.

Evelyn Kelsey, July 2008

The generosity of past supporters, as well as those new to its donor rolls, enables the Freeman Spogli Institute for International Studies to continue to address global challenges with scholarly excellence and teaching, further its influence on public policy, and inform an expanding audience about its work.

DONORS



PHOTO: Michael McFaul, deputy director, FSI, and director of FSI's Center on Democracy, Development, and the Rule of Law thanks William Draper III and Ingrid von Mangoldt Hills for their gifts naming the Draper Hills Summer Fellows on Democracy and Development at a celebratory lunch in August 2008. CREDIT: Steve Castillo.

Honor Roll: Lifetime Gifts and Pledges to the Freeman Spogli Institute for International Studies

The Freeman Spogli Institute for International Studies gratefully acknowledges those donors listed below for their support with gifts and pledges totaling \$100,000 or more since the institute's inception.

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In celebration of their gifts naming the Draper Hills Summer Fellows on Democracy and Development, William H. Draper III (front row, center) and Ingrid von Mangoldt Hills (second from left) join the Draper Hills Summer Fellows and faculty on the front steps of Encina Hall in August 2008.

CREDIT: Steve Castillo

The Freeman Spogli Institute for International Studies gratefully acknowledges the following individuals, foundations, and corporations for their generous support during the 2007–08 fiscal year. Gifts of \$100.00 and above and received between September 1, 2007, and August 31, 2008, are listed below. Every effort has been made to provide an accurate listing of these supporters.

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The Gi-Wook Shin Professorship celebratory dinner. (left to right) Jae Hyun, Hae-Kyung Hyun, Professor Gi-Wook Shin, and Kyung-Chul Park.

CREDIT: Steve Castillo

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Fiscal Year 2007–08 (preliminary)

Preliminary data indicate that revenues of the Freeman Spogli Institute for International Studies in the fiscal year 2007–08 amounted to \$28.2 million, of which 81 percent originated from endowment, grants, contracts, and gifts. The university’s support from general funds represents 12 percent of total revenues. Preliminary data indicate that expenses during the fiscal year 2007–08 amounted to \$22.9 million. Financial data for fiscal year 2007–08 are based on information available as of September 22, 2008.

For the prior fiscal year, 2006–07 (opposite page), actual revenues were \$25.6 million; actual expenses were \$22.4 million. The Center for International Security and Cooperation remained FSI’s largest research center with revenues of \$4.8 million and expenses of \$4.4 million.

REVENUE/INCOME

	<i>\$ in thousands</i>	%	
University General Funds	1,096,723	4%	■
University Special Allocations	2,330,631	8%	■
Grants and Contracts	5,082,486	18%	■
Affiliates	1,977,658	7%	■
Endowment	11,636,814	41%	■
Gifts	6,076,428	22%	■
Total:	\$28,200,740	100%	

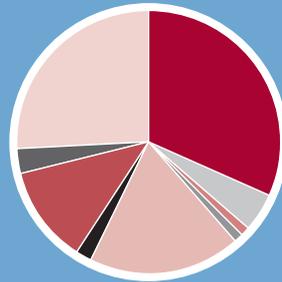
EXPENSES

		%	
Faculty, research, administrative salaries and benefits	12,501,552	55%	■
Student Aid	2,539,932	11%	■
Seminars, lectures, conferences, and events	2,690,220	12%	■
Equipment, materials, supplies, and maintenance	1,976,500	9%	■
Travel	2,034,052	9%	■
Indirect Costs	1,144,753	5%	■
Total:	\$22,887,009	100%	

Fiscal Year 2006–07 (actual)

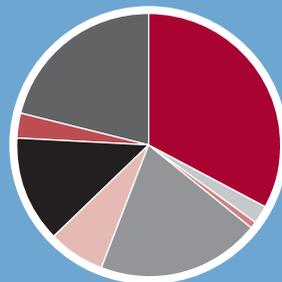
REVENUE BY PROGRAM OR CENTER*

	<i>\$ in thousands</i>	%	
FSI Central	8,072	32%	■
AP Scholars	1,387	5%	■
BIGGC/BCC	196	1%	■
CHP*	213	1%	■
CISAC	4,788	19%	■
CDDRL	614	2%	■
Shorenstein APARC	2,987	12%	■
SPICE	699	3%	■
Miscellaneous Programs	6,610	26%	■
Total:	\$25,566	100%	



EXPENSES

	<i>\$ in thousands</i>	%	
FSI Central	7,412	33%	■
AP Scholars	432	2%	■
BIGGC/BCC	205	1%	■
CHP*	92	0%	■
CISAC	4,373	20%	■
CDDRL	1,596	7%	■
Shorenstein APARC	2,840	13%	■
SPICE	765	3%	■
Miscellaneous Programs	4,640	21%	■
Total:	\$22,355	100%	



ACRONYM LEGEND: FSI Central—Freeman Spogli Institute for International Studies central administration; AP Scholars—Asia-Pacific Scholars; BIGGC—Bechtel Initiative on Global Growth and Change; BCC—Bechtel Conference Center; CDDRL—Center on Democracy, Development, and the Rule of Law; CHP—Center for Health Policy; CISAC—Center for International Security and Cooperation; Shorenstein APARC—The Walter H. Shorenstein Asia-Pacific Research Center; SPICE—Stanford Program on International and Cross-Cultural Education.

*Excludes revenue and expenses of PCOR (Primary Care and Outcomes Research), CHP's affiliated organization in the School of Medicine.

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