

## CHAIRMAN'S LETTER

Walter P. Stern

*How many ideas have there been in the history of man which were unthinkable ten years before they appeared?*

—Fyodor Dostoyevsky, *The Brothers Karamazov*

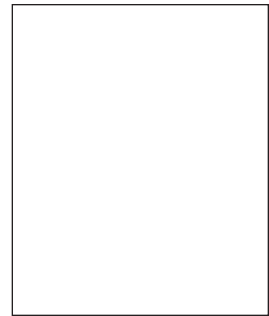
Dostoyevsky might well have been speaking of Herman Kahn with those prophetic words. “Thinking the Unthinkable.” Throughout the past forty years Hudson Institute has been engaged in critical policy debates on issues ranging from: thermonuclear weapons to the collapse of the Soviet Union; from healthcare reform to global economics; from Vietnam to welfare reform. Each one of these debates began with just a seed of an idea that evolved into a coherent thought process and then to a concept for future policy. Many of those ideas eventually became national policy, or at least influenced policy decisions on the national or international stage, when just a few years earlier they would have been unthinkable.

It is hard to believe that forty years have passed since Herman Kahn first established the Institute at Croton-on-the-Hudson. But after all these years, I cannot help but believe that Herman would be proud of our accomplishments. Many of them were unthinkable just a few years earlier.

Hudson Institute is not alone as a participant in the business of idea development. We are not even alone in the world of think tanks. However, we have created a niche among major think tanks when it comes to actually developing an idea and seeing it through to implementation. We take great pride in nurturing ideas that can have a significant impact on our way of life. It is my hope that as you read this *Annual Report*, you will agree that we have been effective and have accomplished much over the past year.

Our work has had an impact across the nation. For example, as the welfare reform success story unfolds, we will continue to seek ways to improve upon our achievements. Hudson Institute will work to initiate the next phase of welfare reform, providing former welfare recipients with the skills necessary to advance their new careers. Our Crime Control Center will take the experiences from its work with juvenile offenders in Indianapolis and expand it in other cities. We have had successes in urban homesteading and renewal, campaign finance reform, and tort reform. Our unique work in biotechnology has produced a realistic assessment of the Green Revolution.

These are just some examples of our achievements. With a fine staff, effective leadership, and engaged trustees, Hudson Institute seems to be well down the path towards more successes in the future. We welcome old friends and newcomers joining us in these endeavors.



## PRESIDENT'S LETTER

Herbert I. London

2001 marks the fortieth anniversary of Hudson Institute, which makes us one of the oldest independent think tanks in the nation. This anniversary is a time to look back and look ahead.

The founder of the Institute, Herman Kahn, is described in a new book by Barry Bruce Briggs as “Super Genius.” Herman was one of a kind. He had a gift for strategic thinking; he was an extraordinary polymath and, based on his grasp of history and trends, he had the ability to predict the future.

All who followed Herman were given a foundation of imaginative and iconoclastic thinking. It is a tradition we must never lose. With that tradition in mind, let me address the Institute's future.

The one condition Herman emphasized—and the Institute retains—is intellectual integrity. Neither dollars nor ideology will sway our opinions. Herman once noted that Hudson is notorious for “biting the hand that feeds it.” That independence is the sine qua non of research at the Institute.

I am also persuaded that Hudson's imaginative thinking on welfare reform, missile defense, workforce development, crime control, education, tort reform, genetic breakthroughs, immigration, tax relief, and national security will have a profound effect on the policy initiatives for the Bush Administration.

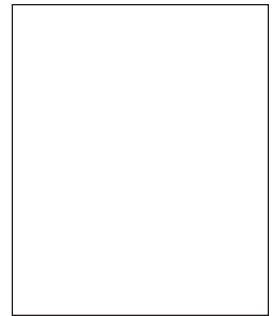
Herman is gone, but his spirit lives. It is our intention to use that spirit to spearhead our research efforts.

Whatever issues or problems arise, Hudson Institute is prepared to use its collective brainpower to address the matter.

As I see it, the Institute is uniquely placed to engage in local, regional, national, and international issues. Our intellectual reach has no boundaries.

It is hard to say whether Herman would have approved of all our initiatives, but on several matters I am sure: he would be pleased with our futurist orientation; he would have countenanced our broad scholarly reach; and he would have applauded the Institute's commitment to the betterment of the nation's policies.

Those of us who knew Herman are fully aware that we stand on the shoulders of a giant. Perhaps that explains why we often can see over the horizon.



# CENTER FOR AMERICAN COMMON CULTURE

The Center for American Common Culture, led by Senior Fellow John Fonte, continued its work in offering policy advice on citizenship and issues concerning the interplay of national identity, civic education, the assimilation of immigrants and the future of American liberal democracy in the global era.

In its second year, the Citizenship Roundtable made the intellectual and moral case for a substantively strong and ceremonially rich citizenship naturalization process. The Roundtable worked with the American Legion in alerting and informing members of Congress and congressional staff on recent attempts to weaken the citizenship process.

Director John Fonte was prolific in 2000, having penned a chapter entitled “Gramsci: The Transformation of Institutions” in a forthcoming book, *Building A Healthy Culture: Strategies for an American Cultural Renewal*. Fonte delivered a keynote address for the Chicago Tribune McCormick Foundation conference entitled, “To Possess the National Consciousness of an American,” which will be published as a paper in 2001. He also wrote an analysis of proposed changes to the K-12 Virginia History Social Studies Standards while appearing in many other publications, including *Policy Review*, *American Enterprise* magazine, the *Chicago Tribune* and *Academic Questions* (the journal of the National Association of Scholars).

In the coming year the Center will examine new transnational challenges to American liberal democracy from international non-governmental organizations.

## CAMPAIGN FINANCE REFORM

Under the leadership of Research Fellow Amy Kauffman, the Center for Campaign Finance Reform presented two panel discussions in 2000.

“Internet Disclosure During the Presidential Primaries: Did It Make a Difference?” used President George W. Bush’s primary campaign to debate whether a combination of deregulation and improved disclosure can correct many of the defects in the U.S. system of campaign finance. The recent revolution in information technology affords campaigns the ability to disclose contribution information on the Internet, thereby rapidly informing both the media and the general public about support for particular candidates.

Panelists for this discussion included: Senator Robert F. Bennett, Utah; Jeffrey H. Birnbaum, *Fortune*, and author of *The Money Men*; Kent Cooper, Co-Founder, Public Disclosure, Inc.; Ruth Marcus, *The Washington Post*; Norman J. Ornstein, Resident Scholar, American Enterprise Institute; and Amy Kauffman, Research Fellow, Hudson Institute.

Another panel discussion entitled “Can California be Reformed?” featured Ron Unz, author of the Proposition on California’s Voters Rights 2000 Initiative; Thomas E. Mann of the Brookings Institution; and Norm Ornstein of American Enterprise Institute.

The discussion examined Unz’s campaign finance reform initiative, which sought to expand disclosure, establish contribution limits, and provide “media credits” to be used to purchase airtime in California elections. The initiative also sought to limit fundraising to the twelve-month period prior to a primary, thereby encouraging challengers to seek office by preventing incumbents from building massive war chests.

The Center for Campaign Finance Reform also hosted a monthly lunch series on Capitol Hill focusing on campaign finance reform, and contributed to stories in *Financial Times*, *The Washington Post*, *Education Week*, *Time Magazine*, and *Business Week*.

# CENTER FOR CENTRAL EUROPEAN AND EURASIAN STUDIES

Under the leadership of John Clark, the Center is studying “Implications of the Opening of North Korea,” which looks at the possible political, economic, and strategic consequences of North Korea opening its economy to foreign investment.

The Center’s Public Policy Research Institute Program also has provided institution-building assistance to more than 40 new think tanks in Eastern Europe. The program provided training in fundraising, public relations, and research management to several Balkan institutes, and hosted visiting fellows from the Institute for Regional and International Studies (IRIS) in Bulgaria and the Albanian Center for Economic Research.

The Center has a mission to help educate students and citizens of Central Indiana about international issues. In partnership with local organizations, the Center has designed and taught several adult education courses and sponsored a series of discussions around Balkan policy. The Center’s researchers also teach undergraduate courses in Asian politics, Russian political economy, and Chinese politics.

# PROJECT FOR CIVIL JUSTICE REFORM AND PROJECT FOR INTERNATIONAL RELIGIOUS LIBERTY

For the past two years, under the direction of Senior Fellow Michael Horowitz, Hudson Institute's Project for Civil Justice Reform and Project for International Religious Liberty have argued for tort reform, opposed religious persecution, and challenged individuals and organizations who might demonize and caricature people of faith. Issues of primary focus in 2000 included:

## WORLDWIDE RELIGIOUS PERSECUTION

While such persecution continues and has indeed recently increased in places like China and Indonesia it is also clear that more progress has occurred in making religious freedom a core element of U.S. human rights policy than many imagined possible only a few years ago. Today, Congress, the State Department and persecuting regimes understand that acts of religious persecution no longer can be swept under the rug.

## SUDAN

The genocidal regime of Sudan, causing mass murder and ethnic cleansing against Christians, is the most critical example of religious persecution worldwide. Opposing such persecution in Sudan now is becoming a significant American foreign policy priority, thanks in part to the work of Michael Horowitz.

## INTERNATIONAL SEX TRAFFICKING

Michael Horowitz played an instrumental role in helping the American Evangelical community gain critical allies and move Congress to enact historic legislation designed to put an end to the slavery issue of our time. As many as two million women and children are trafficked into sexual bondage by linked rings of criminal syndicates and corrupt public officials every year.

Michael Horowitz offers a truly "new agenda" for tort reform that resonates with academics, politicians, and the public. During the past year Michael has spoken to numerous business groups, foundations, and civic groups about his plan for tort reform. He was a major impetus behind the Committee for Economic Development's report on tort reform issued earlier in 2000. With the assistance of economists Bruce Kobyashi and Timothy Muris, and together with the prominent lawyer and legal scholar Paul Rosensweig, Michael orchestrated a multi-state effort to revise tort reform laws. In particular, this group has prepared briefs outlining the advisability and feasibility of tort reform. Over the next year these documents will be submitted to at least ten state supreme courts. Briefing books also were distributed to members of Congress and the U.S. Chamber of Commerce.

## PROJECT FOR CONSERVATIVE REFORM

The ideas that once guided the traditional conservative movement—including the crusade for a balanced budget, the drive for sweeping tax reform, and the cutback of the federal government—have proven incapable of providing the basis for an effective governing majority. Moreover, the partisanship and closed ranks that characterize much of the conservative movement seem out of place in the era of the “dot com” economy. As party loyalties and political identities continue to decline, the most dynamic force in American politics seems to be the huge number of voters who refuse to identify with either political party.

This bloc of independent voters is extremely volatile. They range from the apolitical to the anti-political, from apathetic to openly hostile toward government and public service. Much of this antipathy is directed toward both political parties.

A key challenge for conservative statesmanship in the coming decades will be to bring such independent voters into the political process and to convince them that their beliefs can have a place within our constitutional order. If political conservatism is to have a secure future, it will be necessary for conservatives to learn to build coalitions with this growing bloc of independent voters. To do so, conservatives will need to outline a realistic reform agenda in key issue areas such as tax policy, government excess, social security, education, national service and defense.

To help define this new conservative reform agenda, Hudson Institute, in conjunction with the New Citizenship Project, has launched a high profile initiative entitled the Project for Conservative Reform (PCR). Led by Marshall Wittmann, the PCR is a working group of leading intellectuals and policymakers who convene regularly for a series of off-the-record conferences designed to explore this reform agenda. In addition, the PCR seeks to educate the public and opinion leaders by publishing periodic papers and monographs drawing on the group’s discussions and the written work of members and outside researchers. Finally, the PCR hosts a regular series of press briefings and high-profile national conferences aimed at keeping these themes at the forefront of public debate.

## CRIME CONTROL POLICY CENTER

The Crime Control Policy Center continued to take a problem-solving approach to its research by working in partnership with criminal justice agencies and community groups to address crime and safety issues.

### RESTORATIVE JUSTICE

The Center's report on the first phase of the restorative justice program, *Returning Justice to the Community: The Indianapolis Juvenile Restorative Justice Experiment*, was published in June 2000. The report documented two important findings: significant increases in victims' feelings of satisfaction that they played a part in restitution, and significant decreases in the rate of re-arrest for young offenders. The findings led to considerable national and international attention, including the opportunity for Center Director Ed McGarrell to testify before the U.S. House of Representatives, Committee on the Judiciary's Subcommittee on Crime and before a Joint Legislative Study Commission in Indiana. The positive results also have led to local efforts to institutionalize and expand the restorative justice approach in Indianapolis. The second phase of the project will examine whether the positive findings hold for youth who have had prior involvement in the courts.

### IVRP

The Center continued its efforts to reduce homicide and serious violence through the Indianapolis Violence Reduction Partnership (IVRP). This partnership of local, state, and federal criminal justice agencies united with an array of community leaders, from faith-based organizations to a think tank, offers Hudson a unique opportunity. Where other projects may allow only strategizing, Hudson actually *implements* the strategies it devises. Hudson researchers not only provide ongoing analysis and assessment of the impact of various strategies on the violence problem, but also serve as coordinators of this multi-agency partnership. The positive results of the initiative became evident in 1999 and continued in 2000. Indeed, Indianapolis has experienced a 40 percent decline in homicides since the spring of 1999, well beyond the decrease observed nationally.

### INMATE RE-ENTRY

The restorative justice and violence reduction efforts provided the foundation for a new problem-solving effort aimed at the issue of former inmates returning to the community. One finding indicated that former inmates are at heightened risk of being involved in violence, both as perpetrators and as victims. The principles of restorative justice suggest that, once an offender has paid his debt to society, we should be concerned about his or her reintegration back into the community. For both pragmatic public safety reasons and for philosophical reasons, the issue of inmate re-entry intrigued Crime Center researchers.



Two additional trends suggested the time was ripe for addressing inmate re-entry. More individuals are being released back into the community following a stint in prison (a bi-product of the 1990s incarceration growth) and the United States is facing a long-term shortage of workers, as Hudson's Center for Workforce Development has clearly documented. Although serious challenges exist, these trends suggest that if former inmates could be properly trained, supported, and supervised, they may find opportunities in a labor market desperate for workers. Successfully addressing these challenges could yield significant public safety benefits as well as fulfilling a need in the labor market.

With this hypothesis in mind, a pilot project on inmate re-entry was initiated in Indianapolis. 2001 will see a similar undertaking in Florida and, we believe, in other states. An exciting element of this project is that it draws on strengths from a number of Hudson Centers including the Welfare Policy Center, the Center for Workforce Development, and the Education Policy Center.

#### ILLEGAL DRUG USE

Following the Hudson contrarian tradition, researchers in the Crime Control Policy Center are preparing to offer tangible policy proposals for reducing the demand for illegal drugs. This comes at a time when many people are tempted to declare futile efforts to reduce illegal drug use. The research findings debunk the belief that illegal drug use is impervious to public policy and cultural trends by documenting significant reduction in illegal drug use during the 1980s and by citing the U.S. military's success in reducing drug use among the armed forces. *Reducing Illegal Drug Use in the United States: A Blueprint for a Drug-Free Future*, will be published in early 2001.

## EDUCATION POLICY CENTER

The Education Policy Center (EPC) has three primary areas of focus, each aimed at influencing policy, implementing change on-the-ground, as well as “awakening the public mind” to the possibilities of widespread education reform.

### OPENING THE EDUCATION MARKETPLACE

Researchers at the EPC believe that public education never will improve if its governance structure remains unchallenged and unchanged. A new model of education is struggling to emerge which may provide such a challenge—through legislative programs including charter schools, school vouchers, education tax credits and other forms of school choice.

School choice benefits not only students and their families, but teachers and school leaders as well. In 2000, the EPC initiated a major multi-year study in the State of Michigan to better understand how well teachers feel they were prepared in the classroom and what changes might be necessary to provide them better preparation, greater flexibility and authority, and lifelong learning opportunities.

### NEW SCHOOLS, RENEWED COMMUNITIES

An area rarely addressed in efforts to improve schools is the impact that the physical form of a school has on student learning, community development, and civic life. The average American school takes up a much more land than it needs, proportional to the number of students occupying it. Self-sufficient islands onto themselves, these schools often are removed—both physically and in terms of governance—from those they serve.

EPC researchers write and speak frequently and consult widely on the subject of school size and neighborhood integration and are working in collaboration with two states and several communities to create replicable models for better school and community development.

### REVOLUTIONIZING INDIANA EDUCATION

*On Shaky Ground*, the first report of a major EPC study on education in Indiana, was released in February of 2000. The report—which used every indicator of academic performance available to paint a complete picture of where the state’s education system stands—catalyzed discussion of education reform in the state and received considerable national attention for its unique methodology.

The report is a chapter in the EPC’s larger study, *Smart Towns: Educational Freedom in Indiana’s Communities*. The study takes a close look at the whole of Indiana’s education system—its history, current performance, and many strengths, as well as the state’s place in the nation’s economy—and makes a series of Indiana-specific recommendations for improvement. While many of the recommendations are applicable to other states, the study takes the first-ever, in-depth look at Indiana’s situation and tailors solutions to the state’s particular needs and its character.

The EPC staff includes: Senior Fellow and Director Michael P. Garber, Research Fellow Justin A. Heet, and Susan Protsman, administrative assistant.

# THE CENTER FOR GLOBAL FOOD ISSUES

The Center for Global Food Issues, Hudson Institute's agricultural and environmental policy research group, offers a comprehensive perspective on future world food needs, hunger prevention, agricultural technology, environmental sustainability, and natural resource conservation. Directed by Dennis Avery, the Center is committed to finding ways of increasing agricultural production to help preserve the world's environment.

Avery and his staff conduct research and analysis of agriculture and the environmental concerns surrounding food and fiber production. The Center uses its worldwide overview of food and farming to assess policies, improve farmers' understanding of the new globalized farm economy, and heighten awareness of the environmental impacts of various farming systems and food policies.

The Center for Global Food Issues has pursued the proactive strategy for agriculture for more than a decade. The Center is the leading public voice justifying high-yield modern farming to consumers and regulators—and helping farmers to understand it as well. The Center has repeatedly explained why retreating to low-yield farming would be a disaster for people and the environment.

The Center has presented the positives of high-yield farming to the readers of major publications such as the *New York Times*, the *Christian Science Monitor*, the *Wall Street Journal*, the Associated Press, the *Asian Wall Street Journal*, *Newsweek*, the *Economist*, the *Financial Times*, *Forbes* and dozens of other notable publications. Secondary waves of publicity have made their way into newspapers, magazines and professional publications across the First World. Such broadcast outlets as CNN, Fox TV, the Canadian Broadcasting Corporation's radio and TV outlets, and the BBC World Service have carried the Center's voices and images.

The first edition of *Saving the Planet With Pesticides and Plastic* sold nearly 12,000 copies, to farmers, agribusiness personnel, teachers and students across the world. (There is also a Spanish edition.) The second edition, released in August 2000, was mailed—with lesson plans—to 14,000 vocational agriculture teachers across America by the National Vocational Agriculture Teachers Association.

## CENTER FOR NATIONAL SECURITY STUDIES

In June of 2000, the Center sponsored an important conference on U.S.-Russia Relations entitled “Russia: Its Place in the Twenty-First Century and the Implications for the United States.” Participants in the discussion included U.S. Representative Curt Weldon; U.S. Senator Fred Thompson, Chairman of the Governmental Affairs Committee; Fritz Ermarth, former Chairman of the National Intelligence Council; Richard Pipes, Professor of History, Harvard University; Paul Wolfowitz, Dean, Nitze School of Advanced International Studies, Johns Hopkins University; Roger W. Robinson, Jr., former Senior Director of International Economic Affairs at the National Security Council; and R. James Woolsey, former Director, Central Intelligence Agency.

National Security Studies Director Lt. General William Odom and Hudson Senior Research Fellow Robert Dujarric are working on a book project titled *The Unappreciated Magnitude of American Power*, supported by the Smith Richardson Foundation.

The Center continues to hold monthly seminar luncheons on Korea-Japan relations. A few sessions were held in conjunction with the Atlantic Council’s “Korea in Transition” project, while another was a cooperative effort with the Stimson Center. Yet another session, focusing on internal developments in China, was co-sponsored by Radio Free Asia.

# THE PHOENIX CENTER ON HUMAN RELATIONS AND COMMUNITY AFFAIRS

To retain a thriving economic base, and to continue to improve quality of life, it is important for the people of Indianapolis to work together to create a climate in which diversity is celebrated, not merely tolerated, and where racial reconciliation is present in place of disunity.

It is in this spirit that Hudson Institute, under the leadership of Diana Etindi, created The Phoenix Center on Human Relations and Community Affairs. The name “The Phoenix Center” is inspired by the legendary bird that rose new and resplendent from the ashes, in the same way that the Center aspires to see a magnificent harmony and genuine unity come from the “ashes” of the past history of race relations in Indianapolis.

While prompted by a concern for race relations, the emphasis of the Center’s work is on a common bond as human beings, not on the term “race,” which often divides people. The Center includes “community affairs” because it promotes racial reconciliation and equality by looking at the community and focusing, with others outside the Center, on issues and projects that will naturally bring together people from diverse backgrounds.

Among its many activities in 2000, the Center provided input and feedback to Senator Sam Brownback on a project to establish a National African American Museum, patterned after the Holocaust Museum, that will censure slavery and celebrate the contributions made by African Americans to this country.

Etindi served on the Greater Indianapolis Progress Committee’s Race Relations Leadership Network (RRLN). The group meets monthly to deal with issues and situations in the community related to race relations. Her participation included designing a project to look at perceived disparity in the local criminal justice system and helping to design a survey to discern perceptions and attitudes held by racial minority groups in Indianapolis.

The Center also participated in the Martindale-Brightwood-Forest Manor Community Systemwide Response, serving the Subcommittee on Race Relations by conducting focus groups and writing a synopsis on race relations within the Martindale-Brightwood-Forest Manor area.

## REGULATORY STUDIES CENTER

The Regulatory Studies Center devoted its energy and resources to four principal areas. First, the Center prepared memoranda for the incoming administration, suggesting ways to cope with the resurgent OPEC oil cartel. The Center also prepared several articles for *Commentary*, Hudson's *American Outlook*, and other journals.

Second, the Center worked to understand the basic causes of the electricity crisis that afflicted California and the West. The considerable amount of research involved in this project already has been presented in various speeches and articles, and should result in a seminar on the subject early in 2001. The Center concluded that deregulation in name produces only disastrous results, and that real deregulation is the preferred policy choice.

Third, in the latter part of 2000 the Center engaged in extensive discussions with companies in the telecommunications sector to explore the possibility of obtaining support for a series of seminars. The seminars would explore whether deregulation can safely precede de-monopolization of the "last mile" of wire.

Finally, the Center has been involved in the recasting of the electricity and telecommunications regulatory regimes in Great Britain. The regimes are being revised to increase the scope of competition in those industries. Center Director Irwin M. Stelzer presented several important papers at various academic and think tank forums, which were widely circulated in the United States, as well as contributing a weekly column to *The Sunday Times* of London.

## URBAN POLICY STUDIES

The recommendations of Hudson's Michigan Urban Policy Initiative became effective on January 1, 2000, five months after Governor John Engler signed them into law. On that date, the state's new system for handling tax-delinquent real estate became operative. The new system is the cornerstone of the state's urban homeownership strategy, because it cuts in half the time required for abandoned homes to become available to new owners. As the Michigan strategy went into operation, members of the New York State Assembly requested information about it from Hudson. They now are considering whether to propose similar legislation to create a state urban homeownership strategy in New York.

For the first time in many years, urban policy attracted attention during the 2000 Presidential campaign. As part of a special *American Outlook* issue titled *What the Next President Needs to Know*, Hudson's Director of Urban Policy Studies John C. Weicher, now the Director of the Family Housing Authority in the Bush Administration, argued that the unexpected appearance of urban reform mayors starting in the 1990s was a local phenomenon rather than a federal one. However, the federal government can work with the mayors to strengthen the cities, by encouraging further reform instead of interfering with it, and by working to improve the educational opportunities of urban children.

Weicher also testified before Congress on legislative proposals to increase homeownership in America—a key to the future of urban areas nationally as well as in Michigan—and spoke on the housing and urban policy proposals of the Presidential candidates.

## WELFARE POLICY CENTER

In addition to writing and speaking, Welfare Policy Center (WPC) staff remained quite active working alongside policy makers and program operators in multiple states and cities. Working chiefly through its offices in Indianapolis, IN; Madison, WI; Tampa, FL; and Charlottesville, VA, Center staff offered policy counsel, conducted in-depth analysis, and consulted on a wide range of social policy concerns relevant to operational matters.

Among the most significant developments of the past year was the addition of Amy Sherman to the WPC staff. A Senior Fellow, Dr. Sherman researches and writes on the role of faith communities serving the poor and the implementation of the Charitable Choice provision of the Welfare Reform Law.

While much has been accomplished this past year, much more work remains to be done. As the re-authorization of Personal Responsibility and Work Opportunity Reconciliation Act looms in 2001 or 2002, WPC researchers will be active in defense of welfare reform's achievements and in calling for improvements that still are possible. We also will continue to help build on the momentum gathered by welfare reform and use it as a catalyst for other efforts to build a more civil society.

The Welfare Policy Center's project activity can be organized into both regional and issue-focused interests. While our work intentionally overlaps between geographic and topical domains, a presentation of our projects along these two lines offers a clear portrait of staff investment and outcomes. It is our contention that this form of "participatory research" not only adds value to the local actors we are assisting but also provides an invaluable source of original research for the Center.

The WPC's Madison office continues to be a focal point of the Center's interest and agenda. Chief among our efforts was the administration of the Governor's Wisconsin Works (W-2) Management and Evaluation Project and coordination of the Governor's Wisconsin Fatherhood Initiative. The Center soon will release a series of books on the welfare experience in Wisconsin.

Leading up to mid-2000, WPC staff helped to facilitate the merger of Florida's State WAGES program with Florida's state workforce board to create the nation's first state board which administers all available federal welfare and workforce funding at the local level.

Led by Amy Sherman, WPC researchers produced a wide variety of written materials related to faith-based social services and the new partnerships forming between government and the faith community. The highlights include four major reports, one documentary, eleven articles, numerous media interviews, dozens of consultations, and many speaking engagements across the country.

The Welfare Policy Center produced a number of written materials on fatherhood and family issues and designed fatherhood initiatives in Wisconsin and Indianapolis. A consistent thread, weaving various WPC fatherhood projects together, is our argument for fathers' irreplaceable role in families, especially their positive impact on child well being, our defense of the value of marriage, and our insights into strategies for reaching non-custodial parents.

In addition to the United States, many European countries also are restructuring their social



assistance systems. The line that formerly separated international and domestic policy has blurred, as U.S. and European officials are now just as interested in discussing education and welfare as they are in discussing NATO and defense. To foster a meaningful transatlantic dialogue on welfare reform and workforce development issues, the WPC has formed a working partnership with government officials and think tanks in the United Kingdom, Netherlands, and Germany. WPC staff convened an exchange between Florida and British officials concerning the devolution of responsibility from national governments to local officials, and the marketplace strategies that fuel many successful reform efforts. In November 2000 WPC convened its second transatlantic symposium, this time devoted to “The Business of Welfare Reform.”

WPC Director Jay Hein consulted American groups interested in international welfare reform efforts, co-authored a book chapter regarding U.S. and U.K. reforms, and participated in a television debate about the future of the welfare state.

# CENTER FOR WORKFORCE DEVELOPMENT

2000 was another year of worker dearth for the American economy. The year supplied additional convincing evidence, if such was needed, that the nation's workforce challenge has shifted from being one of "finding jobs for our workers" to one of "finding workers for our jobs."

America and its businesses are in a global war for talent. Workforce quantity and quality have become a binding constraint on economic growth and development in virtually every region and industrial sector. The recruitment and retention of skilled workers have become the obsession not only of corporate human resource managers but also now of chief executive officers.

Our research indicates that worker dearth in America is no short-term blip. Demographic and other fundamental factors foretell worker dearth for many years, if not many decades, into the future. Economic growth and development once depended mainly on natural resources and location. No longer is that true. Today and tomorrow, economic progress depends centrally on human resources.

A major objective of the Center is the publication, at roughly five-year intervals, of books in the sequence of *Workforce 2000* and *Workforce 2020*. The year 2000 brought the initial research steps toward producing the next in this illustrious series.

The Center for Workforce Development works closely with states, regions, companies, and associations to design, implement and evaluate development strategies in the fields of workforce, economic and human resource development.

Prominent among the Center's applications work in 2000 were major workforce development studies carried out for the Tampa-Bay (FL) region and Tri-state region of Southwestern Indiana, North Central Kentucky, and Southeastern Illinois.

Hudson's Center for Workforce Development and the Society for Human Resource Management co-sponsored a major conference, "Winning the War for Talent," which attracted more than 300 participants to Washington D.C. in September 2000. Ten Hudson staff members joined a host of other distinguished presenters at the conference.

## SPECIALIZED RESEARCH

### CAROL C. ADELMAN

Carol C. Adelman joined Hudson Institute in March 2000. She continued her research and writing on healthcare in China, based on a conference she chaired in Beijing in November 1999. Her piece, “Healthcare for Tomorrow’s China” was published in the spring of 2000 as an *Atlantic Council Bulletin*. This work examined healthcare reform options in China that would allow for public financing and private sector provision of services.

She continued monitoring the HIV/AIDS epidemic, examining public policy implications and providing advice to healthcare organizations. Her work focused on comparing different treatment/prevention approaches of developing countries to reducing HIV/AIDS infection and mortality rates.

Adelman also conducted research on private American international philanthropy, with comparisons to official foreign aid levels using OECD data. Her work pulled together data from a wide variety of sources on U.S. international private giving, showing that this level of foreign assistance was almost three times that of U.S. official foreign aid. Based on this work, she published pieces in the *Wall Street Journal International* and *American Outlook* magazine.

Dr. Adelman continued to teach leadership and management training classes at the Wharton School of Business at the University of Pennsylvania and at the Aspen Institute.

### MONA CHAREN

Mona Charen joined Hudson institute in June 2000 to begin study on the Cold War doctrine of moral equivalence—alleging that the differences between the communist and capitalist systems were becoming increasingly insignificant. Twenty-five years before the demise of the Soviet Union, many of the West’s leading intellectuals were urging the U.S. government to abandon the policies that eventually led to victory in the Cold War. Charen is comparing the assertions made by those social scientists, Sovietologists, economists, and other intellectual elites with the actual state of affairs, as it is known today. She will publish her findings in a book tentatively titled *Moral Equivalence Revisited*.

Charen’s syndicated column has appeared in such publications as *The Washington Post*, *Chicago Sun-Times*, *The Detroit News*, *The Atlanta Journal-Constitution*, *The Boston Globe*, *The Washington Times*, and *The Indianapolis Star*. She also appeared in 2000 on CNN Talkback Live.

### MICHAEL FUMENTO

Michael Fumento has become the nation’s leading voice, challenging misleading scientific assumptions, or what some call “junk science.” He continued to promote scientific awareness and fight misconceptions about chemical usage, writing prolifically on such topics as pesticides, EPA air

pollution regulations, Agent Orange, the military anthrax vaccine, and the alleged connection between industrial chemicals and breast cancer. His work appeared in publications such as *Forbes*, *Investor's Business Daily*, *Reason* and *American Outlook*. His knowledge of the propaganda behind anti-chemical and anti-industry beliefs contributed heavily to a John Stossel "Give Me a Break!" segment on ABC.

Fumento's focus on biotechnology sharpened in 2000 with pieces such as "Why Europe Fears Biotech Food" in the *Wall Street Journal*; "The Science Terminators" in *Forbes*; and "Crop Busters" in *Reason*. He is working on a new book on the subject, *BioEvolution: How Biotechnology Is Changing our World*.

#### **CHARLES HORNER**

In 2000, economic liberalization for China led to greater domestic prosperity and closer ties to the outside world. The consequences of rapid domestic change were met with arbitrary repression by China's government. Religious believers and democracy advocates became conspicuous targets, and there were signs of popular discontent—even some violent protests. Thus, China's two-decade old program of "opening up and modernization" remained problematic at home, and its increasingly truculent foreign policy disconcerted many in Europe, Japan, and North America—even long-time supporters of "engagement" with China.

Senior Fellow Charles Horner saw these as ongoing problems in China's still uncompleted transformation, begun in the nineteenth century. At a Washington, D.C., conference in February, he discussed the influence of traditional religious beliefs on contemporary Chinese thought and politics. In May, the Ronald Reagan Foundation and the Ethics and Public Policy Center sponsored a major international meeting on the implications of China's transformation, and Horner's presentation there formed the basis for an article to appear in *The National Interest* in early 2001. His Hudson paper on the large-scale reform of China's healthcare system and its relation to a much larger-scale social transformation was published in August.

#### **CONSTANTINE C. MENGES**

Constantine Menges joined Hudson Institute in June 2000 to continue his study of the fragile, complex process of movement from dictatorships to political democracy and market-oriented economies. He has focused his studies on Russia-China relations, the democratic transition in Taiwan, and issues of political liberalization in the People's Republic of China. Menges began work on a new book tentatively titled *The U.S., Russia, and China: Geopolitics in the New Century*.

In 2000, Dr. Menges was published in *The Washington Times* and he was quoted in *The Washington Post*, *Aviation Week & Space Technology*, and *Defense Week*.

#### **NORMAN PODHORETZ**

Norman Podhoretz released his long-awaited book, *My Love Affair with America*, the week of July 4, 2000. The book is a melange of autobiography, social criticism, and cultural history. Podhoretz argues that the United States deserves to be glorified as one of the great civilizations of human history by virtue of having created a society in which there is more liberty and more prosperity, more widely shared, than in any other society known to human history. As an attribute to its impact, the book

provoked heated controversy among reviewers all over the country, with several syndicated columnists placing it at the center of their Independence Day pieces.

Podhoretz's article "Bellow at 85, Roth at 67," took a look at the entire corpus of two of the most important contemporary American novelists—Saul Bellow and Philip Roth—and placed their work in the social and political context of our age. The article appeared in the July/August issue of *Commentary*.

In the summer of 2000 Podhoretz visited Plymouth Notch, Vermont—the birthplace of Calvin Coolidge—and spoke before a large audience in the church where Coolidge had worshipped while home from the White House. Podhoretz spent time as a scholar-in-residence at an important synagogue in Los Angeles and delivered a lecture on "Catholics, Blacks, and Other Minorities" at the College of Holy Cross. He also was invited by the Prime Minister of Hungary to deliver a major address to the country's legislature.

#### EDWIN S. RUBENSTEIN

Edwin S. Rubenstein, Hudson's Director of Research, engaged in domestic, international, and historical research projects in 2000. Mr. Rubenstein was principal researcher on a major study of the U.S. water industry commissioned by the American Water Works Company, the largest private water company in the nation. The final report, entitled "The Untapped Potential of Water Privatization," included a statistical analysis of private versus public water companies and scenarios for the industry's future. A "report card," grading the state of Indiana relative to other states and countries on a host of economic, workforce, and entrepreneurial indicators, was delivered to the Indiana Chamber of Commerce in 2000, and will be reprised in 2001.

In November 1999 Rubenstein spoke on "Globalization and Government" at an international conference sponsored by the China Development Institute in Shenzhen, China. Closer to home, Rubenstein has spoken on the Indiana economy and the role of think tanks to local universities, Rotary Clubs, and civic associations. Rubenstein is also a contributing editor at *Forbes* magazine, where his recent articles have dealt with the stock market, immigration, education, and other issues affecting the U.S. economy.

#### MAX SINGER

Max Singer began work on a book tentatively titled *The People's Century: How*

*Modernization Will Change the World in the 21st Century*. The book examines the tremendous turbulence and advances made in the 20th Century, finding that they were the result of modernization. The impact of modernization led to several unique developments during the twentieth century, one of which was the creation of the first zones of peace in history in Western Europe and North America. These and other developments suggest it would not be surprising if the biggest changes in the twenty-first century will be the *effects* of modernization.

The first phase of Singer's work concentrates on developing the first independent projections of world and regional population to 2100 that do not use arbitrary assumptions about fertility moving up to replacement levels. Future phases of the book suggest that in the 21st Century modernization will assist another 50 percent of the world's population to move from traditional to modern conditions—that is, to become as wealthy, democratic, and peaceful, as Western Europe is today.

# FISCAL YEAR REVENUE 2000 1999

\*All dollar figures in thousands.

Fiscal year ended September 30, 2000.

## INCOME

U. S. government contracts	\$184	\$220
Restricted grants & other contracts	\$4,577	\$4,312
Unrestricted grants & donations	\$2,027	\$2,850
Interest & income from endowment	\$478	\$289
Other	\$56	\$73
<b>Total revenue</b>	<b>\$7,322</b>	<b>\$7,744</b>

## EXPENSES

Direct research	\$4,934	\$4,584
Other research	\$1,307	\$1,505
External affairs and administrative	\$1,365	\$1,590
<b>Total expenses</b>	<b>\$7,606</b>	<b>\$7,679</b>

Excess of revenue and support over expenses	(\$284)	\$65
Net assets at beginning of year	\$5,584	\$4,519
Contributions to endowment	\$1,363	\$1,000
<b>Net Assets At End Of Year</b>	<b>\$6,663</b>	<b>\$5,584</b>

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