CONTENTS

1 President’s Letter

5 2015 Grant Awards:
   International Security and
   Foreign Policy Program

36 2015 Grant Awards:
    Domestic Public Policy Program

50 2015 Grant Awards:
    Direct Service Program

51 Management’s Financial Report

52 Financial Statements

59 Procedures

60 Trustees, Governors, and Officers

61 Staff and Office Locations

63 History
PRESIDENT’S LETTER

The mission of the Smith Richardson Foundation is to contribute to important public debates and to address serious public policy challenges facing the United States. The Foundation seeks to help ensure the vitality of our social, economic, and governmental institutions. It also seeks to assist with the development of effective policies to compete internationally and to advance U.S. interests and values abroad.

The Foundation advances its mission through its two principal grant making programs: the International Security and Foreign Policy Program and the Domestic Public Policy Program. The Foundation believes that conflict and change in the international environment continually create needs in the U.S. policy community for analysis and guidance on critical foreign and defense policy issues. In the domestic arena, the Foundation believes that policy makers are seeking innovative and pragmatic solutions to the long-term challenges affecting the well being of all Americans.

International Security and Foreign Policy

The objective of the International Security and Foreign Policy Program is to assist the U.S. policy community in developing effective national security strategies and foreign policies. The Foundation is committed to supporting projects that help the policy community face the fundamental challenge of ensuring the security of the United States, protecting and promoting American interests and values abroad, and enhancing international order.

For many years, the International Security and Foreign Policy Program has sought to address new security challenges facing the United States, including the threat of terrorism and the rise of cyber conflict, while still maintaining a focus on developments within and relations among great powers. While intensifying turmoil in the Middle East will continue to demand the attention of U.S. policy makers, developments in East Asia and Europe call for renewed attention among policy makers to the classic dilemmas of great power politics. At the same time, the Foundation has sought to support new thinking on how to reshape U.S. political, military, and economic instruments of power to cope with current and future challenges. The Foundation also provides funding to foster the next generation of scholars and analysts and underwrites historical research with implications or lessons for current policy.

The following grants illustrate the types of projects supported by the International Security and Foreign Policy Program:

- **The Atlantic Council**: Researchers will identify strategies and tools that policy makers can use to support local actors working to bring about or consolidate democratic change in their countries.

- **Center for Strategic and International Studies**: Scholars will assess the viability of a series of countermeasures that policy makers could adopt to respond to low-level coercive actions taken by China in the Asia-Pacific region.
• **Council on Foreign Relations**: A scholar will write a history exploring the role of the Marshall Plan in creating institutions and fostering development in post-war Europe.

• **Institute for the Study of War**: A team of researchers will assess the challenges posed by and potential policy response to hybrid warfare, a form of conflict that relies heavily on political warfare, ideological combat, and irregular combatants.

• **Peterson Institute for International Economics**: A scholar will examine the evolution of the international economic order as the global balance of power shifts and the worldviews of key actors diverge.

• **Potomac Foundation**: Two experts will examine the capacity and strategy of the United States and its NATO allies to deter and counter Russian military actions in the Baltic region.

**Domestic Public Policy**

The Domestic Public Policy Program supports projects that are intended to help the public and policy makers better understand and address critical challenges facing the United States. To that end, the Foundation supports research on and evaluation of existing public policies and programs, as well as projects that inject new ideas into public debates.

The Foundation believes that policy makers face a series of challenges that need to be met if the United States is going to continue to prosper and provide opportunity to all of its citizens. One such challenge is to enhance social and economic mobility through such measures as improving the quality of the primary and secondary school sector and providing opportunities for post-secondary education and training for adults. A second challenge is to create an economic climate hospitable to entrepreneurship and growth. This will require a rethinking of how governments at all levels raise revenue and make fiscal choices among competing priorities as well as greater attention to balancing the costs and benefits of regulatory initiatives. In the future, the Foundation will seek to implement its agenda in part by supporting policy laboratories in which groups of scholars collaborate to evaluate programs and develop new policy thinking and book projects that seek to distill lessons from research and analysis in order to foster wider public and policy maker engagement with key policy-related issues.

The following grants illustrate the types of projects supported by the Domestic Public Policy Program:

• **Columbia University**: A scholar at the university will explore whether cultural attitudes and norms can account for the decline in economic dynamism in the United States and other advanced economies.

• **National Bureau of Economic Research**: A group of researchers will analyze how state policies toward business taxation affect employment, economic output, tax revenues, and entrepreneurship.
• **Stanford University**: A team of scholars affiliated with the university will evaluate whether informational interventions designed to provide parents of newborn children with advice on child development practices lead to increases in school readiness for young children.

• **Notre Dame University**: A number of researchers at the university will evaluate whether an anti-poverty program that provide families with modest levels of cash assistance and helps them develop a pathway toward self-sufficiency is effective at increasing employment, earnings, and overall family well-being.

• **University of Washington**: A team of scholars affiliated with the university will analyze how an increase in the minimum wage in Seattle affects employment, earnings, new business formation, and the use of public benefits.

The Trustees of the Smith Richardson Foundation believe that the country’s well being depends on vigorous and capable domestic institutions and strong leadership around the world. They hope that through wise and strategic grant making they will enhance the capacity of the public and the policy making community to advance the interests of the nation as a whole.

Peter L. Richardson  
*President*
America Abroad Media
Washington, DC

**AAM Journalism Fellowship Program**

Aaron Lobel will lead an effort to improve the understanding of the United States among the public in strategically important Muslim-majority countries. The program will bring senior journalists from the Middle East and Asia to Washington for one-week visits, where they will be responsible for producing programs that explore U.S. foreign or domestic policy issues for broadcast on major television channels in their home countries.

**America and the Muslim World: A Public Diplomacy Initiative**

Aaron Lobel will lead an effort to develop and broadcast public affairs programs in partnership with local networks in Muslim-majority countries. He will host televised town hall meetings in Afghanistan, Pakistan, and India and produce documentary series on issues such as the threat posed by the Islamic State and the refugee crisis in Syria.

American Australian Association
New York, NY

**Strengthening the Asian Development Bank in the Changing Development Context**

Annmaree O’Keeffe will lead an effort to analyze how the Asian Development Bank (ADB) can enhance its responsiveness to the development needs of Asian countries while preserving its principles of support for market economics and good governance. She and her colleagues will examine the bank’s record, assess the changing landscape of development economics and finance, and develop recommendations to improve the ADB’s strategy and business practices. The project’s findings will appear in a report.

American Enterprise Institute for Public Policy Research
Washington, DC

**Beyond Attrition: A Full-Force Strategy for “Shaping Operations”**

Phillip Lohaus will research and write a monograph that will explore how major powers, including the United States, China, and Russia, have sought to shape political outcomes in key regions using means that fall below the threshold of traditional military engagements.
India Rebooted: How the Rise of the Right Will Change the World’s Largest Democracy

Sadanand Dhume will research and write a book that will explore how India might evolve politically following the election of Prime Minister Narendra Modi. He will conduct field work and organize workshops focusing on Modi’s policies in four areas: the economy, foreign policy, pluralism, and India’s relations with the Indian diaspora.

Strengthening the Weakest Link: A U.S. Strategy for Southeast Asia

Michael Mazza will lead an effort to develop a strategy for how the United States might partner with the countries of Southeast Asia to ensure the security of the region. He will analyze governmental and secondary sources, assemble working groups composed of U.S. experts on the region, and conduct field work in Southeast, Northeast, and South Asia. The project’s findings will appear in a report.

Tokyo’s New Internationalism: Japan’s Bid for Leadership in Asia

Michael Auslin will lead an effort to explore Japan’s effort to reemerge as a geopolitical leader in East Asia. He will analyze Japanese primary and secondary source materials and conduct field work in Japan, Australia, Vietnam, and the Philippines as well as at the U.S. Pacific Command in Hawaii. The project’s findings will be presented in a series of essays and a monograph.

American Foreign Policy Council
Washington, DC

Balancing China’s Rise: Regional Perspectives and Options for the United States

Jeff Smith will lead an effort to explore the potential of a “balancing strategy” vis-à-vis China. He will commission research papers documenting the views of security officials in India, Japan, Indonesia, Malaysia, Vietnam, Australia, and the Philippines. He will then develop a road map for a balancing strategy that will identify both the opportunities for and the limitations of this approach. The project’s findings will appear in an edited volume, a report, and a series of articles.

American University
Washington, DC

Crisis in Landpower: Building the Next U.S. Army

David Barno and Nora Bensahel will lead an effort to develop options for organizing and equipping the U.S. Army to meet future national security requirements despite reductions in its budget. They will use the strategic assumptions of the 2014 Quadrennial Defense Review as a point of departure in order to develop a variety of ideas about how the Army could be reshaped to accomplish its missions with available resources. The project’s findings will appear in a monograph and related articles.

Angelo State University
San Angelo, TX

North Korean Proliferation to Terrorist Groups and Rogue States: An International Security Dilemma

Bruce Bechtol will research and write a book that will examine the scope and nature of North Korea’s proliferation and arms-trading activities around the world. He will undertake research and conduct field work in South Korea, Singapore, Israel, and Ethiopia to trace the flow of goods and money to and from North Korea.

Arizona State University
Tempe, AZ

From Reset to Containment: In Search of a Better U.S. Policy toward Putin’s Russia

David Kramer will research and write a book that will review the history of U.S.-Russia relations since 1991, analyze the components of U.S. policies toward Russia over the past decade, examine the nature of the Putin regime and its foreign policies, and advance policy ideas for managing the U.S.-Russia relationship.

The Atlantic Council
Washington, DC

A Pro-Active Agenda for Building a Durable Rules-Based Liberal Economic Order in the Asia-Pacific Region

$175,000
American University
Washington, DC

Crisis in Landpower: Building the Next U.S. Army  $138,323
David Barno and Nora Bensahel will lead an effort to develop options for organizing and equipping the U.S. Army to meet future national security requirements despite reductions in its budget. They will use the strategic assumptions of the 2014 Quadrennial Defense Review as a point of departure in order to develop a variety of ideas about how the Army could be reshaped to accomplish its missions with available resources. The project’s findings will appear in a monograph and related articles.

Angelo State University
San Angelo, TX

North Korean Proliferation to Terrorist Groups and Rogue States: An International Security Dilemma  $104,177
Bruce Bechtol will research and write a book that will examine the scope and nature of North Korea’s proliferation and arms-trading activities around the world. He will undertake research and conduct field work in South Korea, Singapore, Israel, and Ethiopia to trace the flow of goods and money to and from North Korea.

Arizona State University
Tempe, AZ

From Reset to Containment: In Search of a Better U.S. Policy toward Putin’s Russia  $74,250
David Kramer will research and write a book that will review the history of U.S.-Russia relations since 1991, analyze the components of U.S. policies toward Russia over the past decade, examine the nature of the Putin regime and its foreign policies, and advance policy ideas for managing the U.S.-Russia relationship.

The Atlantic Council
Washington, DC

A Pro-Active Agenda for Building a Durable Rules-Based Liberal Economic Order in the Asia-Pacific Region  $175,000
Olin Wethington will lead an effort to catalyze ideas to create an inclusive, open, and rules-based economic order in the Asia-Pacific region. He will undertake interviews, research, and analyses in order to identify ways that the United States can defend and strengthen the liberal economic order in the region. The project’s findings will appear in a series of reports.
Olin Wethington will lead an effort to analyze ideas to create an inclusive, open, and rules-based economic order in the Asia-Pacific region. He will undertake interviews, research, and analyses in order to identify ways that the United States can defend and strengthen the liberal economic order in the region. The project’s findings will appear in a series of reports.

**The Responsibility to Assist: Tools for Outside Actors to Support Democratic Movements**

Mathew Burrows and Maria Stephan will explore how the policy community can cooperate with and support activists pressing for democratic change in authoritarian regimes or seeking to consolidate progress after a democratic transition. They will analyze the legal issues affecting the ability of democratic states to promote political change abroad, the cross-cutting geopolitical and technological trends that are at once weakening and strengthening authoritarian regimes, the various policy tools that democratic states can employ, and the actions authoritarian regimes can take to counter those capabilities. The project’s findings will appear in a co-authored monograph.

**BizCorps**

Washington, DC

**BizCorps Colombia**

Robert Mosbacher will lead an effort to develop and test a new model of promoting growth in less developed countries. The program will recruit U.S. business school graduates to serve as volunteers in Colombia, where they would work with local entrepreneurs and assist with the development of business plans and growth strategies. The project’s findings will appear in a report.

**Brookings Institution**

Washington, DC

**Geopolitical Competition in a Globalized World**

Thomas Wright will research and write a book that will explore how the United States should pursue its interests in a world that combines geopolitical competition and high levels of interdependence. He will conduct interviews with leading scholars on Russia, China, international economics, and strategy; carry out field work in Australia, China, Japan, Singapore, Germany, Poland, and the Baltic states; and organize a series of workshops involving U.S. experts.

**Strategic Reassurance and Resolve Five Years into the Rebalance: Assessing the U.S.-China Security Relationship**

Michael O’Hanlon will lead an effort to develop more effective approaches for managing the Sino-U.S. rivalry. He will explore how key bargaining and foreign policy concepts, such as restraint, reinforcement, transparency, resilience, and resolve, have been employed in relations between the United States and China over the past three years. The project’s findings will appear in a monograph.
**Center for Advanced Defense Studies**
Washington, DC

*Analyzing Overseas Illicit Networks*
Varun Vira will lead an effort to collect and analyze open-source materials to investigate illicit financial and trading organizations. The project’s findings will appear in a monograph.

**Center for European Policy Analysis**
Washington, DC

*Russia’s Black Sea Strategy: Restoring Dominance and Containing NATO*
Janusz Bugajski and Peter Doran will examine the geopolitical competition between Russia and the West that is unfolding in the Black Sea region. They will conduct research and interviews and convene working groups in order to examine the position of the Black Sea in Russia’s wider security strategy, Moscow’s military operations and capabilities in the region, the impact of Russian actions on target states, and possible U.S. and NATO responses to Russian activities. The project’s findings will appear in a report and related papers.

*Winning the Information War: Techniques and Counterstrategies in Russian Propaganda*
Edward Lucas and Peter Pomerantsev will lead an effort to explore the character and objectives of Russia’s information campaign against states in Central and Eastern Europe. They will collect and analyze data regarding the aims, methods, efficacy, and vulnerabilities of Moscow’s information war. The project’s findings will appear in a series of papers and a report.

**Center for a New American Security**
Washington, DC

*A Comprehensive Security System for the Two-State Solution*
Ilan Goldenberg will lead an effort to develop a plan to implement the security measures and systems necessary to facilitate a two-state political settlement between the Israelis and the Palestinians. Building on elements of the draft plan developed during the 2013-2014 Israeli-Palestinian negotiations, he will undertake additional research and analysis to develop ideas to fill gaps on certain outstanding issues and test the refined draft plan with leaders and officials in the United States and the Middle East. The project’s findings will appear in a report.
A World of Proliferated Drones

Ben FitzGerald, Paul Scharre, and Michael Horowitz will research and write a monograph that will examine the security and policy challenges posed by the proliferation of drone technology worldwide. They will estimate the drone capabilities that will be available to state and non-state actors, assess the range of possible uses of such systems, survey public and official views regarding the use of drones, and consider the escalation dynamics associated with conflicts involving drone systems.

Counterbalance: Chinese Strategic Responses to U.S. and Allied Defense Posture and Modernization

Patrick Cronin will explore potential Chinese responses to U.S. military strategy in the Asia-Pacific region. He will lead a team of analysts to research how Chinese military doctrine and policies have responded to the Obama administration’s initiatives to bolster U.S. military presence and capabilities in East Asia and organize a simulation game based on the findings of this work. The project’s findings will appear in a report.

Financial Warfare: Coercive Economic Measures and the New Global Security Landscape

Elizabeth Rosenberg and Zachary Goldman will assess the future of coercive economic measures. They will collect data on the use of such measures since the end of World War II, commission quantitative analytical work to develop measures of sanctions effectiveness, and identify challenges to the future availability and integrity of coercive economic tools. The project’s findings will appear in a report.

Meeting the Challenge of the Islamic State: A Case Study in Contending with Transnational Terror

Michael Gordon will research and write a book analyzing the U.S. military, diplomatic, and political efforts against the Islamic State as well as assessing their successes and failures.

Stability through Information and Transparency: Building a Common Operating Picture for the South China Sea

Ely Ratner and Van Jackson will lead an effort to develop a blueprint for the architecture of systems to provide the United States and partner countries with a common operating picture of security-related developments in the South China Sea. Such a picture would include an information-sharing regime with the principal goal of providing real-time and cumulative situational awareness. The project’s findings will be presented in a series of papers, articles, and a report.
Center for Strategic and Budgetary Assessments
Washington, DC

A U.S. Eurasian Defense Strategy
Andrew Krepinevich will lead an effort to develop a defense strategy to secure U.S. interests in Eurasia. He and his colleagues will assess the security environment and trends in the three critical theaters of Eurasia (Europe, the Middle East, and East Asia), examine technological and operational trends shaping military competitions with the major powers, craft defense strategies for each of the three theaters, and recommend a force structure and defense program capable of executing these strategies. The project’s findings will be presented in a series of monographs.

Strategic Choices 2.0: Enlightening the Debate
Andrew Krepinevich and Jim Thomas will lead an effort to assess how best to use defense resources in light of emerging strategic challenges and budget constraints. They will make use of the strategic choices tool, which provides users with more than 750 pre-costed items that can be added to or subtracted from the baseline defense budget and force structure. They will run strategic choices exercises with a variety of groups in the policy community. The project’s findings will appear in a report and a series of briefings.

Center for Strategic and International Studies
Washington, DC

Developing a Strategy to Counter Coercion in Asia
Michael Green and Kathleen Hicks will lead an effort to develop possible responses to China’s low-level coercive actions in Asia. They will undertake five case studies of assertive actions taken by China since 2008, review traditional deterrence theory, identify policy levers available to the United States and its allies, and develop a counter-coercion strategy capable of managing China’s assertiveness while controlling the risk of escalation. The project’s findings will be published in a series of papers and a report.

Disrupting the Cybersecurity Status Quo
James Lewis and Denise Zheng will assess whether new policies or technologies can be developed to reverse the advantages that offensive cyber attacks and hacking currently hold over cyber defenses. They will conduct interviews and workshops and engage in outreach to foreign scholars in order to explore whether a posture of active defense could meet the challenges posed by cybersecurity better than a reactive posture. The project’s findings will appear in a series of papers and a monograph.
**Private Sector Opportunities in Central America’s Northern Triangle**

Daniel Runde will lead an effort to develop approaches to fostering economic development in unstable countries. He will map current U.S. private sector development projects in Central America, highlight specific roadblocks to improved private sector engagement, and assess the strengths and weaknesses of past initiatives that sought to improve the business climate and create jobs in Honduras, El Salvador, and Guatemala. The project’s findings will appear in a report.

**The Wind that Blows from the East: Understanding Russian Influence in Europe**

Heather Conley and Ruslan Stefanov will assess the magnitude and effectiveness of Russia’s influence operations in Central and Eastern Europe. They will collect quantitative and qualitative data on Russia’s political and economic activities in Bulgaria, Hungary, Latvia, Slovakia, and Serbia between 2004 and 2014. They will then test whether these activities correlate with changes in the countries’ ratings on indices of political freedom and good governance. The project’s findings will appear in a monograph.

**Center for the National Interest**

Washington, DC

**Strategic Realignments in the Middle East: Causes, Consequences, and Implications for American Policy**

Geoffrey Kemp and Andrew Bowen will explore how the current turmoil in the Middle East might realign the geopolitics of the region. They will convene working groups and conduct field work to explore how a variety of scenarios could reshape the political landscape of the region and reflect on what such realignments would mean for U.S. strategy and policy. The project’s findings will appear in a monograph.

**Chatham House Foundation**

Tarrytown, NY

**Relationships across the Atlantic: Converging or Diverging?**

Xenia Wickett will examine whether the perspectives of U.S. and European policy elites are diverging on critical foreign policy issues and explore the implications of any such divergence for transatlantic cooperation. The project’s findings will appear in a report and a series of papers.
China Vitae
Bethesda, MD

*China Vitae*

David Gries will edit and publish *China Vitae*, a searchable database of the top 5,000 officials and leading figures in the Chinese political system that is designed to assist scholars and practitioners in conducting leadership analysis.

Columbia University
New York, NY

*Education Power: Shaping Social Norms, Beliefs, and Behaviors in Crisis Settings*

Amra Sabic-El-Rayess will research and write a book that will explore how education can be used to shape norms, beliefs, and behaviors in transitioning societies. She will examine how Bosnia’s Salafis and other ultraconservative Muslim communities developed and advanced their religious views through educational platforms in order to change the outlooks of Bosnia and Herzegovina’s Muslim Bosniak community.

The Committee for Human Rights in North Korea
Washington, DC

*From Cradle to the Grave: Seeking Accountability and Humanitarian Redress in North Korea*

Greg Scarlatoiu will lead an effort to encourage the policy community to incorporate the issue of human rights more centrally into U.S. policy toward North Korea. He will commission research on famine mortality, sponsorship of terrorism from 1987 to 2014, the mass graves of political prisoners, and the abuse of children. The project’s findings will be published in four reports.

Council on Foreign Relations
New York, NY

*A World Upended: The Making and the Meaning of the Marshall Plan*

Benn Steil will research and write a book that will examine how the Marshall Plan contributed to institution-building and economic development in postwar Europe.
Military Advice and Presidential Decision-Making: Mending the Broken Dialogue

Janine Davidson will research and write a book that will examine the deliberative process between senior civilian and military officials when the President is considering options for the use of military force. She will conduct research and interviews and convene working groups in order to examine the cultural and institutional drivers that produce civil-military frictions in developing responses to military contingencies.

The Missing Element in the U.S.-ROK Alliance: Forging Regional Common Purpose in East Asia

Scott Snyder will lead an effort to provide the policy community with a deeper understanding of Korean affairs, support new thinking on U.S.-Korean relations, and foster a channel of communication between the U.S. policy community and a cohort of emerging South Korean political leaders and policy experts. He will undertake work in four areas: U.S.-South Korean approaches toward China, South Korea’s emerging policy initiatives toward Southeast Asia, U.S.-South Korean alliance coordination, and South Korea’s internal political and social developments. The project’s findings will appear in a series of reports and articles.

The Politics of China’s Environmental Health Crisis

Yanzhong Huang will research and write a book that will analyze whether the Chinese political system is capable of coping with China’s environmental and public health crisis and explore how this crisis might affect China’s politics.

The Dui Hua Foundation
San Francisco, CA

Human Rights in China under Xi Jinping

John Kamm will lead an effort to examine the nature of political dissent and repression in China. He will research Chinese law and regulations as well as the cases of individual political detainees, conduct quarterly trips to China to discuss these cases with representatives of the Ministries of Foreign Affairs and Justice, and engage in policy outreach to the U.S. and other governments involved in human rights advocacy vis-à-vis China. The project’s findings will appear in a series of papers, reports, and other publications.
EMP Task Force on National and Homeland Security
Mineral, VA

State Initiatives to Achieve Preparedness against an Electromagnetic Pulse Catastrophe

Peter Vincent Pry will lead an effort to explore options to protect the U.S. electric grid from an electromagnetic pulse (EMP) produced by a deliberate nuclear attack or natural geomagnetic solar storm. He will track actions to protect the electrical grid at the state level, learn lessons from the steps taken to harden key grid components, and engage with legislators in a variety of states who express interest in understanding the EMP threat and protecting their state grids. The project’s findings will be presented in a monograph and a series of articles.

Foundation for Resilient Societies
Nashua, NH

Critical Electric Grid Reliability Issues and Priorities for Resilience at the State and Federal Levels

Thomas Popik, William Harris, and George Baker will examine approaches to improve the resiliency of the U.S. electrical grid. They will identify the full spectrum of critical grid reliability issues and identify remedial actions that can be taken by regulators at the federal, regional, or state level. They also will outline a proposal for a new federal agency devoted to electric reliability, undertake a case study of the electric reliability threat in New England, educate stakeholders and the public on the need to reform the regulation of electric power generation and distribution, and start to build a cadre of younger analysts and policy thinkers on critical infrastructure issues. The project’s findings will appear in a series of articles and monographs.

Freedom House
Washington, DC

Freedom in the World: The Annual Survey of Political Rights and Civil Liberties

Arch Puddington will research and edit Freedom in the World, an annual survey of political freedom and democracy around the globe.
The Modern Authoritarian Threat to Democratic Governance and Liberal Values

Arch Puddington, Vanessa Tucker, and Sarah Cook will describe the nature and structure of modern authoritarianism and identify the techniques such regimes employ to control elections, dominate the media, suppress or co-opt religious organizations, manipulate civil society, subordinate the judiciary, repress ethnic minority groups, and use educational systems to impose their worldview. The project’s findings will appear in a monograph.

The George Washington University
Washington, DC

China’s Future

David Shambaugh will research and write a book that will examine the potential political and economic trajectories of China over the next five years.

Project on Active Defense against Cyber Threats Targeting the Private Sector

Frank Cilluffo will examine whether U.S. cybersecurity policy should permit active defense in order to mitigate, prevent, and deter cyber threats. He will explore the policy, legal, and technological issues involved with the concept of active defense and convene a task force to provide policy recommendations. The project’s findings will appear in a report.

Harvard University
Cambridge, MA

Cold War Studies Publications Program

Mark Kramer and Timothy Colton will edit and publish The Journal of Cold War Studies.

Law Enforcement in a Globalized World: The Case of Human Trafficking

Beth Simmons will assess the efficacy of law enforcement and prevention as policy tools to combat human trafficking. She will analyze a dataset on human trafficking compiled by the U.S. State Department in its annual Trafficking in Persons Report and review research produced by the U.N. and the work of various non-governmental organizations in order to test whether legal and policy reforms advanced by the United States affected patterns in human trafficking networks. The project’s findings will appear in a report.
Hu Yaobang and the Struggle for Political Reform in China

Robert Suettinger will research and write a book that will examine the dynamics of power politics at the highest echelons of the Chinese Communist Party and assess the likelihood that advocates for political reform can emerge at that level of the system. He will collect and analyze Chinese and Western source materials about Hu Yaobang, who served as general secretary of the Chinese Communist Party from 1982 until his purge in 1987, and conduct interviews in China with members of Hu’s family as well as intellectuals involved in debates about how his career should be judged historically.

China Leadership Monitor

Alice Lyman Miller will edit and publish the China Leadership Monitor. The publication will track China’s leadership politics in seven areas: foreign policy, military affairs, economic affairs, political reform, Communist party affairs, center-provincial relations and U.S.-China-Taiwan relations.

Blue Ribbon Study Panel on Biodefense

Ellen Carlin and Asha George will convene the Blue Ribbon Study Panel on Biodefense, co-chaired by former cabinet members and former senators and representatives, to identify options to improve the preparedness of the United States to respond to biological and chemical weapon attacks. The panel will examine the nature of the threat and identify capabilities for prevention and protection, surveillance and detection, and response and recovery. It will also develop a set of actions to improve near-term preparedness. The project’s findings will appear in a report.

Building a U.S.-Japan Special Relationship: Defense Trade and Collective Security in East Asia

Arthur Herman will explore how to strengthen bilateral defense and industrial cooperation between the United States and Japan. He will examine ways to strengthen the U.S.-Japan defense relationship and outline the steps necessary to conclude a defense-trade cooperation treaty. The project’s findings will be presented in a series of reports and a single-author monograph.
Current Trends in Islamist Ideology
Hillel Fradkin will edit and publish *Current Trends in Islamist Ideology*, a journal that will analyze the ideological and political debates within and among transnational Islamist movements.

Implications for American Strategic Interests of Chinese Structural Economic Problems and a Dramatic Chinese Economic Slowdown
John Lee will explore the implications of China’s economic slowdown for the country’s political economy, its foreign and defense policy, and U.S. interests in the Asia-Pacific region. He will analyze primary and secondary data related to the Chinese economy, organize workshops involving experts from the region as well as the United States, and conduct interviews with officials focused on the state of the Chinese economy. The project’s findings will appear in a single-author monograph and a series of articles.

India’s Great Power Aspirations – What Holds Them Back?
Aparna Pande will research and write a book that will examine whether India is adopting a more activist foreign policy under Prime Minister Narendra Modi. She will conduct field work and organize workshops to assess whether India is breaking away from its traditionally passive and reactive foreign policy.

Political Strategies for U.S. Alliance Building in the New Middle East
Eric Brown and Samuel Tadros will lead an effort to examine whether and how political order and stability can be reconstituted in the greater Middle East. They will examine the political competitions underway in Egypt, Tunisia, Morocco, Turkey, the Kurdish Regional Government, the United Arab Emirates, and India. They will map the competing players at the subnational, national, and regional levels and assess the dynamics of the political and ideological contests for the allegiance of local communities. The project’s findings will be presented in two monographs and a series of papers.

Preserving Dominant U.S. Seapower Despite Shrinking Budgets
Seth Cropsey will research and write a book exploring how the United States can preserve its naval primacy in a time of budgetary constraints. He will analyze U.S. government and secondary source materials and conduct interviews with current and retired military commanders as well as civilian experts in order to examine whether the principal mission of the Navy should shift from power projection onto land to sea control and whether changes in ship design, the mix of combatants in the fleet, and procurement and other management issues could deliver needed naval capabilities at a feasible cost.
interviews with current and retired military commanders as well as civilian experts in order to examine whether the principal mission of the Navy should shift from power projection onto land to sea control and whether changes in ship design, the mix of combatants in the fleet, and procurement and other management issues could deliver needed naval capabilities at a feasible cost.

Institut für die Wissenschaften vom Menschen
Vienna, Austria

Ukraine, Russia, and the Future of the West

Timothy Snyder will research and write a book that will trace the historical origins of the Russia-Ukraine conflict and the dynamics of the political-military struggle in eastern Ukraine. He will explore the evolution of Ukraine’s national identity and its relationships with Russia and Europe; research and analyze the 2013-2014 revolution in Ukraine; and explore the tactics, strategies, and philosophical views of the two sides in the ongoing war in Ukraine.

Institute for the Analysis of Global Security
Potomac, MD

China’s One Belt One Road Initiative – An American Response

Gal Luft and Anne Korin will lead an effort to examine options for the United States to respond to China’s major infrastructure development initiative in Eurasia, the so-called “One Belt, One Road.” They will assess a variety of possible U.S. responses to China’s program to build overland networks connecting major regions of Eurasia and maritime infrastructure from China through Southeast Asia, South Asia, and the Middle East to Europe. The project’s findings will appear in a report.

Institute for Science and International Security
Washington, DC

Strengthening the Counter-I illicit Nuclear Trade Regime

David Albright will identify threats to the effectiveness of the global nuclear export and technology control regime and examine ways to bolster the export control regime. The project’s findings will be presented in a series of reports and briefings for the policy communities of the United States and other developed countries.

Institute for State Effectiveness
Washington, DC

Consolidating Afghanistan’s Transition

Clare Lockhart, Scott Guggenheim, and Homayun Qayoumi will lead an effort to assist Afghanistan’s leadership to design and implement initiatives to enhance the country’s prospects for success as it assumes full sovereignty over political, security, and economic matters. They will create a policy planning and analytical capability that will capitalize on existing expertise and networks regarding state-building and policy reform. The project’s findings will appear in a series of papers, briefings, and articles.
The Institute for the Study of War
Washington, DC

*New Ways of War in a Disorderly World*  
Kimberly Kagan and Jessica Lewis McFate will explore how the United States and its allies can best adapt to the challenges posed by hybrid warfare. They will conduct primary source research, analyze open source intelligence, and use visual and pattern analysis platforms and other technologies to identify new trends in armed conflict, focusing on the actions of Russia, Iran, the Islamic State, and Jabhat al-Nusra. The project’s findings will appear in a series of reports.

$296,000

International Arts and Artists
Washington, DC

*IA&A’s Leadership Council on International Cultural Engagement*  
David Furchgott and Anna Smith will create a forum for thinking about ways to enhance American international cultural engagement. They will survey the international outreach activities of American museums and develop proposals for a private sector strategy for wider engagement. The project’s findings will appear in a report.

$49,820

The Jamestown Foundation
Washington, DC

*China Brief*  
Russell Hsiao will edit and publish *China Brief*, a bi-weekly report on key political, military, economic, and geopolitical developments in China.

$96,900

*China’s Evolving Military Strategy*

Joe McReynolds will lead an effort to examine recent developments in Chinese strategic thought. He will convene a group of U.S. experts on the Chinese military to analyze *Science of Military Strategy*, a publication by the Academy of Military Sciences of the People’s Liberation Army. The project’s findings will appear in an edited volume and a series of articles.

$25,000

*Eurasia Daily Monitor*

Vladimir Socor will edit and publish the *Eurasia Daily Monitor*, a daily report that will analyze key political, economic, military, and geopolitical events and trends in Eurasia.

$300,000
Exploring Russia Downsides: Challenges Posed by a Vengeful Power in Decline

S. Enders Wimbush and Paul Goble will examine potential future paths for Russia arising from its combination of external assertiveness and internal weakness. They will commission research, convene working groups, and conduct analyses in order to understand better the drivers of Russia’s conduct and develop scenarios for Russia’s evolution. The project’s findings will appear in a series of papers, reports, and a monograph.

The Fight for China’s Future: Political Dissent vs. the Chinese Communist Party

Willy Lam will research and write a book that will explore whether a political consciousness is emerging among the Chinese people to oppose the dictatorship of the ruling Chinese Communist Party. He will analyze Chinese-language materials and conduct interviews with a wide array of Chinese dissidents in Hong Kong and China.

The Making of Iran’s Foreign Policy: Contested Ideology, Personal Rivalries and the Domestic Struggle to Define Iran’s Place in the World

Alex Vatanka will research and write a book that will analyze the interplay between personal, factional, and institutional rivalries within Iran’s political leadership. He will analyze primary and secondary materials, conduct interviews with former Iranian officials and experts residing outside of Iran, and consult non-Iranian experts on Iranian politics and foreign policy.

Johns Hopkins University/School of Advanced International Studies
Washington, DC

Central Asia-Caucasus Institute 2014-2016

S. Frederick Starr and Svante Cornell will direct the research and publications program of the Central Asia-Caucasus Institute. The institute will explore issues such as Russia’s resurgent ambitions in the region, the political transformation of Turkey, developments in Afghanistan after the reduction in U.S. forces, and the evolving policies of the Chinese government in Xinjiang. The project’s findings will be disseminated in a variety of publications, public events, and briefings.

Geopolitics Along the New Silk Road

Daniel Markey will research and write a book that will explore the geopolitical evolution of South and Central Asia. He will conduct field work in China, India, Pakistan, Central Asia, and the Middle East and organize workshops in Washington involving U.S. experts.
Assessment of Increasing Challenges to the U.S. Ability to Design, Develop, and Produce New Types of Nuclear Weapons: Some Potential Near-Term Remedial Steps

Thomas Scheber and John Harvey will assess the capacity of the U.S. government to design, develop, and produce the next generation of nuclear weapons. They will examine unclassified materials from the National Nuclear Security Administration and other sources in order to assess the capacity of the national laboratories and other institutions to support U.S. nuclear weapons capabilities. The project’s findings will be presented in a report and series of articles.

The National Bureau of Asian Research
Seattle, WA

The New Silk Road Economic Corridor: Political and Strategic Implications of a Chinese-Led Regional Infrastructure

Nadège Rolland will research and write a book that will analyze the strategic design behind the New Silk Road initiative. She will examine primary and secondary source materials and conduct field work in China, Russia, Central and South Asia, and Europe.

National Committee on American Foreign Policy
New York, NY

Managing Tensions and Avoiding Conflict in a Troubled China-Japan Relationship

Donald Zagoria, Winston Lord, and Gerald Curtis will lead an effort to facilitate a dialogue between China and Japan on key security issues. They will convene informal policy discussions among leading experts and officials from China, Japan, and the United States. The project’s findings will appear in a series of reports, journal articles, and policy briefings.

National Institute for Public Policy
Fairfax, VA

Assessment of Increasing Challenges to the U.S. Ability to Design, Develop, and Produce New Types of Nuclear Weapons: Some Potential Near-Term Remedial Steps

Thomas Scheber and John Harvey will assess the capacity of the U.S. government to design, develop, and produce the next generation of nuclear weapons. They will examine unclassified materials from the National Nuclear Security Administration and other sources in order to assess the capacity of the national laboratories and other institutions to support U.S. nuclear weapons capabilities. The project’s findings will be presented in a report and series of articles.
**Russian Policies and the Potential for an Emerging Security Crisis**

$150,000

Keith Payne, Mark Schneider, and John Foster will lead an effort to explore whether a pattern of aggressive actions by Russia may lead to a wider security crisis in Europe. They will analyze developments in Russian foreign policy, defense programs, arms control-related activities, and military operations in order to understand the country’s wider pattern of conduct under Vladimir Putin during the past decade. They will use this analysis to reflect on the possible trajectories of Russian policies and their implications for security and stability in Europe. The project’s findings will appear in a monograph and a series of articles.

**New America Foundation**

*Washington, DC*

**The Social Network War**

Peter Singer and Emerson Brooking will research and write a book that will examine how the new social media environment is transforming the character of armed conflict. They will analyze several issues at the intersection of social media and war, including changes in the nature of military intelligence, the new landscape of propaganda, and the emergence of what they call the “battle of the story” with respect to a particular conflict.

**New York University**

*New York, NY*

**Understanding and Countering the New Russian Way of War**

$70,918

Mark Galeotti will research and write a book that will assess how Russia is integrating its political, intelligence, economic, and military instruments of power to compete against the West. He will conduct research, interviews, and analysis to examine what he calls Russia’s practice of “nonlinear war.”

**The Nonproliferation Policy Education Center**

*Arlington, VA*

**Speaking Truth to Nonproliferation**

$225,000

Henry Sokolski will direct the research and publications program of the Nonproliferation Policy Education Center. He will commission a series of historical studies of U.S. nonproliferation policy, including cases of governments seeking nuclear weapons and ballistic missiles and assess how U.S policy makers responded to intelligence regarding these threats and how their responses shaped the policy outcomes. The project’s findings will be presented in an edited volume of case studies and a final report.
Pacific Forum CSIS
Honolulu, HI

*Comparative Connections: A Triannual E-Journal on East Asian Bilateral Relations*

Ralph Cossa and Brad Glosserman will edit and publish *Comparative Connections*, an electronic journal that tracks developments in more than a dozen bilateral relations across East Asia.

Peterson Institute for International Economics
Washington, DC

*The United States, China, and the Global Economic Transformation*

C. Fred Bergsten will research and write a book that will explore the future architecture of international economic institutions in light of the changing global distribution of power and differences in the worldviews of major powers, particularly the United States and China. He will analyze primary and secondary source materials and engage current and former policy makers through interviews.

The Potomac Foundation
Vienna, VA

*Baltic Security Net Assessment and U.S. Military Options*

Phillip Petersen and Phillip Karber will research and write a book that will examine policy options that could deter or defeat Russian military actions against the Baltic states. They will conduct a net assessment of the balance of power in the Baltic region, conduct simulations of a variety of scenarios, evaluate the military effectiveness of various defense force postures and strategies, and develop recommendations for the structure and roles of U.S. and other NATO forces in the Baltic region.

The Potomac Institute for Policy Studies
Arlington, VA

*A Plan for Cyber Readiness: A Baseline and An Index*

Melissa Hathaway and Chris Demchak will lead an effort to identify approaches to enhance the readiness of the United States to defend against and recover from a cyber attack on information systems and other critical infrastructure. They will identify the components of what they call cyber readiness and create an index that rates the readiness of 100 countries. The project’s findings will appear in a report and a paper.
RAND Corporation
Santa Monica, CA

Assessing the Financial Sustainability of the Islamic State $190,000
Patrick Johnston and Howard Shatz will lead an effort to analyze the financial resources, expenditures, and sustainability of the Islamic State. They will research publicly available data on the state’s revenues and expenditures, assess the economic resources that it may be able to tap in Iraq and Syria, and examine the effects of its rule on the economies of territories it controls. The project’s findings will appear in a report and series of articles.

Royal United Services Institute
Washington, DC

The Islamic State in Khorasan: Afghanistan, Pakistan, Iran, and Central Asia $145,290
Antonio Giustozzi, Raffaello Pantucci, and Emily Winterbotham will research and write a book assessing whether the Islamic State is expanding its influence and physical presence into Khorasan, an area comprising parts of Afghanistan, Pakistan, Iran, and Central Asia. They will conduct field work in collaboration with local researchers in Afghanistan, Pakistan, and the United Arab Emirates.

Securing America’s Future Energy
Washington, DC

Commission on Energy and Geopolitics: The Future of OPEC $200,000
Dennis Blair will lead an effort to assess how changes in OPEC could impact U.S. energy policy and strategy. The project will examine three issues: the likelihood that current market conditions will lead to the effective collapse of OPEC as a cartel; the challenges and opportunities that changes in OPEC’s cartel power present for the United States and its allies over the short, medium, and long term; and the choices the United States might have to derive economic and strategic benefits from the changing energy environment. The project’s findings will appear in a series of reports.
Small Wars Foundation
Bethesda, MD

*Innovative Approaches, Innovative Solutions: Talent Management and the Third Offset Strategy*

Nathan Finney and Micah Murphy will lead an effort to catalyze new thinking on how to improve the effectiveness of the U.S. military through better management of its personnel. The project’s findings will appear in a series of articles and papers.

Small Wars Journal

David Dilegge will edit the *Small Wars Journal*, a web-based periodical that publishes research and analysis on the challenges of coping with irregular warfare and stabilization operations.

Stanford University
Palo Alto, CA

*Comparing U.S. and Chinese Infrastructure Development Abroad*

Francis Fukuyama and Raymond Levitt will lead an effort to examine whether the United States can become more effective at projecting its influence around the world through the support of infrastructure projects. To assess the relative strengths and weaknesses of U.S. capabilities, they will compile a database of infrastructure projects and commission a series of comparative case studies on infrastructure projects carried out by the United States and China. The project’s findings will appear in a report.

University of Chicago
Chicago, IL

*Armed Politics and the State in South Asia*

Paul Staniland will research and write a book that will explore how states in South Asia are responding to the proliferation of armed groups and irregular conflicts in the region. He will build a database of the armed groups operating in Pakistan, India, and Myanmar and the policy responses that the respective governments have adopted toward these groups in order to assess how well states are meeting these challenges to political stability and security.
Chapel Hill, NC

Revolution, Ethnic Conflict, and Ukrainian National Identity $102,600

Graeme Robertson and Grigore Pop-Eleches will lead an effort to assess how political and policy reforms as well as the geopolitical crisis in Ukraine are affecting popular views of the legitimacy of the government in Kiev and the sense of Ukrainian national identity. They will conduct research, field work, and surveys to assess both the progress of the new Ukrainian government in undertaking important reforms and popular perceptions of those efforts. The project’s findings will appear in a monograph and a series of articles.

University of Pennsylvania
Philadelphia, PA

The Politics of Indian National Security Policy $45,830

Anit Mukherjee and Walter Ladwig will research and write a book that will explore the politics of India’s security policy. They will analyze primary and secondary Indian source materials and conduct interviews with Indian and Western experts on Indian defense and security policy.

University of South Florida
Tampa, FL

Intelligence and the Human-Dimension Challenge in the Counter-ISIS Fight in Iraq and Syria $25,000

Derek Harvey will assess how well the U.S. intelligence community understands the “human terrain” in the current fight against the Islamic State. He will analyze and evaluate the gaps in the U.S. understanding of the critical influence networks and social-cultural factors in the region. The project’s findings will appear in an article.

The Washington Institute for Near East Policy
Washington, DC

Democratic Alternatives in Arab Countries $100,000

David Pollock and Robert Satloff will lead an effort to assess the prospects for liberal and pluralistic politics in the Arab world. They will map liberal political forces in 17 states, assess their perspectives regarding the political evolution of their societies, identify barriers to liberal political progress, and consider how the United States should engage with liberal actors and groups in these societies. The project’s findings will be presented in a monograph and related papers and briefings.
The Wisconsin Project on Nuclear Arms Control  
Washington, DC  

**Iran Watch** $171,822  
Gary Milhollin and Valerie Lincy will direct a research program to track Iran’s ongoing efforts to develop nuclear, chemical, and biological weapons and ballistic missile delivery capabilities. They will also identify the government agencies and private firms involved in diverting nuclear-related technologies to Iran in violation of the current sanctions regime. The project’s findings will appear on the Iran Watch website and in a series of articles.

The Woodrow Wilson International Center for Scholars  
Washington, DC  

**Three Tigers, One Mountain: China, Japan, and the U.S. in the Asian Century** $180,895  
Richard McGregor will research and write a book exploring the roots and nature of the great-power rivalry between Japan and China. He will conduct field work in China, Japan, and the United States and analyze the dynamics fueling the growing divergence in Chinese and Japanese perspectives on the evolution of the post-World War II order in East Asia.

The World Organization for Resource Development and Education  
Montgomery Village, MD  

**Exploring the Potential of Civil Society and Religious Actors in Egypt to Counter Radical Islamism** $157,069  
Hedieh Mirahmadi and Tarek Elgwahary will examine whether and how the United States can cooperate with civil society groups and religious leaders in Egypt to mobilize effective opposition to violent Islamist extremism. They will analyze U.S. government efforts to counter violent extremism, assess opportunities and challenges for engagement with Egypt’s leading religious and civil society leaders, and conduct field work to understand better the capabilities of local actors to counter radical Islamist ideas. The project’s findings will appear in a report.
SECURITY STUDIES INITIATIVE

American Academy for Strategic Education
Washington, DC

*A School for Strategy: Renewal and Expansion* $187,000

Jacqueline Deal, Stephen Rosen, and Aaron Friedberg will lead an effort to provide young analysts and policy thinkers with the skills to undertake long-term competitive strategic thinking and planning.

Columbia University
New York, NY

*Summer Workshop on Analysis of Military Operations and Strategy* $207,180

Richard Betts will organize an annual summer study program to train young scholars to analyze military strategy, combat operations, and defense budgets and programs.

University of Virginia School of Law
Charlottesville, VA

*National Security Law Institute* $89,600

John Norton Moore and Robert Turner will organize a summer study program to teach national security law to participants from academia and the policy community.

Yale University
New Haven, CT

*Support for Graduate Training in International Security Studies* $245,000

Paul Kennedy will direct a series of lectures and seminars on topics related to international security studies and organize a program to provide support to graduate student research and field work in the discipline of history.
STRATEGY AND POLICY FELLOWS PROGRAM

The Atlantic Council
Washington, DC

Why Nuclear Superiority Matters
Matthew Kroenig will research and write a book assessing the level of nuclear superiority that the United States needs to deter adversaries in the post-Cold War era. He will collect and analyze data on nuclear crises and nuclear threats from 1945 to the present and examine the role that nuclear superiority played in the resolution of those crises.

Boston University
Boston, MA

Rising China’s Rising Strategy: New Silk Road, Domestic Sources, and Regional Impacts
Min Ye will research and write a book that will explore the development and implementation of China’s New Silk Road initiative to extend its ties and influence into South and Central Asia. She will conduct archival research and field research in China, Pakistan, and Kazakhstan to assess China’s motivations and its actions.

Cornell University
Ithaca, NY

Information Politics: Learning, Governing, and Manipulating Facts in China
Jeremy Wallace will research and write a book that will examine how the leaders of the Chinese Communist Party collect and analyze information about the Chinese people and how they use that information to maintain their political control. He will identify the informational resources that party officials use, assess their accuracy, and explore how local officials and citizens react to the use of that information.

Foreign Policy Research Institute
Philadelphia, PA

Putinomics: Russia’s Economy from Putin’s Rise to the Current Crisis
Chris Miller will research and write a book that will examine the development of the Russian economy from the late 1990s to the present. He will analyze statistical data from Russian and international agencies and undertake interviews with Russian economists and policy makers in order to assess the strengths and weaknesses of the Russian economy.
The George Washington University  
Washington, DC

Preventing Nuclear Escalation in Conventional Wars  
$60,000

Caitlin Talmadge will research and write a book that will explore the dynamics of conflicts among states that possess nuclear weapons. She will assess the risks associated with escalation in such conflicts and identify policy responses that could ameliorate such risks.

La Salle University  
Philadelphia, PA

The Drone Age: How Drone Technology Will Change War and Peace  
$60,000

Michael Boyle will research and write a book that will explore how drone technology could alter how state and non-state actors interact across the globe. He will assess a variety of possible dynamics, such as how drones could escalate conflicts, level the playing field between non-state actors and great powers, and improve the information-gathering power of intelligence agencies and international organizations.

Old Dominion University Research Foundation  
Norfolk, VA

Shape or Adapt? The Planning of American Grand Strategy  
$59,660

Ionut Popescu will research and write a book that will compare different approaches toward setting national security policy. He will compare the design model, which relies on setting a “grand strategy” to guide policy making, with an “emergence model” that relies on constant learning and refinement. He will prepare a series of historical case studies to develop his analysis.

Oxford University, Pembroke College  
Oxford, UK

The West’s East: Contemporary Baltic Defense in Strategic Perspective  
$60,000

Lukas Milevski will research and write a book that will explore how the United States and other Western powers can best help defend the Baltic states from possible threats from Russia.
Michael Beckley will research and write a book that will explain the persistence of U.S. primacy in world politics. He will develop a measure of national power, identify mechanisms that have caused great powers to decline in the past, and assess the extent to which the United States is vulnerable to the dynamics of decline.

---

Tufts University
Medford, MA

The Unipolar Era: Why American Power Persists $60,000

Michael Beckley will research and write a book that will explain the persistence of U.S. primacy in world politics. He will develop a measure of national power, identify mechanisms that have caused great powers to decline in the past, and assess the extent to which the United States is vulnerable to the dynamics of decline.
WORLD POLITICS AND STATECRAFT FELLOWSHIP PROGRAM

Cornell University
Ithaca, NY
Shades of Red: Explaining Variation in Chinese State-Owned Enterprise $7,500
Wendy Leutert

Duke University
Durham, NC
Environmental Governance, Conflict, and Peacebuilding in Conflict-Affected Contexts $7,500
McKenzie Johnson

Georgetown University
Washington, DC
Grand Strategic Crucibles: The Lasting Effects of Military Intervention on State Strategy $7,500
Rebecca Lissner

Harvard University
Cambridge, MA
Stillborn States: Failed Nationalisms during Decolonization $7,500
Lydia Walker

King’s College London
London, UK
The Evolution of Chinese Foreign Policy toward Rogue States $7,500
Daniel Johanson

New York University
New York, NY
Networks of Power: Revealing Informal Networks among Authoritarian Elites to Predict Regime Instability and Turnover $7,500
Franziska Keller
The Ohio State University
Columbus, OH
*Can Oil Rents Promote Democracy and Prevent Ethnic Conflict?* $7,500
Megan Eisenman

The Faustian Pact: Secret Soviet-German Military Cooperation, 1919 to 1941 $7,500
Ian Johnson

Princeton University
Princeton, NJ
*From Relief to Reconstruction: Aid to Italy and the Rise of Economic Development* $7,500
Emily Riley

Syracuse University
Syracuse, NY
*Consent and Conquest: How the Western Way of Warfare Spread to Asia* $7,500
Evan Laksmana

University of Calgary
Calgary, Canada
*The United States and the Evolution of the “Anglosphere” Military Alliance from the Second World War and into the Early Years of the Cold War* $7,500
Monique Dolak

University of Chicago
Chicago, IL
*Persuading Power: Insurgent Diplomacy and the International Politics of Rebellion* $7,500
Morgan Kaplan

University of Maryland
College Park, MD
*Implementation of Peace Agreements and Conflict Recurrence* $7,500
Deniz Cil
University of Pennsylvania
Philadelphia, PA

Understanding the Consequences of Terrorist Fragmentation
Evan Perkoski

University of Texas at Austin
Austin, TX

Simon Miles
DOMESTIC PUBLIC POLICY PROGRAM

American Institutes for Research
Washington, DC

Evaluating School-Wide Efforts to Extend the Reach of Excellent Teachers $147,052

Michael Hansen and Bryan Hassel will lead an effort to explore whether schools can increase student achievement by changing how classes are staffed in order to maximize the reach of the highest-quality teachers. They will analyze data from a sample of North Carolina schools that have adopted staffing practices such as increasing the size of classes taught by the higher-quality teachers or having the highest-quality teachers lead teams of colleagues in instruction. The project’s findings will appear in two reports.

The Teacher Pipeline in Washington State: Examining the Transition from Student Teaching to the Classroom and Implications for Student Achievement $158,033

Daniel Goldhaber and Roddy Theobald will explore the role that teacher training programs have on the effectiveness of teachers after they enter the profession. They will collect data from most of the enrollees in teacher training programs in the state of Washington in order to identify patterns among elements of the programs, such as specific coursework or the intensity of student teaching, that contribute to later success in the profession. The project’s findings will appear in a report and a series of papers.

Brookings Institution
Washington, DC

Exploring Labor Market Issues through the Brookings Papers on Economic Activity $112,500

Janice Eberly and James Stock will lead an effort to examine the state of the American labor market and assess how short-term weaknesses and long-term trends affect both the material wellbeing of employees and the vibrancy of the U.S. economy as a whole. They will commission research and edit papers from leading economists on key labor market issues, such as the labor-force participation rate of less-educated individuals and the ways changing family structure is affecting the labor market. The papers will appear in a peer-reviewed journal, The Brookings Papers on Economic Activity.
CityBridge Foundation  
Washington, DC  
*Countering the Effects of Childhood Adversity*  
Paul Tough will research and write a book exploring how the life prospects of children are affected by the biological and neurological effects of growing up in adverse environments. He will review and synthesize the emerging body of evidence on how adversity can affect child development and interview leading scholars and policy experts about how that research could inform policy making.

Colorado School of Mines  
Golden, CO  
*Regulatory Design for Oil and Gas Production*  
Peter Maniloff and Harrison Fell will examine the effectiveness of varying regulatory strategies to protect the environment and promote economic growth through the development of shale gas and oil. They will collect data on inspections, violations, and enforcement actions in gas and oil fields in Colorado, North Dakota, Texas, and Pennsylvania in order to compare how the regulatory regimes in those states affect energy production and accident rates. The project’s findings will appear in a series of papers.

Columbia University  
New York, NY  
*Grassroots Dynamism Project*  
Edmund Phelps will lead an effort to understand better what factors affect the dynamism of major developed economies. The project will measure the rate of “indigenous innovation” in more than 35 countries over the past 60 years and then estimate the extent to which cultural values drive such innovation. The project’s findings will appear in a series of papers and a monograph.

Committee for a Responsible Federal Budget  
Washington, DC  
*The Social Security Disability Insurance Solutions Initiative*  
Michael Murphy will lead an effort to develop an agenda for reforming the Social Security Disability Insurance Program (SSDI). The initiative will be co-chaired by two former members of Congress, Jim McCrery (R-LA) and Earl Pomeroy (D-ND). They will commission a series of papers on issues regarding SSDI reform, including refining the definition of disability, revising the intake process, encouraging work participation among SSDI recipients, and altering the program’s financing. The project’s findings will appear in a series of standalone papers, a report, and a series of policy briefs.
Committee on Capital Markets Regulation
Cambridge, MA

*Buidling a Rules-Based Financial System: The Role of Enforcement* $200,000

Hal Scott will lead an effort to assess how rules governing financial-sector firms are enforced and whether the existing enforcement regime supports the goal of efficiently intermediating capital to productive uses. The project will collect data on enforcement actions since 2008 and explore questions such as how agencies share responsibilities for enforcement, the optimal size of penalties, and whether actions should penalize firms or individuals. The project’s findings will appear in a report.

George Mason University
Fairfax, VA

*The Politics of Fiscal Responsibility: A Comparative Perspective* $50,000

Paul Posner and Steven Redburn will examine how different countries have overcome the political obstacles to restoring balance to their budgets. They will examine the mechanisms used, institutional reforms adopted, and political arguments made by officials in high-income countries facing large fiscal deficits. They will then assess which approaches appeared to be most effective and consider whether similar steps could be adopted in the United States. The project’s findings will appear in a report, a paper, and a series of op-ed articles.

The George Washington University
Washington, DC

*Gainfully Employed? Assessing the Earnings and Debt of For-Profit College Students Using Administrative Data* $23,815

Stephanie Riegg Cellini will examine the impact of enrollment in a for-profit college on the employment and earnings of students. She will match employment and earnings data from individual tax returns to enrollment data for more than 2 million students who attended for-profit colleges between 2007 and 2009 in order to estimate the returns to enrollment and degree or certificate completion. The project’s findings will appear in a series of papers.
Marguerite Roza will examine whether financing schools through a weighted student formula, which links financial resources to the needs of students, can make schools more productive. She will examine data on school spending in California after the state adopted such a formula to assess whether it led to more resources going to schools that serve a large percentage of students from disadvantaged backgrounds, how schools used those resources, and whether there were any associations with levels of student achievement. The project’s findings will appear in a report.

Creating Opportunity: Making College and the Job Market Work Better for Disadvantaged Students

Harry Holzer and Sandy Baum will research and write a book that will assess how well post-secondary schools are preparing students from disadvantaged backgrounds for successful careers. They will synthesize findings from existing research and undertake new analyses to answer questions such as why college completion rates for students from low-income backgrounds are so low, why post-college earnings for these students are uneven, and whether educational and training opportunities other than college might better provide such individuals with the skills they need to succeed in the labor market.

Freedom in the United States

Orlando Patterson will research and write a book examining how Americans view the concept of freedom and analyze how different conceptions of freedom affect a wide range of public policy debates. The grant will allow him to re-field a survey that was originally developed in 2000, thereby enabling an assessment of how popular perceptions have changed over the past fifteen years.

The Determinants of Intergenerational Mobility in the United States

Raj Chetty, Nathaniel Hendren, John Friedman, Emmanuel Saez, and Daniel Yagan will assess the extent to which public policies can play a role in promoting economic mobility. Drawing on a large database of individual income tax records from 1996 to the present, they will explore why intergenerational mobility varies across the United States and then seek to isolate the effects of particular factors on such mobility. The project’s findings will appear in a series of papers.
Marguerite Roza will examine whether financing schools through a weighted student formula, which links financial resources to the needs of students, can make schools more productive. She will examine data on school spending in California after the state adopted such a formula to assess whether it led to more resources going to schools that serve a large percentage of students from disadvantaged backgrounds, how schools used those resources, and whether there were any associations with levels of student achievement. The project’s findings will appear in a report.

Creating Opportunity: Making College and the Job Market Work Better for Disadvantaged Students

Harry Holzer and Sandy Baum will research and write a book that will assess how well post-secondary schools are preparing students from disadvantaged backgrounds for successful careers. They will synthesize findings from existing research and undertake new analyses to answer questions such as why college completion rates for students from low-income backgrounds are so low, why post-college earnings for these students are uneven, and whether educational and training opportunities other than college might be better provide such individuals with the skills they need to succeed in the labor market.

Harvard University
Cambridge, MA

Freedom in the United States

Orlando Patterson will research and write a book examining how Americans view the concept of freedom and analyze how different conceptions of freedom affect a wide range of public policy debates. The grant will allow him to re-field a survey that was originally developed in 2000, thereby enabling an assessment of how popular perceptions have changed over the past fifteen years.

The Determinants of Intergenerational Mobility in the United States

Raj Chetty, Nathan Hendren, John Friedman, Emmanuel Saez, and Daniel Yagan will assess the extent to which public policies can play a role in promoting economic mobility. Drawing on a large database of individual income tax records from 1996 to the present, they will explore why intergenerational mobility varies across the United States and then seek to isolate the effects of particular factors on such mobility. The project's findings will appear in a series of papers.

Manhattan Institute for Policy Research
New York, NY

Measuring the Effects of Rising Teacher-Pension Costs on School District Budgets

Josh McGee will examine whether the cost of retirement benefits for teachers is crowding out spending on other educational policy priorities. He will measure trends in teacher pension costs over time in all 50 states and a sample of large districts, estimate how pension costs might rise if existing policies are left in place, and explore whether those costs might limit other investment opportunities. The project’s findings will appear in a report and series of briefings.

Working Group to Develop Methodology to Gauge Potential Economic Distortions in the U.S. Banking System

Charles Calomiris will lead an effort to identify data and analytical approaches that could be used to measure how the financial sector is serving the needs of the U.S. economy and promoting economic growth, particularly in the aftermath of the financial crisis and the reforms instituted by the Dodd-Frank Act and the Federal Reserve. The project’s findings will appear in a report.

MDRC
New York, NY

A Qualitative Assessment of Youth Perspective and Experience for Both Summer Youth Employment Program Participants and Non-Participants

Rebecca Uнтерman and Erin Valentine will explore why a program providing summer jobs to young people leads to improvements in educational outcomes, including academic achievement and persistence in school. They will field a survey of and conduct interviews with young people in New York City who applied for summer jobs through the city’s Summer Youth Employment Program. The project’s findings will be published in a report.

Strengthening the Link to College and Careers: A New Model of GED Preparation

Elizabeth Zachry Rutschow will undertake an experimental evaluation of a new model of preparation to take the GED. The program links GED exam preparation courses to career interests in order to make the rewards associated with receiving a GED more evident to participants and thereby to place them on a pathway to post-secondary education, training, and employment. The project’s findings will appear in a series of reports and policy briefs.
Joshua Rauh will lead an effort to examine how differences in the ways that state governments tax business activity affect state economies, revenues, and rates of entrepreneurship. He will commission a series of research papers on topics such as whether firms move to states in response to tax rate changes, who bears the cost of state business taxation, and whether state taxes affect business start-up activity. The project’s findings will appear in a series of papers.

Eric Bettinger and Bruce Sacerdote will measure whether grant-based financial aid programs for students from disadvantaged backgrounds are an effective means of increasing post-graduation employment and earnings. They will analyze more than ten years of data from the Cal Grant program to estimate whether receiving such aid increased the probability that recipients completed their educations and improved their employment and earnings later in life. The project’s findings will appear in a series of papers.

Kate Walsh will lead an effort to explore the extent to which schools of education are providing future teachers with the pedagogical skills they need to become effective classroom instructors. The project will survey the curricula and reading materials used in more than 40 schools of education in order to assess whether these schools are providing their students with training in several key elements of instruction that researchers have found contribute to effective teaching. The project’s findings will appear in a report.

Jason Delisle will lead an effort to examine how the financing of higher education has evolved. He will lead a team of researchers that will track how sources of financing for higher education have shifted over time, including the increase in federal government support through grants, loans, and tax credits, as well as changes in appropriations by state governments for public colleges and universities. The project’s findings will appear in a number of papers and reports.
The Private Capital Research Institute  
Boston, MA  

Private Capital Research Initiative  

Josh Lerner and Leslie Jeng will lead an effort to examine the extent to which the increased use of private capital in financing business activity is affecting the U.S. economy. They will build a database of private capital investments and commission a series of research projects that will make use of the data to explore issues such as the impact of investments on innovation, employment, and other outcomes. The project’s findings will appear in a series of papers.

The Research Foundation for the State University of New York  
Albany, NY  

Modeling and Disclosing Public Pension Fund Risk, and Consequences for Pension Funding Security  

Donald Boyd will lead an effort to measure the risk that public employee pension plan liabilities pose to the finances of state and local governments. He will run simulations on the returns that both prototypical and actual plans could earn using various assumptions based on funding levels and asset holding types in order to provide a transparent way to understand how well or poorly a pension plan is funded. The project’s findings will appear in a series of reports.

Resources for the Future  
Washington, DC  

Impacts of Lower Natural Gas Prices on Jobs and Output in the U.S. Manufacturing Sector  

Richard Morgenstern and Joshua Linn will examine how the increased availability and lower price of natural gas have affected output and employment among U.S. manufacturers. They will access Census Bureau data on employment and output at all manufacturing plants in the United States between 1963 and 2012 in order to measure the historical associations between energy prices and employment and output. Using those results, they will estimate the impact of the current boom in natural gas production on the manufacturing sector. The project’s findings will appear in a series of reports.
Understanding the Impacts of Shale Gas and Oil Development on Local Communities

Alan Krupnick will lead an effort to examine how increased development of shale gas and oil resources is affecting local communities. Utilizing data from several states, including Pennsylvania, Colorado, and North Dakota, he will explore how that development is affecting local public schools, expenditures on roads and road repair, and the generation and disposal of solid wastes. These analyses will contribute to a larger effort to provide a comprehensive assessment of the impact of shale gas and oil development on local communities. The project’s findings will appear in a report, a series of papers, and briefings for policy makers.

Stanford University
Palo Alto, CA

Many Small Steps: Using Text Messaging to Improve Parental Engagement and their Young Children’s Development

Susanna Loeb will examine whether text messaging technology can be used to help parents support the education and development of their preschool-aged children. She will undertake a series of experimental evaluations to test whether sending text messages that provide tips and advice for parents can be used to promote literacy, numeracy, and social and emotional learning. The project will test whether interventions had positive effects on child outcomes. The project’s findings will appear in a report and a series of papers.

On the Bus or Under the Bus: What Happens to Students after Failing Schools Close?

Margaret Raymond and Eric Hanushek will lead an effort to assess the effectiveness of closing failing schools as an educational reform strategy. They will analyze student achievement data from more than 30 states to examine how students attending both traditional public schools and charter schools fare after relocating following the closure of their schools. They will also assess the extent to which a school-closure strategy can raise the average level of school performance across a district. The project’s findings will appear in a report and a series of papers and policy briefs.
University of Arkansas  
Fayetteville, AR

*Evaluation of the Louisiana Student Scholarships for Excellence Program*  
Patrick Wolf will undertake an experimental evaluation to measure the impact of Louisiana’s statewide school-voucher program on the academic achievement and non-cognitive skill development of children from low-income families. Utilizing data from the lottery that the state uses to award vouchers, Wolf will measure the causal impact of receiving a voucher on standardized test scores, grades, graduation rates, and college enrollment. He will also administer a survey designed to measure the impact of voucher receipt on non-cognitive skills. The project’s findings will appear in a report and a series of papers.

$200,000

University of California, Irvine  
Irvine, CA

*Long-Term Effects of Anti-Poverty Policies that Increase Income From Work*  
David Neumark will compare the long-term effects of competing policy options designed to alleviate poverty and move people toward self-sufficiency. He will use data from the Panel Survey of Income Dynamics and the Current Population Survey to examine whether there are differences in long-term employment and earnings gains resulting from boosts in income due to increases in the minimum wage versus increases in income received from the Earned Income Tax Credit. The project’s findings will appear in a series of papers.

$65,389

*Poverty Reduction and Early Cognitive Development*  
Greg Duncan and Katherine Magnuson will measure whether providing additional unconditional financial resources to families with newborn children improves developmental outcomes as these children turn three years old. They will undertake an experimental evaluation of a program that will provide annual cash payments of $4,000 to families with infants during their children’s first three years of life. At the end of three years, the team will collect data on a wide range of measures to assess whether and why the additional resources improved the children’s readiness for school. The project's findings will appear in a report and a series of papers.

$74,095

University of California, Los Angeles  
Los Angeles, CA

*Balancing Efficiency and Equity: The Role of Local, State, and Federal Financing in Education*  
Sarah Reber, Nora Gordon, and Elizabeth Cascio will investigate how school funding strategies can best serve the needs of children from low-income families. They will collect data on school spending by the federal, state, and local governments and examine the extent to which increases in funding from one source lead to crowding out of funding from other sources. The project’s findings will appear in a series of papers.

$45,493
**University of California, San Diego**  
La Jolla, CA  

*America’s Shadow Training System: University Extension Schools in Regional Tech Economies*  
$50,000  

John Skrentny and Mary Walshok will explore how university extension schools can help prepare individuals for employment in high-skilled jobs. They will prepare four case studies of university extension schools that offer post-college training to individuals, often in science, engineering, and other technology related fields. The cases will examine what kinds of students attend these schools, what kinds of courses students take, and whether and how these schools collaborate with local employers. The project’s findings will appear in a report.

**University of Chicago**  
Chicago, IL  

*Can Intensive Tutoring Reduce School Dropout and Youth Violence in Chicago?*  
$98,491  

Jens Ludwig will undertake an experimental evaluation of programs designed to increase academic achievement and lower school drop-out rates of high school aged males from low-income families in Chicago. The evaluation will test the impact of intensive tutoring as well as a program created to develop non-cognitive skills, such as persistence and empathy. The project’s findings will appear in a report and a series of papers.

**University of Colorado, Boulder**  
Boulder, CO  

*School’s Out: How Summertime Contributes to Student Achievement Gaps*  
$81,979  

Allison Atteberry and Andrew McEachin will measure the extent to which summer learning loss contributes to achievement gaps among students across the socio-economic spectrum. They will analyze data from eleven states in order to isolate the impact of school-year achievement gains from any gains or losses that occur during the summer months. The project’s findings will appear in a series of papers.

**University of Connecticut**  
Storrs, CT  

*Developing and Evaluating a College Application and Planning Course in Michigan*  
$201,071  

Joshua Hyman will examine whether enrolling students in a semester-long class that will help them better understand the college application, enrollment, and financial aid processes can increase student success in college. He will randomly assign high schools in Michigan to either a treatment group that will offer the class to high school seniors or a control group that will offer traditional guidance counseling. The project’s findings will appear in a report and a series of papers.
University of Maryland Foundation
Adelphi, MD

*Learning from Abroad: A Program for International Policy Exchanges* $250,000

Douglas Besharov will lead an effort to help members of the U.S. policy community learn from policy experiments, research, and analysis from countries around the world. He will commission analyses of policy research conducted abroad and interpret those findings for members of the U.S. policy community. The project will focus on three areas: reforming safety net programs to encourage employment, using performance measurement to improve workforce training, and revising the tax code and benefit programs to reduce disincentives to marry. The project’s findings will appear in a series of edited volumes, papers, reports, and briefings for policy makers.

University of Michigan
Ann Arbor, MI

*Interdisciplinary Approaches to Financial Stability* $150,000

Michael Barr will lead an effort to explore whether there are ways to promote stability and reduce risk in the financial system while still allowing innovation and competition to flourish in that sector. He will commission papers from experts in a number of different disciplines to look at issues such as the interconnectedness of financial institutions, the motivations to underreport risk, and the incentives to underprice loans. The project’s findings will appear in a report and a series of papers.

*Lessons for Tax Policy from History* $50,000

Joel Slemrod and Michael Keen will research and write a book that use historical cases to explore key recurring issues in tax policy debates, such as the tradeoff between efficiency and equity, the use of taxes to affect behaviors, and the enforcement of tax policies.

University of Minnesota
Minneapolis, MN

*The U.S. Labor Market, Economic Growth, and Social Mobility: The Role of Occupational Licensing* $150,000

Morris Kleiner will examine how regulations imposed through occupational licensing laws have affected employment opportunities and growth in the U.S. economy. He will collect data on occupational licensing laws in all 50 states in order and then assess how such rules affect employment and earnings and contribute to geographic and economic mobility. The project’s findings will appear in a series of papers.
Morris Kleiner will examine how regulations imposed through occupational licensing laws have affected employment opportunities and growth in the U.S. economy. He will collect data on occupational licensing laws in all 50 states in order and then assess how such rules affect employment and earnings and contribute to geographic and economic mobility. The project’s findings will appear in a series of papers.

University of Notre Dame
Notre Dame, IN

The Padua Pilot – Intensive Case Management to Permanently Move People Out of Poverty $179,504

William Evans, James Sullivan, and Marci Ybarra will undertake an experimental evaluation of an intervention designed to increase economic self-sufficiency among low-income families. The intervention entails intensive case management and targeted financial support, while also requiring families to develop and execute short- and medium-term plans for moving toward self-sufficiency. The project’s findings will appear in a report.

University of Southern California
Los Angeles, CA

Bargaining for the Future: The Impact of State and Local Policy Reforms on Teachers Unions, Teacher Labor Markets, and Student Achievement $169,864

Katharine Omenn Strunk, Joshua Cowen, and Eric Brunner will examine whether policies that loosen the rules associated with collective bargaining agreements are associated with changes in the composition of the teacher labor force and levels of student achievement. They will analyze data from California and Michigan to determine whether policy changes lead to changes in entry into and exit from the teacher labor force as well as increases or decreases in student achievement. The project’s findings will appear in a series of papers and briefings.

Curriculum Adoptions and Effects on Student Achievement in California $94,300

Morgan Polikoff and Cory Koedel will examine the extent to which selection of better curriculum materials can increase student achievement. They will construct a panel of data on the curriculum materials used in math, science, and language arts instruction in all California public schools and link that information with data on student achievement and socio-economic characteristics of school populations. This will enable the team to estimate the associations between various curriculum materials and student achievement. The project’s findings will appear in a series of papers.
University of Virginia
Charlottesville, VA

Can Accountability Measures Increase the Quality of Early Childhood Education? Evidence from North Carolina  
$150,000

Daphna Bassok and Thomas Dee will examine whether a rating system designed to inform parents of the quality of early childhood education programs can alter both the supply of and demand for such programs. They will study whether North Carolina’s effort to rate the quality of early childhood programs leads parents to make different enrollment decisions and encourages centers to increase the quality of their programs. The project’s finding will appear in a series of papers.

University of Washington
Seattle, WA

The Seattle Minimum Wage Evaluation Project  
$136,240

Jacob Vigdor will lead an effort to examine how an increase in the minimum wage in Seattle to $15 per hour affects employment, earnings, and receipt of public benefits. The project will make use of individual-level and firm-level data on employment and earnings as well as public assistance records. These data will allow the research team to assess whether an increase in earnings for some individuals could lead to a decrease in employment for others and whether changes in earnings lead to changes in the cost of public assistance programs. The project’s findings will appear in a series of reports that will inform the national debate over minimum wage laws and low-wage labor markets in general.

The Urban Institute
Washington, DC

How Much Do States Matter for Student Achievement?  
$125,000

Matthew Chingos will assess trends among the states in the performance of students in primary and secondary schools. Using state-level data from the National Assessment of Educational Progress between 2003 and 2013, he will assess state performance over time, make adjustments for the changing demographics of states, and explore whether lessons can be learned about the effectiveness of statewide policy reforms. The project’s findings will appear in a series of reports and an online database that individuals can use to make cross-state comparisons of educational performance over time.
State and Local Finance Initiative: Equipping Citizens and Their Leaders to Make Informed Choices about Their Fiscal Futures

Kim Rueben will lead an effort to improve the analytical capacity of state policy officials to make choices on tax and spending priorities and to optimize their tax systems to support growth and other policy goals. She will develop a series of fiscal forecasting tools that will allow public officials, analysts, journalists, and others to assess how changes in tax and spending policies will affect the future finances of state governments. The project will result in a series of web-based tools as well as a series of reports and policy briefs.

The Volcker Alliance
New York, NY

Structural Reform of Federal Financial Regulatory Agencies

Shelley Metzenbaum and Paul Volcker will lead an effort to explore whether U.S. financial market regulation could be improved by reorganizing the patchwork of federal and state agencies that are currently charged with overseeing those markets. They will examine the current structure of financial market regulation, assess past reform proposals, explore the experiences of other countries, and develop a framework for a more efficient and effective regulatory structure. The project’s findings will appear in a report and a series of briefings.

Wellesley College
Wellesley, MA

New Firms and Founders: Characteristics of Entrepreneurs in the United States

Sari Pekkala Kerr and William Kerr will lead an effort to help the policy community better understand the sources of entrepreneurship in the U.S. economy by identifying the demographic characteristics of entrepreneurs. They will analyze data from the Longitudinal Employer Household Database to identify key demographic characteristics of entrepreneurs, including age, gender, race, place of birth, and citizenship. They will also field a survey among entrepreneurs in Massachusetts in order to collect data on other characteristics, such as propensity to take risks. The project’s findings will appear in a report and a series of papers.
DIRECT SERVICE GRANTS
($25,000 or more)

Bridgeport Hospital Foundation
Bridgeport, CT
Neonatal Follow-up Program for High Risk Newborns $25,000

Children of Fallen Patriots Foundation
Jacksonville Beach, FL
General Support $25,000

Cystic Fibrosis Foundation
Bethesda, MD
General Support $50,000

LifeBridge Community Services
Bridgeport, CT
Workshop in Business Opportunities $100,000

ReadWorks
Brooklyn, NY
General Support $50,000

Grants
$22,206,421

Grants (Not Listed Individually) 405,810

Total Grants Paid 2015 $22,612,231
MANAGEMENT’S FINANCIAL REPORT

During 2015, the Foundation’s unrestricted net assets decreased by $31,300,611. As of December 31, 2015, the Foundation had total assets of $708,391,160.

The Foundation awarded grants totaling $22,517,943 during 2015 and made cash payments on grants awarded during 2015 and unpaid grants from previous years of $22,612,231.

The Foundation’s consolidated financial statements have been audited by RSM US LLP, independent certified public accountants. The consolidated financial statements, which follow on pages 52 through 58, have been derived from the Foundation’s audited Consolidated Financial Report as of and for the year ended December 31, 2015, which included an unmodified opinion dated June 9, 2016.

Ross Hemphill
Senior VP, CFO
Consolidated Statements of Financial Position
December 31, 2015

Assets

Cash and cash equivalents $ 18,853,503

Securities and investments, at fair value:

Global equities:
- Global strategy equities 41,053,982
- Domestic large cap equities 132,866,613
- International equities 162,593,609
- Nonmarketable alternative investments 89,594,451
  Global equities total 426,108,655

Diversifying equities:
- Long/short strategies 63,365,234
- Absolute return strategies 60,910,651
- Real estate 18,620,341
- Natural resources 54,116,098
  Diversifying equities total 197,012,324

Fixed income funds 59,868,470

Total investments 682,989,449

Property and equipment, net of accumulated depreciation 5,666,549

Interest and dividends receivable 44,155

Other assets 837,504

Total assets $ 708,391,160

Liabilities and Net Assets

Liabilities:
- Accounts payable and accrued expenses $ 545,351
- Deferred compensation and post retirement liabilities 9,136,083
- Unpaid monetary grants-in-aid 6,804,917
- Unpaid nonmonetary grants-in-aid for use and occupancy of real estate 700,327
- Deferred federal excise tax liability 1,276,000

Total liabilities 18,462,678

Noncontrolling interests in consolidated affiliates 221,789,685

Unrestricted net assets 468,138,797

Total liabilities and net assets $ 708,391,160

See note to consolidated financial statements.
## Consolidated Condensed Schedule of Investments

December 31, 2015

<table>
<thead>
<tr>
<th>Percentage of Net Assets</th>
<th>Value</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Common stocks</th>
<th>11.50%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auto parts</td>
<td>0.26%</td>
</tr>
<tr>
<td>Banking and financial</td>
<td>0.51%</td>
</tr>
<tr>
<td>Beverages</td>
<td>0.23%</td>
</tr>
<tr>
<td>Biotech companies</td>
<td>0.41%</td>
</tr>
<tr>
<td>Broadcast media</td>
<td>0.10%</td>
</tr>
<tr>
<td>Business services</td>
<td>0.62%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>0.21%</td>
</tr>
<tr>
<td>Commercial services</td>
<td>0.11%</td>
</tr>
<tr>
<td>Communications and technology</td>
<td>1.24%</td>
</tr>
<tr>
<td>Computer software and services</td>
<td>0.32%</td>
</tr>
<tr>
<td>Consumer goods</td>
<td>0.20%</td>
</tr>
<tr>
<td>Containers</td>
<td>0.12%</td>
</tr>
<tr>
<td>Cosmetics</td>
<td>0.10%</td>
</tr>
<tr>
<td>Drugs</td>
<td>0.46%</td>
</tr>
<tr>
<td>Electrical equipment</td>
<td>0.09%</td>
</tr>
<tr>
<td>Electronics</td>
<td>0.53%</td>
</tr>
<tr>
<td>Energy</td>
<td>0.03%</td>
</tr>
<tr>
<td>Entertainment</td>
<td>0.10%</td>
</tr>
<tr>
<td>Financial services</td>
<td>0.94%</td>
</tr>
<tr>
<td>Foods</td>
<td>0.14%</td>
</tr>
<tr>
<td>Hardware and tools</td>
<td>0.17%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>0.83%</td>
</tr>
<tr>
<td>Hotel/Motel</td>
<td>0.12%</td>
</tr>
<tr>
<td>Industrials</td>
<td>0.13%</td>
</tr>
<tr>
<td>Insurance</td>
<td>0.63%</td>
</tr>
<tr>
<td>Machinery and materials</td>
<td>0.09%</td>
</tr>
<tr>
<td>Medical products and supplies</td>
<td>0.39%</td>
</tr>
<tr>
<td>Office equipment and supplies</td>
<td>0.07%</td>
</tr>
<tr>
<td>Oil and gas companies</td>
<td>0.62%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>0.06%</td>
</tr>
<tr>
<td>Retail stores</td>
<td>0.82%</td>
</tr>
<tr>
<td>Services</td>
<td>0.24%</td>
</tr>
</tbody>
</table>

(Continued)
<table>
<thead>
<tr>
<th>Percentage of Net Assets</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shoes</td>
<td>0.11%</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>0.33%</td>
</tr>
<tr>
<td>Textiles</td>
<td>0.05%</td>
</tr>
<tr>
<td>Toys</td>
<td>0.09%</td>
</tr>
<tr>
<td>Utilities</td>
<td>0.03%</td>
</tr>
<tr>
<td>Total common stocks</td>
<td></td>
</tr>
<tr>
<td><strong>Mutual Funds</strong></td>
<td>54.32%</td>
</tr>
<tr>
<td><strong>Global</strong></td>
<td>26.10%</td>
</tr>
<tr>
<td>Tweedy, Browne Global Value Fund</td>
<td>6.61%</td>
</tr>
<tr>
<td>Other</td>
<td>19.49%</td>
</tr>
<tr>
<td>Total global mutual funds</td>
<td></td>
</tr>
<tr>
<td><strong>Domestic</strong></td>
<td>12.77%</td>
</tr>
<tr>
<td>Vanguard Total Bond Market ETF</td>
<td>8.52%</td>
</tr>
<tr>
<td>Other</td>
<td>4.25%</td>
</tr>
<tr>
<td>Total domestic mutual funds</td>
<td></td>
</tr>
<tr>
<td><strong>Foreign</strong></td>
<td>15.44%</td>
</tr>
<tr>
<td>Other</td>
<td>15.44%</td>
</tr>
<tr>
<td>Total foreign mutual funds</td>
<td></td>
</tr>
<tr>
<td>Total mutual funds</td>
<td></td>
</tr>
<tr>
<td><strong>Investments in partnerships and trusts</strong></td>
<td>33.18%</td>
</tr>
<tr>
<td><strong>Global partnerships and trusts</strong></td>
<td>18.32%</td>
</tr>
<tr>
<td>Independent Franchise Partners, LP</td>
<td>5.95%</td>
</tr>
<tr>
<td>Other</td>
<td>12.37%</td>
</tr>
<tr>
<td>Total global partnerships and trusts</td>
<td></td>
</tr>
<tr>
<td><strong>Domestic partnerships and trusts</strong></td>
<td>11.26%</td>
</tr>
<tr>
<td>Other</td>
<td>11.26%</td>
</tr>
<tr>
<td>Total domestic partnerships and trusts</td>
<td></td>
</tr>
<tr>
<td><strong>Foreign partnerships and trusts</strong></td>
<td>3.60%</td>
</tr>
<tr>
<td>Other</td>
<td>3.60%</td>
</tr>
<tr>
<td>Total foreign partnerships and trusts</td>
<td></td>
</tr>
<tr>
<td>Total investments in partnerships and trusts</td>
<td></td>
</tr>
<tr>
<td>Total investments</td>
<td></td>
</tr>
</tbody>
</table>

See note to consolidated financial statements.
## Consolidated Statements of Activities

**Year Ended December 31, 2015**

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends</td>
<td>$5,825,346</td>
</tr>
<tr>
<td>Interest</td>
<td>$3,815</td>
</tr>
<tr>
<td>Donated use and occupancy of real estate</td>
<td>$1,442,591</td>
</tr>
<tr>
<td>Grants-in-aid canceled</td>
<td>$762,520</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$8,034,272</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monetary grants-in-aid</td>
<td>$20,410,943</td>
</tr>
<tr>
<td>Nonmonetary grants-in aid for use and occupancy of real estate</td>
<td>$168,375</td>
</tr>
<tr>
<td>Investment advisory fees</td>
<td>$2,151,834</td>
</tr>
<tr>
<td>Custodian fees</td>
<td>$50,061</td>
</tr>
<tr>
<td>Redemption fees</td>
<td>$7,819</td>
</tr>
<tr>
<td>Management and general</td>
<td>$7,643,522</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$30,432,554</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Federal excise taxes (benefit)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$730,000</td>
</tr>
<tr>
<td>Deferred</td>
<td>$(1,436,000)</td>
</tr>
<tr>
<td><strong>Decrease in unrestricted net assets</strong></td>
<td><strong>(21,692,282)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net realized gains on investments</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Net decrease in unrealized appreciation on investments</strong></td>
<td><strong>(30,013,080)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Noncontrolling interest in net income (loss) of consolidated affiliates</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease in unrestricted net assets</td>
<td>$(31,300,611)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unrestricted net assets:</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning</td>
<td>$499,439,408</td>
</tr>
<tr>
<td>Ending</td>
<td><strong>$468,138,797</strong></td>
</tr>
</tbody>
</table>

See note to consolidated financial statements.
Consolidated Statements of Cash Flows
Year Ended December 31, 2015

Cash flows from operating activities

(Decrease) increase in net assets $ (32,636,986)

Adjustments to reconcile (decrease) increase in net assets to net cash provided by operating activities:

Revenue recognized for donated use and occupancy of real estate (1,442,591)

Grants-in-aid recognized for use and occupancy of real estate 168,375

Depreciation 463,849

Gain on disposal of property and equipment 420

Purchase of securities and investments (152,154,445)

Proceeds from disposition of securities and investments 168,907,260

Contributions to partnerships (36,978,015)

Distributions from partnerships 55,302,335

Net decrease in unrealized appreciation on investments 30,013,080

Net realized gains on investments (19,068,376)

Deferred federal excise (benefit) taxes (1,436,000)

Changes in assets and liabilities:

(Increase) decrease in:

Interest and dividends receivable 34,211

Other assets (222,808)

Increase (decrease) in:

Accounts payable and accrued expenses 250,774

Deferred compensation and postretirement liabilities 379,230

Unpaid monetary grants-in-aid (229,288)

Net cash provided by operating activities 11,351,025

(Continued)
Cash flows from investing activities

Proceeds from sales and maturities of securities and investments $112,771
Purchase of securities and investments (4,723)
Purchase of property and equipment (225,671)
Proceeds from sale of property and equipment 250
Net cash used in investing activities (117,373)

Cash flows from financing activities

Noncontrolling members’ contributions to Moorings Capital LLC 6,587,901
Withdrawals of noncontrolling members of Moorings Capital LLC (3,193,000)
Distributions to noncontrolling members of Moorings Capital LLC (11,294,736)
Net cash used in financing activities (7,899,835)
Net increase in cash and cash equivalents 3,333,817

Cash and cash equivalents
Beginning 15,519,686
Ending $18,853,503

Supplemental disclosures of cash flow information

Cash payments for:
Grants-in-aid $19,877,711
Federal excise taxes $435,000

See note to consolidated financial statements.
NOTE TO CONSOLIDATED FINANCIAL STATEMENTS

Distribution of Income

The Internal Revenue Service requires the Foundation to distribute, within 12 months of the end of each year, approximately 5% of the average fair value of its assets not used in carrying out the charitable purpose of the Foundation. The distribution requirement for 2015 has been met.
PROCEDURES

Initial grant inquiries to the Foundation should be made in the form of a concept paper. Such papers should not exceed five pages. The paper should include a description of the issue that the project will address; an explanation of how the project is relevant to public policy; and an assessment of how the project would add to the existing knowledge base. The paper should also discuss the credentials of the project’s principal investigator; an outline of the research strategy; and a description of the products that the project will produce. An estimate of the project’s costs should be included. A template for concept papers is available on the Foundation’s web site.

If the staff determines that a proposed project merits further consideration under the Foundation’s guidelines, an applicant will be asked to submit a full proposal that conforms to a proposal template that is available on the Foundation’s web site. Decisions on requests for grants greater than $50,000 and for multi-year grant support are made at one of the three board meetings that the Foundation holds each year. Proposals for grants of $50,000 or less are reviewed on an ongoing basis and are handled as promptly as possible.

Although the mission of the Foundation is to support public policy research, it makes a handful of grants to direct service organizations in North Carolina and Connecticut. Direct service organizations located outside of these two states, as well as national direct service charities, will not be considered for support. It is a regrettable but inescapable fact that the vast majority of unsolicited requests for funding must be rejected. The Foundation does not provide support for the following:

- Deficit funding of previously established operations
- Building or construction projects
- Arts and humanities projects
- Historic restoration projects
- Research projects in the physical sciences
- Evaluations of direct service organizations conducted internally
- Educational or other support to individuals

All grant proposals should be addressed to:

Smith Richardson Foundation
60 Jesup Road
Westport, CT 06880
(203) 222-6222
www.srf.org
TRUSTEES

Peter L. Richardson
Chairman

Michael W. Blair
W. Winburne King III
Dr. Arvid R. Nelson
Adele Richardson Ray

Stuart S. Richardson
Vice Chairman

Tyler B. Richardson
E. William Stetson III

GOVERNORS

Honorable J. D. Crouch
Christopher DeMuth
Honorable Paula J. Dobriansky
General Jack Keane (Ret.)
Dr. Robert E. Litan
Dr. Arvid R. Nelson
Adele Richardson Ray

Dr. Carmen M. Reinhart
Peter L. Richardson
Tyler B. Richardson
Admiral James Stavridis (Ret.)
E. William Stetson III
Honorable John Taylor
Honorable R. James Woolsey

OFFICERS

President ................................................................. Peter L. Richardson
Senior Vice President, Director of Programs .................. Dr. Marin Strmecki
General Counsel ..................................................... W. Winburne King III
Senior Vice President, CFO..................................... Ross F. Hemphill
Secretary .............................................................. Dr. Arvid R. Nelson
Assistant Secretary ............................................... Karla W. Frank

Trustees, Governors, and Officers are reported as of July 1, 2016
Staff members are reported as of July 1, 2016

**Staff**

Dr. Marin Strmecki  
Senior Vice President,  
Director of Programs

Jennifer Hollings  
Administrative Assistant

Dr. Nadia Schadlow  
Senior Program Officer,  
International Security and Foreign Policy

Paula Landesberg  
Administrative Associate

Allan Song  
Senior Program Officer,  
International Security and Foreign Policy

Kathleen Lavery  
Records Coordinator

Mark Steinmeyer  
Senior Program Officer,  
Domestic Public Policy

Lori Rainville  
Executive Assistant

Donna Walsh  
Executive Assistant and  
Administrative Services Manager

Olga Ramous  
Grants Coordinator

Staff members are reported as of July 1, 2016

**Offices**

**Program Office**

(Mailing Address For All Grant Proposals)  
Smith Richardson Foundation, Inc.  
60 Jesup Road  
Westport, CT 06880  
(203) 222-6222  
www.srf.org

**Administrative Office**

Smith Richardson Foundation, Inc.  
701 Green Valley Road, Suite 300  
Greensboro, NC 27408  
(336) 379-8600
The Smith Richardson Foundation was established in 1935 by H. Smith Richardson and his wife Grace Jones Richardson. Mr. Richardson was a remarkable man with a business career successful beyond what anyone could have predicted from the simple beginnings of his firm in a North Carolina town. This firm, the Vick Chemical Company, which had been founded by his father, Lunsford Richardson, grew under his leadership to become one of the leading over-the-counter drug companies in the world. Richardson-Vicks, Inc., as it became known, was sold in 1985 to Procter & Gamble, Inc.

Mr. Richardson lived by principles that are often termed old-fashioned, and he gave generously of this wealth. Few people have combined Mr. Richardson’s respect for traditional values with his willingness to innovate. He believed in giving bright young people responsibility commensurate with their abilities. Throughout his life, he maintained a direct interest in people and in the institutions conceived to improve the lives of others.

In setting forth his reasons for creating the Foundation in 1935, Mr. Richardson wrote:

> From the beginning, America, the new world . . . has offered to humble families, native born or immigrant, the Opportunity to gain a fortune . . . if they were diligent and lucky. With this fortune went the Right to remain secure in its possession and enjoyment for themselves and their heirs after them . . .

Unquestionably, for two hundred years this Opportunity has played a large part in the building of the nation.

Mr. Richardson pointed out the incentive that this “Right” and “Opportunity” had given to those who pushed the American frontier westward, as well as the impetus to “invention, discovery, trade and manufacture and all the varied development of our natural resources.” It was characteristic of him to capitalize the words “Opportunity” and “Right”: these were key words in his personal creed. He believed that “Opportunity” was something to be seized with zeal and pursued with the utmost diligence. His belief in a personal bill of rights was equally strong: a person rightfully owned what his industry brought him, and the free enterprise system permitted the maximum scope for that industry. It was these beliefs that enabled him to transform his father’s small mortar-and-pestle drug manufacturing business into an industrial concern of international stature.

By 1935, a strong social consciousness had begun to flourish in this soil of stout individualism. To this end Mr. Richardson wrote of the responsibilities required of a mature and reflective citizenship:

> I believe the need for the time and thought of able men is that they be applied to the increasingly weighty problems of government and the serious social questions which now confront us and will continue to press for solution in the future . . . the greater the material wealth of the citizen the greater are his obligations to the State and Nation . . . the obligations to give his time and thought to these public and social problems.

The Foundation continues to support programs that are consistent with the vision of its Founder.