CONTENTS

1  President’s Letter

5  2017 Grant Awards:  
   International Security and  
   Foreign Policy Program

31  2017 Grant Awards:  
   Domestic Public Policy Program

44  2017 Grant Awards:  
   Direct Service Program

45  Management’s Financial Report

46  Financial Statements

53  Procedures

54  Trustees, Governors, and Officers

55  Staff and Office Locations

59  History
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. The Foundation continues to support work on critical security issues in three contested regions – Europe, East Asia, and the Middle East – where vital interests of the United States and its allies are at stake. 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:

- **American Foreign Policy Council**: A team of scholars affiliated with the council will analyze political and economic developments in the countries of Central Asia and the Caucasus and consider steps U.S. policymakers could take to strengthen ties to the region.

- **Center for European Policy Analysis**: A researcher at the center will develop strategies to help U.S. and allied forces better defend the Baltic states against potential Russian aggression.
• Center for a New American Security: Scholars at the center will explore how advances in artificial intelligence could affect national security.

• Hudson Institute: Researchers at the institute will publish a journal that analyzes the ideological and political debates within Islamist movements.

• University of Southern California: A scholar at the university will explore how the Chinese Communist Party manipulates modern Chinese history to promote its contemporary political objectives.

• Tufts University: A team of researchers affiliated with the university will assess how the United States should adapt its maritime strategy in the face of existing national security challenges.

**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 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. The Foundation seeks to implement its agenda by supporting policy laboratories in which groups of scholars collaborate to evaluate programs and develop new policy thinking, book projects that seek to distill lessons from research and analysis in order to foster wide public and policy maker engagement with key policy-related issues, as well as stand-alone research projects.

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

• The Bridgespan Group: A researcher affiliated with the organization will examine the extent to which colleges are contributing to upward mobility among students from low-income backgrounds and identify those programs that were most effective in helping students succeed.

• Georgia State University: A group of researchers affiliated with the university will collaborate on assessments of state and local programs that seek to make use of career and technical education to help prepare high school students for success in the labor market.
• **Harvard University**: Scholars affiliated with the university will examine why employment rates have been declining and consider the potential efficacy of policies to increase employment and economic growth in distressed regions.

• **Massachusetts Institute of Technology**: A team of researchers affiliated with the university will explore how advances in automation will shape the future of employment and consider the role that public policies could play in helping individuals adapt to changes in the labor market.

• **MDRC**: A team of researchers at the organization will assess whether a program to provide childless adults with wage subsidies can increase employment rates and contribute to economic self-sufficiency.

• **Northwestern University**: A scholar at the university will examine the extent to which the slowdown in the economic growth rate can be attributed to the decline in productivity-enhancing innovations in a variety of industries.

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
International Security and Foreign Policy Program

America Abroad Media
Washington, DC

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 help produce a television series on Islam, science, and modernity; develop feature-length documentaries on Hezbollah and the Shia/Sunni jihadist nexus; partner with a Jordanian entrepreneur to develop a television series about Arab heroes who have fought the Islamic State and other extremist groups; and broadcast bilateral and trilateral town halls connecting audiences in Afghanistan, Pakistan, and India to discuss areas of regional cooperation.

Rethinking U.S. Economic Strategy Toward China
Aaron Friedberg will lead an effort to develop recommendations for how the United States could reshape its economic relationship with China. He will convene a workshop of experts to reexamine the U.S. approach toward U.S.–China bilateral trade; China’s strategic industrial policies; foreign direct investment and technology transfer; and China’s regional trade, infrastructure development, and finance initiatives. The project’s findings will appear in a report.

American Enterprise Institute
Washington, DC

A Path Toward Victory Against the Salafi-Jihadi Movement
Katherine Zimmerman will develop political-military strategies designed to defeat violent Islamist movements. She will analyze how violent Islamist groups exploit local grievances to take root in Sunni communities and identify approaches to counter this strategy. The project’s findings will appear in a report.

Recommendations for Competing with the People’s Republic of China
Dan Blumenthal will examine strategies that the United States could employ to compete more effectively with China. He will identify a variety of competitive options that have been developed by China analysts and scholars and analyze which might be most effective.

Recovering the Empire: Ideology, Politics, and Potential Targets
Leon Aron will lead an effort to develop an intellectual and policy framework to anticipate possible Russian efforts to subvert the independence of its neighbors. He will commission analyses by scholars and experts on the Russian military as well as country experts on Ukraine, Belarus, Kazakhstan, Estonia, Latvia, and Moldova. They will analyze the likelihood and character of potential Russian attempts to intervene in or coerce these states, either directly or indirectly. The project’s findings will appear in an edited volume.
American Foreign Policy Council
Washington, DC

Central Asia–Caucasus in a Turbulent World?

S. Frederick Starr and Svante Cornell will direct the research and publications program of the Central Asia–Caucasus Institute. The institute’s work will include: a reexamination of the efficacy of U.S. policy toward countries in the region; an exploration of how to encourage collaboration among the countries in the region; an analysis of Russia’s resurgent ambitions; an assessment of the nature and implications of the “Soviet hangover” that shapes the region’s culture and politics; and the development of an initiative to help the Afghan government design a transport network to support regional trade and transit. The project’s findings will appear in a variety of publications, public events, and briefings for the policy community.

American University
Washington, DC

Adaptation Under Fire

David Barno and Nora Bensahel will research and write a book exploring whether the U.S. military is sufficiently “adaptable under fire” and how the armed services could improve their adaptability to cope with the demands of an increasingly unpredictable strategic environment. They will examine the subject of military adaptation and analyze how this attribute can be cultivated through improvements in military doctrine, support for technological innovation, and leadership development.

New Technologies and the Future of Security

Audrey Kurth Cronin will research and write a book that examines how the policy community could anticipate the ways current and emerging technologies might empower violent strategies of terrorists and other non-state actors. She will undertake archival research, examine technological trends, and conduct interviews in order to analyze what technologies are particularly suited for adoption by violent non-state actors and how this might shape the international security environment.

Atlantic Council
Washington, DC

Europe’s Liberal Future Lost? Democracy in a Time of Populism, Authoritarianism, and Anti-Western Demagoguery

Jeffrey Gedmin will research and write a book exploring the nature and implications of political populism in Europe. He will analyze political trends in Europe, particularly the values, goals, and strategies of the continent’s rising populist parties.
The Putin Exodus: The New Russian Brain Drain

John Herbst will explore the extent to which an exodus of well-educated Russians might affect Russia’s economy and political development. He will conduct surveys and focus groups in order to analyze the nature of emigration during the rule of President Vladimir Putin, the demographic and attitudinal characteristics of the Russian émigrés who now reside in Western Europe and the United States, and the implications of emigration on Russian demographics and regime stability. The project’s findings will appear in a monograph and a policy paper.

Russia’s Crony Capitalism

Anders Åslund will examine the Russian economy under Putin in order to better understand its potential political evolution. He will analyze U.S. and Russian primary and secondary source materials on the Russian economy, convene a study group of U.S. experts on Russia, and conduct field work in Russia.

Shifting Gears: The Future of Transportation, Oil Demand, and Energy Geopolitics

Robert Johnston will examine the geopolitical implications of the possibility that global demand for oil will peak or even decline. He will develop a framing document covering the issue of peak oil demand, convene a workshop of analysts from supply- and demand-side firms to debate the key variables affecting future demand, undertake modeling to construct scenarios, and analyze the geopolitical consequences of potential alternative futures. The project’s findings will appear in a report and a series of issue briefs.

U.S.–Saudi Strategic Consultations and Analysis on Regional Security and Reform

Stephen Grand will lead an effort to develop approaches that the United States could employ to support political and economic reform among its partners in the Middle East. He will commission research; convene groups of Western, Saudi, and Egyptian officials and experts; and develop policy recommendations on reform, ending civil wars, and countering extremism. The project’s findings will appear in a series of issue briefs, articles, and reports.

Warsaw Global Forum and Three Seas Initiative: A Stronger Europe for a Stronger Transatlantic Partnership

Damon Wilson and Dávid Korányi will identify policies that could enhance energy security for Europe’s eastern flank. They will explore these issues at a meeting of the Warsaw Global Forum, which is composed of leaders from the region and designed to further U.S.–European cooperation. The project’s findings will appear in a report and an issue brief.
Water and U.S. National Security

Peter Engelke, Chuck Chaitovitz, and David Michel will lead an effort to develop a strategy to cope with the political stresses within societies and among countries over access to limited supplies of water. They will conduct interviews and workshops with key stakeholders; engage U.S. policymakers to help craft a presidential policy directive on water strategy; and develop a strategy and process to engage Asian powers on water issues related to the glaciers and watersheds in Central Asian mountain ranges that supply the rivers supporting 3 billion people. The project’s findings will be presented in a draft directive and a series of research papers.

Brookings Institution
Washington, DC

The Causes and Consequences of Saudi State Proselytizing

William McCants will research and write a book exploring Saudi Arabia’s efforts to proselytize for its interpretation of Islam overseas and assessing the effect of those efforts on the level of jihadist activities among targeted countries. He will analyze primary and secondary literature pertaining to Saudi proselytizing activities; conduct field work in a variety of countries, and interview Saudi officials and representatives of the Muslim World League and the World Assembly of Muslim Youth.

Immune to Populism? Understanding Japan’s Past and Future Trajectories

Mireya Solís will research and write a book examining why Japan might be immune to the populist political currents affecting other major industrialized democracies. She will analyze Japanese- and English-language primary and secondary sources, conduct field work in Japan, and convene panels and roundtables with Japanese and U.S. experts.

The So-Called Revolution in Military Affairs, the Third Offset, and the Future of American National Security

Michael O’Hanlon will research and write a book exploring how emerging technologies might shape future military capabilities and competitions and thereby affect American military strategy. He will identify and analyze current technological trends and assess their potential impact on U.S. war-fighting potential as well as on the reassurance and deterrence of international actors.

What Does Taiwan Want? What Does Taiwan Need? What Can the United States Do to Help?

Richard Bush will research and write a book assessing the changed political, social, and economic dynamics in Taiwan during the past decade and identifying the implications of those changes for U.S. management of the cross-strait relationship between China and Taiwan.
Carnegie Council for Ethics in International Affairs
New York, NY

**Reigniting Japanese Growth: The Role of Startups**

Richard Katz will research and write a book exploring whether policy reforms to foster entrepreneurship and new business formation can help revitalize Japan’s economy. He will conduct field work in Japan, Germany, and the United States and analyze primary and secondary source materials from Japan and the United States.

Carnegie Endowment for International Peace
Washington, DC

**America’s Renewed Role in a Dynamic Asia Pacific**

Douglas Paal will develop a U.S. strategy for the Asia-Pacific region. He will analyze relevant primary source materials, consult secondary literature, and conduct interviews with former and serving government officials and civilian experts in Japan, South Korea, Taiwan, Singapore, China, Australia, India, and Russia. The project’s findings will appear in a monograph and a series of briefings.

**China Vitae**

Michael Swaine 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.

**Sinostan: China’s Inadvertent Empire**

Raffaello Pantucci will research and write a book examining the extent to which China is succeeding in projecting influence in Central Asia.

Center for European Policy Analysis
Washington, DC

**Chaos as a Strategy: Putin’s Promethean Gamble**

Peter Doran and Donald Jensen will examine the geopolitical strategy of Putin’s Russia in Europe. They will undertake research, carry out field work, and convene a seminar in order to test the thesis that Russia is pursuing a strategy of chaos, deliberately sowing instability on a bet that Moscow can exploit disorder more effectively than its Western rivals. The project’s findings will be presented in a monograph.

**Closing the Suwalki Gap: Strategy, Statecraft, and Deterrence**

Ben Hodges will identify strategies to defend the Baltic states against potential Russian aggression, with particular attention to the Suwalki gap, the corridor between Kaliningrad and Belarus that is the only overland connection between Poland and the Baltic states. The project’s findings will appear in a report.
Michael Swaine 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.

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Marcin Piatkowski will research and write a book examining the success of Polish economic policies since the Cold War and considering whether they could serve as a growth model for other countries in Central and Eastern Europe.

Paul Scharre and Michael Horowitz will lead an effort to identify the trends, opportunities, and risks associated with developments in artificial intelligence for international security issues. They will convene experts on artificial intelligence, ethics, technology, and security. The project’s findings will appear in a report.

Ilan Goldenberg will explore whether the United States and its Arab state partners could develop a combined irregular and unconventional warfare capability to counter both Iran’s Quds Force and Sunni jihadist groups. He will research primary and secondary sources, undertake field work, and convene expert roundtable meetings to examine whether the United States should pursue the creation of a multinational joint task force with Arab partners to prevail in irregular wars across the Middle East. The project’s findings will appear in a report.

Elizabeth Rosenberg and Peter Harrell will lead an effort to devise countermeasures against China’s use of coercive economic measures. They will commission research papers; undertake interviews in South Korea, Japan, and China; and convene meetings in Seoul and Washington with legal, business, and policy experts. The project’s findings will be presented as a report and a series of articles.

Gueta Mezzetti will examine the vulnerability of the electric grid to natural and man-made threats. She will prepare a white paper on the ways grid vulnerabilities might affect the Department of Defense and outline a needed program to address the challenge. The project’s findings will appear in a paper and a series of briefings.
Center for Strategic and Budgetary Assessments
Washington, DC

**A U.S. Eurasian Defense Strategy**
Andrew Krepinevich, James Thomas, and Thomas Mahnken will lead an effort to develop a defense strategy to secure U.S. interests in Eurasia. They and other colleagues will assess the security environment and trends in the 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.

Center for Strategic and International Studies
Washington, DC

**Beijing’s Charm Offensive Turns Tough: How China’s Rise is Changing Southeast Asia**
Murray Hiebert will research and write a book assessing China’s efforts over the past decade to project its influence in Southeast Asia. He will conduct field work in Vietnam, Thailand, Myanmar, the Philippines, Malaysia, Cambodia, Indonesia, and China in order to develop a systematic assessment of the effects of China’s projection of political and economic influence in the region.

**Credit and Credibility: How Stable Is China’s Economy?**
Logan Wright and Daniel Rosen will develop an analytical framework to better gauge the economic underpinnings of China’s great-power status, particularly in terms of the internal financial risks to the Chinese economy. They will analyze primary Chinese source materials and secondary literature on the Chinese economy and conduct interviews in order to undertake a net assessment of the risks to the Chinese economy, its resilience to those risks, and Beijing’s capacities to mitigate or respond to a crisis. The project’s findings will appear in a monograph.

**The Kremlin Playbook 2**
Heather Conley will identify and assess the effectiveness of Russia’s active measures and influence operations in Europe. She will collaborate with Ruslan Stefanov, the director of the Economic Program at the Center for the Study of Democracy in Sofia, Bulgaria. Together, they will assess Russia’s operations in Austria, the Czech Republic, Italy, Montenegro, the Netherlands, and Romania. The project’s findings will appear in a report.
Measuring the Internationalism of Congress $250,000
Kathleen Hicks and Louis Lauter will examine the extent to which political support exists among the representatives of the American people for an active internationalist foreign policy. They will analyze the background and foreign policy views of a sample of senators and representatives; develop a set of “archetypes” that characterize the various worldviews in this sample; and undertake a preliminary assessment of the distribution of views among these archetypes in the Senate and the House of Representatives. The project’s findings will appear in a report.

Zbigniew Brzezinski Annual Prize and Lecture $250,000
The Center for Strategic and International Studies will host an annual lecture by a scholar or practitioner whose lifetime of work has addressed the challenges posed by the relationship between strategy and moral purpose in foreign policy. The individual will be awarded the Zbigniew Brzezinski Prize.

The Committee for Human Rights in North Korea Washington, DC
Deconstructing the Kim Regime Policy of Human Rights Denial $175,000
Greg Scarlatoiu will direct the research program of the Committee for Human Rights in North Korea. The committee will produce reports on North Korea’s Workers’ Party, the privileges and human rights abuses experienced by North Korea’s nuclear scientists, the economic pressure the nuclear program exerts on society, and the regime’s human rights violations at the local level. The committee’s findings will be published in a series of monographs and disseminated through briefings.

Council on Foreign Relations New York, NY
The Future of the Kurds $248,182
Henri Barkey and Amberin Zaman will research and write a book exploring the geopolitical implications of the emergence of autonomous Kurdish political entities and/or an independent Kurdish state. They will conduct field work and research in order to develop scenarios regarding the evolution of the Kurdish political landscape across Turkey, Iraq, Syria, and Iran.
The Dui Hua Foundation  
San Francisco, CA  
*Human Rights Policy in the Age of Xi Jinping*  
$175,000  
John Kamm will direct the work of the Dui Hua Foundation to examine President Xi Jinping’s efforts to suppress dissent and repress civil society and to assess the implications of these policies for China’s political evolution. He will conduct research on changes in 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 governments and multilateral organizations involved in human rights advocacy vis-à-vis China. The project’s findings will appear in a series of papers, reports, and other publications.

**EcoHealth Alliance**  
New York, NY  
*Preventing Pandemics: Scoping Global Health Capacity Needs and Identifying Opportunities*  
$102,567  
Ellen Carlin will assess the strengths and weaknesses of the U.S. and global systems to prevent and respond to a pandemic in a globalized world. She will lead a team to undertake a scoping exercise of the pandemic preparedness and response system and identify gaps in capabilities as well as stakeholders who could be mobilized to address those shortcomings. The project’s findings will be presented in a report and policy briefings.

**Electric Infrastructure Security Council**  
Washington, DC  
*U.S. Lifeline Infrastructure Security 2017*  
$200,000  
Chris Beck will lead an effort to explore how the United States could best recover from long-duration power outages that could result from a severe cyberattack, an electromagnetic pulse event, or other causes. He will lead a team of experts to identify the upgrades needed to enable a restart of the national electric grid after such events. The project’s findings will be presented in an operational handbook as well as related articles and briefings.

**EMP Task Force on National and Homeland Security**  
Mineral, VA  
*Federal, State, and Private Initiatives to Achieve Preparedness Against an Electromagnetic Pulse Catastrophe*  
$148,500  
Peter Pry will explore how best to improve U.S. preparedness against a natural or man-made electromagnetic pulse (EMP) event. He will work with federal policymakers, state legislatures and officials, and leaders of electrical utilities and other interested corporations to educate them about the EMP threat and possible solutions. He will also research and write analyses that describe progress and continuing obstacles to achieving EMP preparedness at the federal and state levels. The project’s findings will appear in a white paper, a book, and related briefings.
Foreign Policy Research Institute
Philadelphia, PA

After the Caliphate: Reassessing the Jihadi Threat and Restoring Stability in the Fertile Crescent

Tally Helfont and Barak Mendelsohn will lead an effort to develop potential policies to bring about the political-military stability of the territory once controlled by the Islamic State. They will direct a team of researchers to explore how the next phase of the competition between jihadi groups and the states of the region might evolve. They will examine Arabic-language jihadi commentaries and analyses as well as the thinking of U.S. policymakers with respect to the continuing political-military competition in areas formerly occupied by the Islamic State. The project’s findings will appear in a monograph as well as a volume of the journal Orbis.

Russian Power in the Pacific: What the History of Russia’s Asian Diplomacy Says About the Future Putin’s Asian Pivot

Chris Miller will research and write a book that explores the potential for a larger Russian role in Asia through an examination of Moscow’s past efforts to project its influence into the region. He will examine and analyze secondary Russian- and English-language source materials and conduct archival work in St. Petersburg, Moscow, Vladivostok, Khabarovsk, and other cities in the Russian Far East.

What Is War?

Beatrice Heuser will research and write a book exploring the policy implications of the changing character of conflict and war. She will analyze the many variations in the way that the term “war” is used, identify deficiencies in current views about war in the Western policy community, and improve definitions and parameters to guide policymakers as they take decisions related to war.

The Foundation for Defense of Democracies
Washington, DC

Cyber-Enabled Economic Warfare: Preparing America to Prevail in a New Battle Space

Samantha Ravich will lead an effort to help U.S. policymakers develop a response to the threat of cyber-enabled economic warfare. She will analyze the strategies of U.S. adversaries who might try to use cyberattacks to coerce the United States or one of its allies by damaging their economies and degrading their security capacity. The project’s findings will appear in two monographs and a series of articles and briefings.
Foundation for Resilient Societies
Nashua, NH

Cost-Benefit Estimates and Funding Mechanisms for U.S. Electric Grid Protections
$125,000

Thomas Popik, William Harris, and George Baker will examine approaches to improve the resilience of the U.S. electric grid. They will identify the spectrum of grid-reliability issues and identify remedial actions that can be taken by regulators at the federal, regional, or state level. They will also 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
$200,000

Arch Puddington will research and edit Freedom in the World, an annual survey of political freedom and democracy around the globe.

George Mason University
Fairfax, VA

CRISPR and Biosecurity: Assessing Risks, Benefits, and Governance Options of New Gene Editing Tools
$58,764

Jesse Kirkpatrick and Gregory Koblentz will assess the implications for biological warfare and biodefense of the new genomic engineering technique known as Clustered Regularly Interspaced Short Palindromic Repeats (CRISPR). They will review and synthesize research from the scientific, public policy, and national security literature; commission a series of papers; and organize two workshops involving experts from the national security and scientific communities. The project’s findings will appear in a white paper, a visualization website, and a series of briefings and presentations.

Georgetown University
Washington, DC

Anticipating Strategic Surprise in a Turbulent World
$25,000

Casimir Yost and Kelly McFarland will convene a group of experts to identify ways that the policy community can prepare for the challenges posed by strategic surprises. The project’s findings will appear in a monograph.
**Goucher College**  
Baltimore, MD

*Why They Join: The Recruitment and Radicalization of Southeast Asian Jihadists*  
Julie Chernov Hwang will research and write a book that explores the potential spread of Islamist radicalism in Southeast Asia through an empirical assessment of extremist activism in Indonesia and Malaysia. She will conduct field work in Indonesia and Malaysia; collect and analyze primary source materials, including materials on Bahasa Indonesian websites; and undertake a survey of former and current members of Islamist extremist groups.  

**The Henry L. Stimson Center**  
Washington, DC

*Use of the Armed Forces Short of Sustained Combat to Achieve Foreign Policy Goals*  
Barry Blechman and Russell Rumbaugh will research and write a book examining how U.S. military forces can best be used to influence events short of combatant operations. They will build a data set of all instances of the use of U.S. military forces in support of diplomatic and political objectives between 1992 and 2017. They will analyze a sample of those cases to assess the degree to which the United States achieved its national security objectives over varying periods of time. They will also undertake several detailed cases studies of how Russia and China employ armed forces in similar settings.  

**Hoover Institution**  
Stanford, CA

*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-provicial relations, and relations among the United States, China, and Taiwan.  

**Hudson Institute**  
Washington, DC

*Brothers in Arms: Officer Professional Development in the Interwar U.S. Army, 1919–1941*  
Benjamin Runkle will research and write a book exploring the careers of the flag officers who commanded U.S. armed forces in the interwar period and World War II, in order to learn lessons regarding the professional development of military officers.  

*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.
The Middle East Sunni-Shiite Civil War: Its Present and Future in Light of Historical Precedents

Hillel Fradkin will research and write a book exploring the historical roots, nature, and possible evolution of the Sunni-Shia conflict that is destabilizing the Middle East and South Asia. He will examine the contemporary conflict in light of similar struggles in earlier historical periods.

War Like No Other

Andrew Krepinevich will research and write a book examining whether the U.S. military is well positioned to exploit revolutionary changes in military technology. He will research and analyze past revolutions in military affairs, explore whether historical patterns exist regarding the characteristics of innovative militaries, and examine whether various powers are well positioned to gain an advantage as the precision-strike revolution matures and new technologies appear on the horizon.

Institute for State Effectiveness
Washington, DC
Renegotiating the Terms of Aid

Clare Lockhart will lead an effort to develop more effective models to deliver assistance to strengthen fragile states. She will work with a small set of donor and recipient countries to design an assistance model to implement the so-called “New Deal for Fragile States,” which seeks to deliver assistance through national institutions to the greatest extent possible. The project’s findings will appear in a white paper.

Sustaining and Advancing Afghanistan’s Reform Agenda

Clare Lockhart, Scott Guggenheim, and Homayun Qayoumi will test a new model of foreign-assistance implementation by supporting a policy planning team working with the president’s office in Afghanistan to design and field institutional reforms and national development programs. They will engage the government of Afghanistan on human capital development, natural resources development, infrastructure, and anti-corruption initiatives. The project’s findings will appear in a series of papers, briefings, and articles.

The Institute for the Study of War
Washington, DC
Strategic Planning Cell

Kimberly Kagan, Jessica Lewis McFate, Jennifer Cafarella, and Jim Dubik will lead an effort to develop policy options to defeat the Islamic State and al Qaida, influence the evolution of Iraq, and respond to Russia’s global military assertiveness. The team will analyze open-source intelligence and undertake strategic planning to examine alternative courses of action and recommend strategies to the U.S. government and policy community. The project’s findings will appear in a series of reports, short papers, and briefs.
Iraq and Afghanistan Veterans of America
New York, NY

To Connect, Unite, and Empower America’s Post-9/11 Veterans $35,000

Paul Rieckhoff will explore how best to tailor veterans’ programs to support veterans of conflict in Afghanistan and Iraq. The project’s findings will appear in a series of papers and briefings.

The Jamestown Foundation
Washington, DC

After Europe $175,000

S. Enders Wimbush will lead an effort to identify “alternative futures” for the evolution of Europe, particularly with respect to the institutions of the European Union. He will convene a working group, commission research, and undertake interviews with European and American experts on Europe in order to identify plausible futures for Europe and pathways to those outcomes, as well as drivers, uncertainties, and wild cards that could influence Europe’s trajectory. The project’s findings will appear in a monograph and a series of papers, articles, and briefings.

China Brief

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

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.

Lexington Institute
Arlington, VA

A Competitive Strategy Approach to Countering Russian Aggression Against NATO $160,000

Daniel Gouré will develop a long-term competitive strategy to deter Russia’s potential hybrid and conventional aggression against the United States and its NATO allies. He will identify and evaluate the strengths and weaknesses of NATO and Russia, develop policy ideas to align NATO’s strengths against Russia’s weaknesses, and explore how the competition between these two sides might unfold. The project’s findings will appear in a report.
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.

**Lexington Institute**  
Arlington, VA  
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Middlebury Institute of International Studies at Monterey  
Monterey, CA  
**Russian New Generation Warfare and the Political-Military Transition in Europe and the Middle East**  
$k150,000  
Nikolai Sokov and Dmitry Adamsky will examine how Russia might use its military and non-military instruments of power to shape events in Europe and around the world. They will assess the nature of Russia’s “new generation warfare,” particularly its orchestration of military and non-military instruments and its nuclear and non-nuclear strategies. They will also examine Russian military writings and undertake case studies of Russian policies and actions vis-à-vis NATO, Ukraine, and Syria, testing the theory of new generation warfare against Russian practice. The project’s findings will appear in a co-authored monograph.

**National Institute for Public Policy**  
Fairfax, VA  
**A Guide for Thinking About Space Deterrence and China**  
$49,865  
Steven Lambakis will identify how the United States can best enhance deterrence against attacks on critical U.S. national security and economic assets in space. The project’s findings will appear in a monograph.

Naval War College Foundation  
Newport, RI  
**Inchoate War: A Strategic History of the War with al Qaida, 1989–2003**  
$50,000  
Frank Douglas will research and write a book on the strategic history of the war against al Qaida. He will analyze primary and secondary source materials in order to better understand the nature of interactions between the United States and al Qaida from 1998 to 2003 and how these interactions shaped al Qaida and the overall conflict as it unfolded.

New America Foundation  
Washington, DC  
**ISIS in the Arabian Peninsula and North Africa**  
$105,000  
Peter Bergen, David Sterman, and Nate Rosenblatt will analyze the flow of Arab jihadists who are joining the Islamic State in order to develop an effective counter-radicalization or counterterrorism strategy. They will analyze recently acquired personnel records of nearly 2,000 Islamic State fighters from the Arabian Peninsula and North Africa in order to identify the sub-national variables at work in motivating jihadi recruits from those regions. The project’s findings will appear in a report.

**Open Secrets: Protecting American Scientific Research and Technological Innovation from Chinese Intellectual Property Theft**  
$106,000  
Mara Hvistendahl will research and write a book exploring the challenges posed by China’s industrial espionage and identifying approaches to develop countermeasures. She will analyze secondary and primary source materials and conduct interviews in China and the United States with government officials, business leaders, and academic leaders.
Nonproliferation Policy Education Center
Arlington, VA

Making Nuclear Nonproliferation Consensus Possible Again $175,000
Henry Sokolski will direct the research and publications program of the
Nonproliferation Policy Education Center. The center will explore how the
United States can most effectively limit the nuclear proliferation risks of the
spread of civilian nuclear power. It will undertake case studies to develop
non-nuclear energy strategies for China, Taiwan, Iran, and Saudi Arabia.
The project’s findings will appear in an edited volume and a series of articles.

Should Friends Let Friends Go Nuclear? Allied Proliferation and American
Security $25,000
Henry Sokolski and Zachary Keck will research and write a book assessing
the impact on U.S. national security of nuclear proliferation among U.S.
allies. They will conduct archival research and interviews with policymakers
who have experience with the proliferation decisions of the United Kingdom,
France, Israel, and Pakistan.

Pacific Forum CSIS
Honolulu, HI

Comparative Connections: A Triannual E-Journal on East Asian Bilateral
Relations $182,733
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

Economic Nationalism $200,000
Monica de Bolle and Jeromin Zettelmeyer will research and write a book
exploring the rise of economic nationalism and the challenge it poses to
policy frameworks grounded in free markets and globalization. They will
undertake twelve to fifteen case studies of countries that adopted strategies
based on economic nationalism during the past ninety years. They will
describe the components of these economic strategies, examine economic
data and analyses of the resulting economic performance, and interview
scholars, officials, and experts familiar with the cases.

Providence College
Providence, RI

Institutionalizing Foreign Development Aid: Governments, Ideas, and Policies $25,000
Ruth Ben-Artzi will write a book that analyzes the effectiveness of
agreements on programmatic principles among major donor countries that are
designed to advance best practices in foreign assistance.
RAND Corporation  
Santa Monica, CA  
*Security 2040 Spring Retreat*  
$49,965  
Andrew Hoehn and Andrew Parasiliti will lead an effort to consider how the policy community might better anticipate discontinuous change in the security environment. They will convene a workshop where analysts will examine how the evolution of world politics might diverge from a straight-line projection of current trends. The project’s findings will appear in a report.

Small Wars Foundation  
Bethesda, MD  
Small Wars Journal *Operations and Improvements*  
$100,000  
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  
*Liberal Democracy: How and Why It Emerges, Develops, Decays, and Reforms*  
$100,000  
Larry Diamond will research and write a book that examines the future of liberal democracy at a time when it appears to be in retreat and authoritarianism seems to be on the rise. He will draw on existing scholarship and lessons from public officials to better understand the emergence, development, consolidation, decay, and breakdown or reform of liberal democracy.

Strategic Capacity Group  
McLean, VA  
*Frontier Justice: The New Environment for U.S. Rule of Law Assistance*  
$105,410  
Robert Perito will write a handbook exploring how the United States can most effectively help other nations establish or strengthen the rule of law. He will identify a set of political, cultural, and economic tools that can be used to promote the rule of law in challenging settings, such as countries with high levels of criminality, states in which armed groups are attempting to impose Sharia law, and countries in which popular revolts are challenging authoritarian regimes.

Technology for Global Security  
Oakland, CA  
*Public-Private Cyberdefense Cooperation for High-End Contingencies*  
$50,000  
Jonathan Reiber will lead an effort to explore ways to make collaboration possible between the U.S. government and private-sector firms in the event of a high-end cyberattack. The project’s findings will appear in a report.
Tufts University  
Medford, MA  

*Grand Strategies of the People's Republic of China: Mao Zedong to Xi Jinping*  
Sulmaan Wasif Khan will research and write a book analyzing China’s grand strategy in the period since the Communist revolution in 1949.  

*Maritime Security Initiative*  
Rockford Weitz and Richard Shultz will lead an effort to examine how the United States should evolve its maritime strategy and capabilities to meet contemporary security challenges. They will build a consortium of research organizations on maritime security and commission monographs on key issues. The project’s findings will appear in a series of monographs and articles.  

University of Maryland  
College Park, MD  

*Soldiers and Sanctuaries: How Armed Non-State Actors Build and Deploy Coercive Power to Win Wars*  
Paul Huth will research and write a book that examines the challenges posed by enemy sanctuaries in irregular warfare. He will analyze a data set on rebel sanctuaries and undertake a series of six case studies to test propositions on the role and impact of sanctuaries on subnational conflict.  

University of Michigan  
Ann Arbor, MI  

*Explaining China’s Paradox of Economic Boom and Vast Corruption*  
Yuen Yuen Ang will research and write a book examining the role that corruption plays in the Chinese economy and China’s politics. She will collect and analyze data on corruption as well as insights gained from more than 400 interviews.  

*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 data set on human trafficking compiled by the U.S. government, the United Nations, and nongovernmental organizations. She will use the data set to test whether legal and policy reforms affected the activities of human trafficking networks.
University of Southern California  
Los Angeles, CA  

**Renewing Strategic Intelligence**  
Gary Treverton and Robert Hutchings will consider ways to improve strategic intelligence analysis. They will organize a conference that brings together the past eight chairs of the National Intelligence Council and will research and write a paper on strategic intelligence analysis. The project’s findings will appear in an edited volume and a policy paper.  

**Should China Confront Its Past? Why It Matters to U.S.–China Policy**  
Orville Schell will research and write a book that examines the Chinese Communist Party’s manipulation of modern Chinese history and reflects on the implications of China’s unwillingness to confront its history more objectively. He will analyze Chinese writings on its historiography and the literature dealing with the role of history in political narratives, specifically with respect to Japan, Germany, South Africa, and Russia.  

Victims of Communism Memorial Foundation  
Washington, DC  

**Reflections on a Ravaged Century**  
Marion Smith will convene a conference to reflect on the hundredth anniversary of the Bolshevik Revolution and its political and geopolitical consequences.  

Wisconsin Project on Nuclear Arms Control  
Washington, DC  

**Iran Watch**  
Gary Milhollin and Valerie Lincy will assess the implementation of the Joint Comprehensive Plan of Action, the agreement to curb Iran’s nuclear programs, as well as Iran’s ongoing efforts to develop ballistic-missile-delivery capabilities. They will assemble a database listing Iranian organizations linked to these weapons programs and their foreign suppliers, compile a compendium of official documents on Iran’s programs, produce a summary of current and previous sanctions and Iran’s efforts to evade them, and prepare a history of Iran’s weapons programs. The project’s findings will appear on the *Iran Watch* website as well as in a series of articles and reports.
Security Studies Initiative

American Academy for Strategic Education
Washington, DC

A School for Strategy: Renewal and Expansion $254,100
Jacqueline Deal, Stephen Rosen, and Aaron Friedberg will lead a series of executive education seminars designed to develop a cadre of young analysts and policy thinkers with the skills to devise and implement long-term competitive strategies to advance U.S. objectives. They will also establish fellowships for some of the most promising participants in the program.

Center for Strategic and International Studies
Washington, DC

Center for Military and Diplomatic History $300,000
Mark Cancian will lead an effort to explore how diplomatic and military history can shed light on current national security challenges. He will organize a series of meetings for foreign policy professionals focused on new works of diplomatic and military history.

Harvard University
Cambridge, MA

Cold War Studies Publications Program $200,000
Mark Kramer and Timothy Colton will edit and publish the Journal of Cold War Studies.

University of Pennsylvania
Philadelphia, PA

CASI Annual Indian Security Workshop $32,230
Devesh Kapur will convene an annual conference to facilitate an interaction between younger researchers and their senior counterparts on issues related to India’s security and defense policies.

University of Texas at Austin
Austin, TX

Summer Seminar in History and Statecraft and Grant Program $100,000
William Inboden will direct an annual summer seminar series to support the development of a cadre of aspiring young scholars and policy thinkers skilled in the use of history to understand contemporary issues of statecraft.
University of Virginia School of Law
Charlottesville, VA

National Security Law Institute

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

Graduate and Predoctoral Training Program in Historical Approaches to International Security

Paul Kennedy will lead a program that supports graduate student research and field work on topics related to international history.
Strategy and Policy Fellows Program

Center for a New American Security
Washington, DC

*Endgame: Why American Interventions Become Quagmires* $60,000
Christopher Kolenda will research and write a book that examines why recent U.S. interventions in the Middle East have failed to achieve favorable and durable outcomes. He will explore the extent to which these conflicts were shaped by the failure to plan for conflict termination, the challenges of modifying a failing strategy, and flagging domestic support.

Center for Strategic and International Studies
Washington, DC

*Tides of Fortune: The Rise and Decline of Great Militaries* $60,000
Zack Cooper will research and write a book exploring how major powers revise their defense policies in response to perceived changes in the balance of power. He will draw on historical case studies to illuminate how the United States and China might respond to the evolution of the global security environment.

George Mason University
Fairfax, VA

*Dying to Change: Competitive Innovation in the First World War* $60,000
Michael Hunzeker will research and write a book examining why some military organizations are more innovative than others. He will draw on case studies of the German, French, and British militaries during World War I in order to inform thinking on the contemporary capacity of U.S. armed forces to innovate in terms of strategy, tactics, and training.

RAND Corporation
Santa Monica, CA

*Artificial Intelligence and Nuclear Warfare* $60,000
Edward Geist will research and write a book exploring how artificial intelligence might affect the strategic balance of power and increase the likelihood of nuclear war. He will analyze how new technologies could challenge second-strike capabilities, which could increase the risk of conflict.
World Politics and Statecraft Fellowship Program

Columbia University
New York, NY

*Game of Drones: The Effect of Technology on Conflict Initiation and Escalation*  
Erik Lin-Greenberg  

Georgetown University
Washington, DC

*Credibility in Crisis: Allies’ Crisis Behavior and Nuclear Proliferation*  
Jooeun Kim  

Harvard University
Cambridge, MA

*Armies and Influence: A Civil-Military Theory of International Conflict*  
Tyler Jost  

Johns Hopkins University
Baltimore, MD

*Mars at Twilight: Ending America's Wars, 1965–2015*  
Bradley Potter  

King’s College London
London, UK

*In Search of Strategy: Xi Jinping, Taiwan, and the United States*  
Lauren Dickey  

Massachusetts Institute of Technology
Cambridge, MA

*Exploitative Friendship: How Asymmetric Alliance Partners Manipulate One Another*  
Mayumi Fukushima  

*Religion, Local Communities, and the State: The Case of Islam in France*  
Elizabeth Dekeyser  

*The Role of Assurance in Coercive Nuclear Nonproliferation*  
Reid Pauly
University of Oxford, Pembroke College
Oxford, UK
Terrorist Adaptation to U.S. Policy: The Haqqani Network Political Evolution $7,500
Melissa Skorka

Princeton University
Princeton, NJ
Crafting Payoffs: Strategies and Effectiveness of China’s Economic Statecraft $7,500
Audreye Wong

The More than 205-Year History of Wahhabism $7,500
Cole Bunzel

Tufts University
Medford, MA
Measuring the Impact of U.S. Military Counterterrorism Assistance in Africa $7,500
Andrea Walther-Puri

University of California, San Diego
La Jolla, CA
Can Economic Interdependence Keep the Peace in East Asia? $7,500
Jiakun Jack Zhang

Civilian Social Networks and Credible Counterinsurgency: Evidence from the Philippines $7,500
Dotan Haim

University of California, Santa Cruz
Santa Cruz, CA
COIN, Local Military Development, and Afghan Intermediaries: A Study of Key Districts in Kandahar Province, 2009–2014 $7,500
James Misencik
University of Chicago
Chicago, IL

*Tailoring an Extended Nuclear Umbrella: Deterrence, Reassurance, and Strategies of a Patron’s Security Commitment to a Client*
$7,500
Do Young Lee

University of North Carolina, Chapel Hill
Chapel Hill, NC

*The Rebels’ Resource Curse*
$7,500
Chelsea Estancona

University of Oxford
Oxford, UK

*State-Building from the Bottom Up: U.S. Stabilization Programs and Resilient Governance*
$7,500
Frances Brown

*Unknown Unknowns: Explaining the Adaptation Gap in American Counterinsurgency from Vietnam to Iraq*
$7,500
Jonathan Askonas

University of Texas at Austin
Austin, TX

*The Lebanese Wars: American Strategy, Sectarian Strife, and the Collapse of Sovereignty*
$7,500
Emily Whalen
Domestic Public Policy Program

American Enterprise Institute
Washington, DC

Financing Human Capital: What Should Federal Student Loan Policies Do? $55,000
Jason Delisle and Matthew Chingos will examine how federal programs for the repayment of student loans can best protect borrowers from excessive risk while reducing the potential costs to taxpayers. They will analyze data from credit reports to examine patterns of default and delinquency among student borrowers. They will also explore how borrowers perceive the risk of default, how collection agencies seek to recoup payments from delinquent borrowers, and how borrowers view the possibility of entering into alternative repayment programs. The project’s findings will appear in a report, a series of papers, and briefings for policymakers.

American Institutes for Research
Washington, DC

CALDER 3.0: Expanding the Reach of a Successful Research Consortium $202,718
Daniel Goldhaber will direct the research and publications program of the National Center for the Analysis of Longitudinal Data in Education Research (CALDER). He will work with CALDER affiliates in five states to answer questions in four broad education policy areas: what policies can best improve college and career readiness; what policies can promote the recruitment, advancement, and retention of high-quality teachers and principals; what policies can improve the poorest-performing schools; and what out-of-school factors most affect student achievement. The project’s findings will appear in a series of reports, papers, and policy briefings for state and district officials.

The Teacher Pipeline in Washington State: Examining the Transition from Student Teaching to the Classroom and Implications for Student Achievement $141,967
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 these 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.

Association for Education Finance and Policy
Columbia, MO

Practitioner and Policymaker Outreach and Connections $25,450
Daniel Goldhaber, Susan Dynarski, and Carrie Conaway will organize an effort to increase opportunities for education policy researchers to share findings from their work with public officials and policy practitioners at the Association of Education Finance and Policy’s annual research conference. Participants will learn about new research findings and develop relationships to enable the sharing of data and facilitate future research opportunities.
Boston University  
Boston, MA

*Increasing Teacher Quality: Can We Learn from Successful Charter Schools?*

Marcus Winters, Joshua Cowen, and Scott Imberman will examine whether liberalizing the rules that govern the hiring, assessment, and retention of teachers can help improve the performance of schools. Using nine years of data on all students in Massachusetts traditional public and charter schools, they will identify patterns of teacher hiring, retention, and mobility across different types of schools. This analysis will help reveal whether charter schools, which have more freedom to make their own choices in terms of staffing than traditional public schools, are better able to attract and retain high-quality teachers. The project’s findings will appear in a report and a series of articles and briefings.

The Bridgespan Group  
New York, NY

*College and Upward Mobility*

Paul Tough will research and write a book exploring how colleges can better promote economic opportunity and upward mobility for students from disadvantaged backgrounds. He will review and synthesize scholarly research and interview experts, university administrators and professors, and students in order to understand which policies and programs contribute to success among college students from low-income families.

Brookings Institution  
Washington, DC

*Center on Regulation and Markets*

Ted Gayer will direct the research and publications program of the Center on Regulation and Markets. The center will commission research in three broad areas: the regulatory process, market and government failures, and financial market regulation. The project’s output will appear in a series of reports, papers, and briefings for the policy community.

*Informing the Economic Growth Debate*

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 the material wellbeing of employees and the vibrancy of the U.S. economy as a whole. They will commission research 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 affects the labor market. The papers will appear in *The Brookings Papers on Economic Activity*. 

Cambridge University Press  
New York, NY

*Could the Financial Crisis of 2008 Have Been Less Severe? Lehman Brothers and the Role of the Federal Reserve*

Laurence Ball will research and write a book that examines whether public officials could have intervened to prevent the collapse of Lehman Brothers and thereby lessened the severity of the financial crisis and recession. He will analyze financial data and testimony from key figures involved in the efforts to combat the crisis in 2008 in order to better understand why officials chose to let Lehman Brothers fail.
Informing the Economic Growth Debate
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Brown University
Providence, RI

**The Mechanisms of Intergenerational Mobility in the United States**

Raj Chetty, John Friedman, and Nathan Hendren will lead an effort to examine the extent to which a variety of public policies can promote or hinder upward mobility. Drawing on data from tax returns, they will measure the extent to which college enrollment promotes economic mobility and assess how the receipt of Social Security Disability Insurance affects the employment and earnings of adults and their children. The project’s findings will appear in a series of papers and short articles.

**Rhode Island Innovative Policy Lab**

Justine Hastings will direct the research and publications program of the Rhode Island Innovative Policy Lab. The lab will link data on educational outcomes, employment and earnings, and enrollment in public assistance programs in order to create opportunities to assess the effectiveness of various initiatives, including job training, nutritional assistance, and paid parental leave. The project’s findings will appear in a series of reports and policy briefs for state officials.

Cambridge University Press
New York, NY

**Could the Financial Crisis of 2008 Have Been Less Severe? Lehman Brothers and the Role of the Federal Reserve**

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Claremont McKenna College
Claremont, CA

**Laboratories of Democracy: Texas vs. California and the Future of America**

Kenneth Miller will research and write a book examining the divergent policy paths taken by California and Texas in recent years and exploring how other states can learn from those experiences. He will examine state documents, including budgets, and undertake interviews with officials and experts to track the evolution of public policies in both states, assess how the state’s political cultures and institutions shaped their evolutions, and consider what lessons can be drawn for state-level policy more generally.
Columbia University
New York, NY

Center on Capitalism and Society

Edmund Phelps will direct the research and publications program of the Center on Capitalism and Society. He and his colleagues will explore questions such as what has caused the decline in innovation in different sectors of the economy and how that decline may have contributed to the stagnation of wages for many individuals. The center’s findings will appear in a series of research papers, reports, and policy briefs.

$150,000

Leveling the Playing Field for High School Choice Through Informational Tools: A Randomized Intervention Study

Sarah Cohodes and Sean Corcoran will examine whether children from low-income backgrounds can improve school performance through informational tools designed to help them and their parents choose high schools that best meet their needs. They will provide students at randomly selected New York City schools with varying levels of information about high school options. They will measure the extent to which this information affected their school choices and the degree to which those choices later led to improvements in student performance. The project’s findings will appear in a series of papers and briefings.

$87,243

Committee for a Responsible Federal Budget
Washington, DC

The Social Security Disability Insurance Solutions Initiative, Part II

The Committee for a Responsible Federal Budget (CRFB) will develop an agenda for reforming the Social Security Disability Insurance Program (SSDI). Building on the first phase of this project, CRFB will commission research on a variety of issues related to SSDI finances, eligibility determinations, and programs. The project’s findings will appear in a series of papers, a report, and policy briefs.

$250,000

Council on Foreign Relations
New York, NY

The Economics Lab: The Remaking of Economics as an Empirical Science

Robert Litan will lead an effort to explore how research by economists informs public policy debates. He will assess how a new generation of economists reshaped the discipline by placing a greater emphasis on empirical analysis of “big data” and fielding experimental evaluations. The project’s findings will appear in a report.

$50,000
Georgetown University  
Washington, DC  
*FutureEd*  
$25,000

Thomas Toch will direct the research and publications program of *FutureEd*, an internet-based publication designed to serve as an intermediary between the education research and policy communities. *FutureEd* will provide periodic summaries of new research on a wide range of education policy topics and commission reports from leading scholars on a variety of interventions such as the District of Columbia’s strategy to increase teacher quality and Indiana’s statewide voucher program. The project’s findings will appear in a series of short research summaries, in-depth reports, and op-ed and magazine articles.

Georgia State University  
Atlanta, GA  
*Are Schools Building a Skilled Workforce?  
CTEx: A Policy Exchange and Research Lab*  
$200,000

Daniel Kreisman and Shaun Dougherty will direct the research program of a policy lab focused on career and technical education (CTE) programs. They will use data from Arkansas, Michigan, Tennessee, and a number of school districts in Georgia to explore questions related to the effectiveness of school-based CTE programs and the elements of successful CTE programs. The project’s findings will appear in a series of papers, reports, and shorter policy briefs.

Harvard University  
Cambridge, MA  
*The Education Innovation Laboratory*  
$250,000

Roland Fryer will direct the research program of the Harvard Education Innovation Laboratory (EdLabs). EdLabs will undertake a number of research studies, including an evaluation of an incentive program for school principals, an assessment of how performance data can be used by school leaders to improve student learning, and a survey designed to discover what factors differentiate those individuals who rise out of poverty from those who continue to live in poverty. The project’s findings will appear in a series of reports, papers, and policy briefs.

*My Student’s Team: Can Family and Community Support Help Children Succeed in School?*  
$150,000

Todd Rogers will direct an experimental evaluation of an intervention designed to help adults play a more active role in supporting educational achievement among low-income children. He will partner with three school districts to evaluate the My Student’s Team intervention, which enlists adults other than a child’s parent to become mentors to students. The mentors will receive regular updates on the performance of their mentees along with tips on engaging them about their performance, areas in which they are struggling, and positive study habits. The project’s findings will appear in a report and a series of shorter briefs.
Policy Approaches to Joblessness in America

Edward Glaeser, Lawrence Summers, and Benjamin Austin will examine why the percentage of employed working-age Americans has been declining and consider what policy options could be pursued to increase employment. They will analyze census data over time and across geographic regions to identify patterns of employment and test a number of hypotheses that have been offered to explain declining employment rates, including reduced demand for labor, mismatches between the skills employers demand and the skills individuals can supply, and programs that can create disincentives for employment. The project’s findings will appear in a report and a series of shorter op-ed articles.

Hudson Institute
Washington, DC

Addressing Economic Insecurity: Lessons from Domestic Public Policy in the Nixon Administration

John Price will research and write a book examining how some of the problems facing policymakers today, including slow growth in real wages and the effects of rapid economic change in employment opportunities, were viewed by officials in President Richard Nixon’s administration and the policy options they considered and implemented to address those challenges.

Manhattan Institute for Policy Research
New York, NY

Risk, Not Cost: Reframing the Terms of Debate over Postsecondary Education

Beth Akers will research and write a book assessing how the risk associated with financing higher education should be shared among individuals, institutions, and government. She will synthesize existing analysis and undertake new research using individual-level longitudinal data on patterns of borrowing and loan repayment.

Massachusetts Institute of Technology
Cambridge, MA

MIT Initiative on Technology and the Future of Labor

Daron Acemoglu, David Autor, and John Van Reenen will direct the research program of a policy lab designed to explore how advances in automation, including robotics and artificial intelligence, might shape the future of employment. They will address questions such as what kinds of jobs are most likely to be at risk from automation, whether artificial intelligence can displace highly educated workers, and what lessons can be learned from earlier episodes of disruptive automation. The project’s findings will appear in a series of papers, reports, and articles.
MDRC
New York, NY

Can an Expanded Earned Income Tax Credit for Childless Adults Increase Employment and Earnings? The Paycheck Plus Replication in Atlanta

Cynthia Miller and Lawrence Katz will examine whether expanding the Earned Income Tax Credit (EITC) to adults without children can increase employment rates and earnings. They will undertake an experimental evaluation of a program in Atlanta that provides an annual wage supplement of as much as $2,000 to working adults. After three years, the researchers will measure the program’s impact on employment, earnings, and other measures of well-being. The project’s findings will appear in a series of reports and briefings for policymakers.

Extended Follow-Up for WorkAdvance Evaluation

Richard Hendra will examine whether a sectoral approach to workforce development that engages employers to train individuals for available jobs and then provides new employees with ongoing training and support can help those individuals succeed at jobs that offer opportunities for advancement and higher earnings. He will collect and analyze administrative data on employment and earnings from individuals five years after they enrolled in a program that adopted the WorkAdvance strategy. He will also undertake a cost-benefit analysis of the program. The project’s findings will appear in a report and a series of research briefs.

Michigan State University
East Lansing, MI

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

Katherine Omenn Strunk, Joshua Cowen, and Eric Brunner will examine how the liberalizing of the labor market for teachers changes the composition of the teacher labor force and levels of student achievement. They will analyze data from states that have changed policies governing teacher unions, including the right to bargain collectively and the protections provided by tenure rules. These analyses will examine whether the policy changes are leading 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.

The National Bureau of Economic Research
Cambridge, MA

Business Taxation in a Federal System

Joshua Rauh and Owen Zidar will lead an effort to examine how business taxes at the federal, state, and local levels of government affect economic growth, employment, and entrepreneurship. They will commission research to address questions such as the impact of state business-tax subsidies on state economies and employment and the extent to which state business taxes affect rates of firm startups and entrepreneurship. The project’s findings will appear in a series of papers and articles.
**Bargaining for the Future:** The Impact of State and Local Policy Reforms on Teachers' Unions, Teacher Labor Markets, and Student Achievement

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**Concentrated Poverty and Social Mobility**

Lawrence Katz and Jens Ludwig will assess the extent to which growing up in a high-poverty neighborhood reduces opportunities for families and their children to move up the socioeconomic ladder. The project’s findings will appear in a report and a series of papers.

**The Economics of Infrastructure Investment**

James Poterba and Edward Glaeser will direct a research agenda designed to improve the ability of U.S. policymakers to identify infrastructure investments that can increase economic growth. They will commission work that seeks to measure the social returns of infrastructure investment, assess the effectiveness of infrastructure spending as a tool to increase economic growth, and examine the cost drivers of infrastructure projects. The project’s findings will appear in a series of papers and reports.

**The Nelson A. Rockefeller Institute of Government**
Albany, NY

**Preparing for the Worst: Options for Addressing Public Pension Plans in Deep Distress and for Fixing Institutional Flaws that Encouraged This Situation**

Donald Boyd will lead an effort to develop policy approaches that state and local governments could adopt if they become unable to cope with the costs associated with public employee pension plans. He will convene a working group composed of economists, law professors, and retired public officials that will identify steps that can be taken if a state or local government can no longer pay promised benefits, and what measures can be taken to alter incentives so that governments can lessen the likelihood that they would face such a situation in the future. The project’s findings will appear in a series of reports and briefings for policymakers.

**New York University**
New York, NY

**Increasing the Pace and Rigor of Practitioner-Led RCTs Through BetaGov**

Angela Hawken will lead an effort to help public officials make greater use of randomized controlled trials to improve their policies and programs. She will work with public officials in school districts and social service agencies to set up trials to test various reforms. The project’s findings will appear in a report and a series of briefings.

**Niskanen Center**
Washington, DC

**The Captured Economy: How the Powerful Enrich Themselves, Slow Down Growth, and Increase Inequality**

Brink Lindsey and Steven Teles will explore how interest groups capture the regulatory process in ways that can stifle economic growth and limit upward mobility. Building on the findings in their book, *The Captured Economy: How the Powerful Enrich Themselves, Slow Down Growth, and Increase Inequality*, they will identify examples of what they call “regressive regulation” and explore policy solutions to counteract it.
Northwestern University
Evanston, IL

*The Industry Origins of Slow U.S. Productivity Growth*

Robert Gordon will examine the drivers of the slowdown in the U.S. economy’s productivity growth rate. He will look across major industries to assess whether the measured decline in the productivity growth rate is due to fewer innovations than in earlier eras, a perceived decline in the return on investment, measurement error, or regulatory barriers that hinder competition and efficiency. The project’s findings will appear in a series of papers and serve as an expansion of the work that appeared in his recent book, *The Rise and Fall of American Growth.*

$49,043

Pathways to Success: Do Alternative College Options Benefit Non-Traditional Students, and How Do They Learn About Them?

James Rosenbaum will examine how children from disadvantaged backgrounds who choose options other than college enrollment fare later in life. He will analyze data from the Education Longitudinal Study to explore how measures of student non-cognitive traits, such as persistence and self-control, as well as high school performance and post–high school education and training, relate to later life outcomes. He will also undertake research among high school guidance counselors to better understand whether and how they help high school students find non-college opportunities for training and employment. The project’s findings will appear in a series of articles.

$50,000

Outcomes Research Institute
Stanford, CA

*Accountability and School Institutions in Cross-Country Perspective*

Eric Hanushek and Ludger Woessmann will examine whether key institutional features of school systems, such as accountability measures, teacher assessments, and school financing, can improve educational outcomes. They will build a panel set of cross-national student achievement data drawn from the Program for International Student Assessment and then develop corresponding data on institutional features of national school systems. They will use these data to begin testing hypotheses about how differing institutional arrangements are associated with varying levels of educational performance. The project’s findings will appear in a series of reports, papers, and briefings.

$157,247

Resources for the Future
Washington, DC

*Advancing Retrospective Analysis of Federal Environmental Regulation*

Richard Morgenstern and Arthur Fraas will lead a research agenda to improve the capacity of the policy community to measure the costs and benefits of regulations. They will engage with staff from federal agencies and Congress to identify the key barriers to making greater use of evidence to measure the cost and benefits of existing regulations, review and synthesize findings from existing retrospective regulatory analyses, and develop a list of regulations that would be good candidates for independent retrospective analyses. The project’s findings will appear in a series of reports, papers, and briefings for policymakers.

$250,000
Startup Genome  
Oakland, CA  
*Startup Fever and the Future of the American Economy*  
  Dane Stangler will research and write a book examining steps that cities are taking to foster entrepreneurship and considering whether those efforts can increase business formation and spur economic growth. He will undertake case studies of efforts in more than a dozen cities to support entrepreneurs through innovation centers, startup accelerators, business plan competitions, and partnerships with local universities. He will seek to better understand whether such efforts are leading to increases in new business formation, new employment, and economic growth.

Thomas B. Fordham Institute  
Washington, DC  
*Emerging Education Policy Scholars Program*  
  Michael Petrilli and Victoria McDougald will lead an effort to help junior scholars become better at disseminating their research and sharing their expertise with members of the policymaking community. At the two-day conference of the Emerging Education Scholars Program, invited scholars are introduced to key members of the Washington policy community from both the executive branch and Capitol Hill; attend workshops on writing for a policy audience and using social media to extend their reach; and learn about emerging policy issues that could be informed by their current or future research.

University of Arkansas  
Fayetteville, AR  
*Can a Statewide Voucher Program Improve Student Outcomes?*  
  Patrick Wolf and Jay Greene will examine whether a statewide school voucher program can improve school outcomes for students from low-income families. They will measure the impacts of Louisiana’s voucher program on student performance, explore the factors that might be contributing to test score outcomes, and assess the program’s impact on educational spending in the state. The project’s findings will appear in a report and a series of papers.

University of California, Los Angeles  
Los Angeles, CA  
*Bank Liquidity Management and Monetary Policy*  
  Saki Bigio will examine how monetary policy affects lending by financial institutions that supports economic growth. He will develop a model that takes into account how financial institutions react to changes in monetary policy and use data on lending by major financial institutions to assess the model’s accuracy. The project’s findings will appear in a paper.
University of Chicago
Chicago, IL

*Improving Access to High-Quality Schools for Disadvantaged Youth: Selective High Schools in Chicago*
Marisa de la Torre, Lauren Sartain, and Lisa Barrow will examine whether improving access for children from low-income backgrounds to highly competitive public schools can be an effective strategy to increase student achievement. They will examine the extent to which enrollment of high-achieving students from low-income backgrounds in one of Chicago’s selective high schools affects student performance on a wide range of outcomes, including test scores, grades, and attendance. The project’s findings will appear in a report and a series of papers.

University of Colorado at Boulder
Boulder, CO

*More at Four? Experimental Evidence on Medium-Term Impacts of Full-Day Preschool*
Allison Atteberry, Daphna Bassok, and Vivian Wong will examine whether enrolling young children in a full-day preschool program can increase their readiness for school and lead to better school-related outcomes by the time they complete third grade. They will work with officials in the Westminster, Colorado, school district to institute a lottery to award slots in the district’s new full-day preschool for four-year-old children. Those students will be tracked as they progress to third grade and evaluated on their progress on reading and math assessments, attendance, grade retention, and special needs diagnosis. The project’s findings will appear in a report and a series of papers.

University of Connecticut
Storrs, CT

*Developing and Evaluating a College Application and Planning Course in Michigan*
Joshua Hyman will examine whether providing students with more information about post-secondary school options as well as the application and financial aid processes can increase student success in post-secondary school. He will randomly assign students to a semester-long course for high school seniors that will help them better understand the college application and enrollment process as well as the requirements for applying for financial aid, in order to measure whether participating in the class had an effect on college application, enrollment, and student performance during the first year after high school graduation. The project’s findings will appear in a report and a series of papers.
University of Michigan  
Ann Arbor, MI

**Why Does College Cost So Much? Cost Drivers in Higher Education**

Kevin Stange and Steven Hemelt will identify the factors that account for the increase in the cost of college education. Using data from the Delaware Cost Study, a detailed data set of college expenses from more than 600 institutions, they will explore the extent to which instructional costs vary across institutions, schools, and departments. This will enable them to explore the extent to which high-quality, low-cost college programs are feasible. The project’s findings will appear in a report and a series of papers and policy briefs.

University of Tennessee  
Knoxville, TN


William Fox, Celeste Carruthers, and Carolyn Heinrich will direct the research agenda of a policy lab designed to assess the impact of a statewide initiative to increase the levels of education and skills of Tennessee residents. They will monitor the implementation and analyze the effects of Tennessee’s “Drive to 55,” a state initiative to increase the percentage of Tennesseans with a post-secondary credential to 55 percent of the population. The project’s findings will appear in a series of reports, papers, and policy briefs.

University of Washington  
Seattle, WA

**The Seattle Minimum Wage Evaluation Project**

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 data on employment and earnings, firm-level data on employment and earnings, and public assistance records. These data will allow the research team to better answer important questions, such as 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.
**Urban Institute**
Washington, DC

*Extending the Fiscal Democracy Index to States*  
$150,000

Eugene Steuerle and Tracy Gordon will develop an index that measures the extent to which state policymakers have the freedom to determine their spending priorities rather than being constrained by past commitments, such as debt and pension obligations. They will build on the U.S. Fiscal Democracy Index that Steuerle developed, which measures the freedom that policymakers at the federal level have to devote resources to their priorities rather than to programs for which spending increases automatically. The project’s findings will appear in a report.

$95,000

Jason Delisle and Matthew Chingos will examine how federal programs for the repayment of student loans can best protect borrowers from excessive risk while reducing the potential costs to taxpayers. They will analyze data from credit reports to examine patterns of default and delinquency among student borrowers. They will also explore how borrowers perceive the risk of default, how collection agencies seek to recoup payments from delinquent borrowers, and how borrowers view the possibility of entering into alternative repayment programs. The project’s findings will appear in a report, a series of papers, and briefings for policymakers.

*State and Local Finance Initiative: Equipping Citizens and Their Leaders to Make Informed Choices About Their Fiscal Future*  
$200,000

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

*Truth and Integrity in Government Finance*  
$300,000

William Glasgall will lead an effort to encourage state governments to adopt responsible fiscal practices. He will build partnerships with scholars at twelve universities across the country to review the budgets of all fifty states annually. They will examine how states use revenue forecasting; the use of one-time fiscal solutions, such as asset sales, to balance budgets; public employee pension funding; the maintenance of rainy day funds; and the extent to which budgetary information is easily accessible to the public. The project’s findings will appear in an annual survey of state fiscal practices and a series of single-issue reports.
### Direct Service Grants

**The Adam J. Lewis Preschool**  
Bridgeport, CT  
*General Support*  
$50,000

**AmeriCares**  
Stamford, CT  
*Support for Hurricane Harvey Relief*  
$50,000  
*Support for Hurricane Maria Relief*  
$50,000

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

**Children of Fallen Patriots Foundation**  
Reston, VA  
*General Support*  
$25,000

**Foundation Center**  
New York, NY  
*General Support*  
$20,000

**LifeBridge Community Services**  
Bridgeport, CT  
*Workshop in Business Opportunities*  
$50,000

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**Grants**  
$20,250,379

**Grants (Not Listed Individually)**  
$932,301

**Total Grants Paid 2017**  
$21,182,680
MANAGEMENT’S FINANCIAL REPORT

During 2017, the Foundation’s unrestricted net assets increased by $41,980,719. As of December 31, 2017, the Foundation had total assets of $795,817,045.

The Foundation awarded grants totaling $19,396,839 during 2017 and made cash payments on grants awarded during 2017 and unpaid grants from previous years of $21,182,680.

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 46 through 52, have been derived from the Foundation’s audited Consolidated Financial Report as of and for the year ended December 31, 2017, which included an unmodified opinion dated June 4, 2018.

Ross Hemphill
Senior VP, CFO
## Consolidated Statement of Financial Position

**December 31, 2017**

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 7,156,272</td>
</tr>
<tr>
<td>Securities and investments, at fair value:</td>
<td></td>
</tr>
<tr>
<td><strong>Global equities:</strong></td>
<td></td>
</tr>
<tr>
<td>Global strategy equities</td>
<td>47,355,838</td>
</tr>
<tr>
<td>Domestic large cap equities</td>
<td>159,282,534</td>
</tr>
<tr>
<td>International equities</td>
<td>193,179,751</td>
</tr>
<tr>
<td>Nonmarketable alternative investments</td>
<td>90,469,482</td>
</tr>
<tr>
<td><strong>Global equities total</strong></td>
<td>$490,287,605</td>
</tr>
<tr>
<td><strong>Diversifying equities:</strong></td>
<td></td>
</tr>
<tr>
<td>Long/short strategies</td>
<td>52,481,526</td>
</tr>
<tr>
<td>Absolute return strategies</td>
<td>77,573,047</td>
</tr>
<tr>
<td>Real estate</td>
<td>16,413,723</td>
</tr>
<tr>
<td>Natural resources</td>
<td>67,075,539</td>
</tr>
<tr>
<td><strong>Diversifying equities total</strong></td>
<td>213,543,835</td>
</tr>
<tr>
<td>Fixed income funds</td>
<td>77,686,932</td>
</tr>
<tr>
<td><strong>Total investments</strong></td>
<td>781,518,372</td>
</tr>
<tr>
<td>Property and equipment, net of accumulated depreciation</td>
<td>4,864,253</td>
</tr>
<tr>
<td>Interest and dividends receivable</td>
<td>69,726</td>
</tr>
<tr>
<td><strong>Other assets</strong></td>
<td>2,208,422</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$795,817,045</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities:</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 408,204</td>
</tr>
<tr>
<td>Deferred compensation and post retirement liabilities</td>
<td>10,823,479</td>
</tr>
<tr>
<td>Unpaid monetary grants-in-aid</td>
<td>8,585,403</td>
</tr>
<tr>
<td>Unpaid nonmonetary grants-in-aid for use and occupancy of real estate</td>
<td>10,474,552</td>
</tr>
<tr>
<td>Deferred federal excise tax liability</td>
<td>2,122,000</td>
</tr>
<tr>
<td>Accrued excise tax</td>
<td>140,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>32,553,638</td>
</tr>
<tr>
<td>Noncontrolling interests in consolidated affiliates</td>
<td>269,141,004</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>494,122,403</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$795,817,045</td>
</tr>
</tbody>
</table>

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

### December 31, 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage of Net Assets</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Common stocks</strong></td>
<td>11.38%</td>
<td></td>
</tr>
<tr>
<td>Aerospace</td>
<td>0.46%</td>
<td>$3,511,182</td>
</tr>
<tr>
<td>Banking and financial</td>
<td>0.19%</td>
<td>1,426,113</td>
</tr>
<tr>
<td>Basic industries</td>
<td>0.35%</td>
<td>2,636,906</td>
</tr>
<tr>
<td>Beverages</td>
<td>0.08%</td>
<td>588,597</td>
</tr>
<tr>
<td>Biotech companies</td>
<td>0.19%</td>
<td>1,426,922</td>
</tr>
<tr>
<td>Broadcast media</td>
<td>0.23%</td>
<td>1,777,056</td>
</tr>
<tr>
<td>Building materials</td>
<td>0.07%</td>
<td>517,346</td>
</tr>
<tr>
<td>Business services</td>
<td>0.54%</td>
<td>4,115,137</td>
</tr>
<tr>
<td>Capital goods</td>
<td>0.34%</td>
<td>2,581,906</td>
</tr>
<tr>
<td>Chemicals</td>
<td>0.38%</td>
<td>2,885,789</td>
</tr>
<tr>
<td>Communications and technology</td>
<td>1.87%</td>
<td>14,272,000</td>
</tr>
<tr>
<td>Computer software and services</td>
<td>0.40%</td>
<td>3,032,973</td>
</tr>
<tr>
<td>Consumer goods</td>
<td>0.44%</td>
<td>3,347,009</td>
</tr>
<tr>
<td>Containers</td>
<td>0.06%</td>
<td>433,193</td>
</tr>
<tr>
<td>Drugs</td>
<td>0.25%</td>
<td>1,922,380</td>
</tr>
<tr>
<td>Electronics</td>
<td>0.54%</td>
<td>4,151,819</td>
</tr>
<tr>
<td>Energy</td>
<td>0.24%</td>
<td>1,810,079</td>
</tr>
<tr>
<td>Entertainment</td>
<td>0.09%</td>
<td>686,407</td>
</tr>
<tr>
<td>Financial services</td>
<td>0.29%</td>
<td>2,204,667</td>
</tr>
<tr>
<td>Foods</td>
<td>0.13%</td>
<td>1,009,211</td>
</tr>
<tr>
<td>Healthcare</td>
<td>0.67%</td>
<td>5,086,467</td>
</tr>
<tr>
<td>Heavy duty trucks and parts</td>
<td>0.11%</td>
<td>822,966</td>
</tr>
<tr>
<td>Hotel/motel</td>
<td>0.17%</td>
<td>1,291,919</td>
</tr>
<tr>
<td>Industrials</td>
<td>0.16%</td>
<td>1,234,180</td>
</tr>
<tr>
<td>Insurance</td>
<td>0.46%</td>
<td>3,522,848</td>
</tr>
<tr>
<td>Leisure time</td>
<td>0.13%</td>
<td>964,489</td>
</tr>
<tr>
<td>Machinery and materials</td>
<td>0.33%</td>
<td>2,534,870</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>0.13%</td>
<td>988,430</td>
</tr>
<tr>
<td>Medical products and supplies</td>
<td>0.33%</td>
<td>2,498,248</td>
</tr>
<tr>
<td>Metals</td>
<td>0.05%</td>
<td>381,943</td>
</tr>
<tr>
<td>Office equipment and supplies</td>
<td>0.10%</td>
<td>735,157</td>
</tr>
<tr>
<td>Paper and forest products</td>
<td>0.09%</td>
<td>683,198</td>
</tr>
<tr>
<td>Restaurants</td>
<td>0.16%</td>
<td>1,209,579</td>
</tr>
<tr>
<td>Retail stores</td>
<td>0.29%</td>
<td>2,188,205</td>
</tr>
<tr>
<td>Services</td>
<td>0.28%</td>
<td>2,148,236</td>
</tr>
</tbody>
</table>

(Continued)
<table>
<thead>
<tr>
<th>Percentage of Net Assets</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunications</td>
<td>0.22%</td>
</tr>
<tr>
<td>Tobacco</td>
<td>0.19%</td>
</tr>
<tr>
<td>Toys</td>
<td>0.08%</td>
</tr>
<tr>
<td>Transportation</td>
<td>0.13%</td>
</tr>
<tr>
<td>Utilities</td>
<td>0.16%</td>
</tr>
<tr>
<td>Total common stocks</td>
<td>86,566,783</td>
</tr>
<tr>
<td>Mututal Funds</td>
<td>53.14%</td>
</tr>
<tr>
<td>Global</td>
<td>24.60%</td>
</tr>
<tr>
<td>Tweedy, Browne Global Value Fund</td>
<td>6.47%</td>
</tr>
<tr>
<td>Other</td>
<td>18.13%</td>
</tr>
<tr>
<td>Total global mutual funds</td>
<td>187,770,213</td>
</tr>
<tr>
<td>Domestic</td>
<td>14.40%</td>
</tr>
<tr>
<td>Vanguard Total Bond Market ETF</td>
<td>10.17%</td>
</tr>
<tr>
<td>Other</td>
<td>4.23%</td>
</tr>
<tr>
<td>Total domestic mutual funds</td>
<td>109,883,512</td>
</tr>
<tr>
<td>Foreign</td>
<td>14.14%</td>
</tr>
<tr>
<td>Dimensional Emerging Markets Value Fund</td>
<td>5.39%</td>
</tr>
<tr>
<td>Other</td>
<td>8.75%</td>
</tr>
<tr>
<td>Total foreign mutual funds</td>
<td>107,894,884</td>
</tr>
<tr>
<td>Total mutual funds</td>
<td>405,548,609</td>
</tr>
<tr>
<td>Investments in partnerships and trusts</td>
<td>37.92%</td>
</tr>
<tr>
<td>Global partnerships and trusts</td>
<td>24.52%</td>
</tr>
<tr>
<td>Independent Franchise Partners, LP</td>
<td>6.20%</td>
</tr>
<tr>
<td>Other</td>
<td>18.32%</td>
</tr>
<tr>
<td>Total global partnerships and trusts</td>
<td>187,166,381</td>
</tr>
<tr>
<td>Domestic partnerships and trusts</td>
<td>8.82%</td>
</tr>
<tr>
<td>Other</td>
<td>8.82%</td>
</tr>
<tr>
<td>Total domestic partnerships and trusts</td>
<td>67,291,295</td>
</tr>
<tr>
<td>Foreign partnerships and trusts</td>
<td>4.58%</td>
</tr>
<tr>
<td>Other</td>
<td>4.58%</td>
</tr>
<tr>
<td>Total foreign partnerships and trusts</td>
<td>34,945,304</td>
</tr>
<tr>
<td>Total investments in partnerships and trusts</td>
<td>289,402,980</td>
</tr>
<tr>
<td>Total investments</td>
<td>$ 781,518,372</td>
</tr>
</tbody>
</table>

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

**Year Ended December 31, 2017**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Dividends</td>
<td>$5,149,854</td>
</tr>
<tr>
<td>Interest</td>
<td>42,141</td>
</tr>
<tr>
<td>Donated use and occupancy of real estate</td>
<td>1,891,878</td>
</tr>
<tr>
<td>Grants-in-aid canceled</td>
<td>970,269</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>8,054,142</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Monetary grants-in-aid</td>
<td>17,713,839</td>
</tr>
<tr>
<td>Nonmonetary grants-in aid for use and occupancy of real estate</td>
<td>3,776,997</td>
</tr>
<tr>
<td>Investment advisory fees</td>
<td>1,885,526</td>
</tr>
<tr>
<td>Custodian fees</td>
<td>58,968</td>
</tr>
<tr>
<td>Redemption fees</td>
<td>71,121</td>
</tr>
<tr>
<td>Management and general</td>
<td>8,145,873</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>31,652,324</strong></td>
</tr>
<tr>
<td><strong>Federal Excise Taxes</strong></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>519,206</td>
</tr>
<tr>
<td>Deferred</td>
<td>580,000</td>
</tr>
<tr>
<td><strong>Decrease in unrestricted net assets before net gains on investments and noncontrolling interest</strong></td>
<td><strong>(24,697,388)</strong></td>
</tr>
<tr>
<td><strong>Net Realized Gains on Investments</strong></td>
<td>16,919,079</td>
</tr>
<tr>
<td><strong>Net Increase in Unrealized Appreciation on Investments</strong></td>
<td>89,308,465</td>
</tr>
<tr>
<td><strong>Total Increase in Net Assets</strong></td>
<td><strong>106,227,544</strong></td>
</tr>
<tr>
<td><strong>Noncontrolling Interest in Net Income of Consolidated Affiliates</strong></td>
<td>(39,549,437)</td>
</tr>
<tr>
<td><strong>Increase in Unrestricted Net Assets</strong></td>
<td>41,980,719</td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets:</strong></td>
<td></td>
</tr>
<tr>
<td>Beginning</td>
<td>452,141,684</td>
</tr>
<tr>
<td>Ending</td>
<td>$494,122,403</td>
</tr>
</tbody>
</table>

See note to consolidated financial statements.
Consolidated Statement of Cash Flows
Year Ended December 31, 2017

Cash flows from operating activities

Increase in net assets $ 81,530,156

Adjustments to reconcile increase in net assets to net cash used in operating activities:
Revenue recognized for donated use and occupancy of real estate (1,891,878)
Grants-in-aid recognized for use and occupancy of real estate 3,776,997
Depreciation 510,641
Loss on disposal of property and equipment 13,932
Purchase of securities and investments (151,691,416)
Proceeds from disposition of securities and investments 139,680,670
Contributions to partnerships (27,905,938)
Distributions from partnerships 60,747,870
Net increase in unrealized appreciation on investments (89,308,465)
Net realized gains on investments (16,919,079)
Deferred federal excise taxes 580,000

Changes in assets and liabilities:
(Increase) decrease in:
Interest and dividends receivable (12,064)
Other assets (1,474,960)

Increase (decrease) in:
Accounts payable and accrued expenses 256,775
Deferred compensation and postretirement liabilities 629,097
Unpaid monetary grants-in-aid (2,135,841)
Accrued excise tax 140,000

Net cash used in operating activities (3,473,503)

(Continued)
Cash flows from investing activities

Proceeds from sales and maturities of securities and investments $ 185,819
Purchase of securities and investments (22,289)
Purchase of property and equipment (135,329)

Net cash provided by investing activities 28,201

Cash flows from financing activities

Noncontrolling members’ contributions to Moorings Capital LLC 20,365,703
Withdrawals of noncontrolling members of Moorings Capital LLC (2,773,997)
Distributions to noncontrolling members of Moorings Capital LLC (11,861,338)

Net cash provided by financing activities 5,730,368
Net increase in cash and cash equivalents 2,285,066

Cash and cash equivalents
Beginning 4,871,206
Ending $ 7,156,272

Supplemental disclosures of cash flow information

Cash payments for:
Grants-in-aid $ 18,879,411
Federal excise taxes $ 125,000

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 2017 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
Vice Chairman
Dr. Arvid R. Nelson

John P. Richardson, Jr.
Nicolas L. Richardson
Tyler B. Richardson
E. William Stetson III

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Dr. Arvid R. Nelson
Peter L. Richardson
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Admiral James Stavridis (Ret.)
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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, 2018
STAFF

Dr. Marin Strmecki
Senior Vice President,
Director of Programs

Dawn Card
Executive Assistant

Olga Ramous
Grants Coordinator

Jennifer Hollings
Administrative Assistant

Allan Song
Senior Program Officer,
International Security and Foreign Policy

Paula Landesberg
Administrative Associate

Mark Steinmeyer
Senior Program Officer,
Domestic Public Policy

Kathleen Lavery
Records Coordinator

Donna Walsh
Executive Assistant and
Administrative Services Manager

Staff members are reported as of July 1, 2018

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 306
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.