A Quarter Century Making History
2018 At a Glance

6 Research Centers

8 Research Programs

57 Fellows, Scholars and Research Staff

92 Rice Faculty Scholars and Affiliated Researchers

101 Student Interns

103 Events

182 Classes Taught

200 Countries Reached on the Web

257 Publications

12,753 Podcast Downloads

19,359 Media Citations

29,335 Followers on Social Media
Rice University’s Baker Institute for Public Policy is a nonprofit, nonpartisan think tank in Houston, Texas. The institute produces independent research on domestic and foreign policy issues with a focus on providing decision-makers in the public and private sectors with relevant and timely policy assessments and recommendations.

By bringing statesmen, scholars and students together, the institute broadens the content and reach of its policy assessments and recommendations, and provides an open forum for debate and discussion.

The institute educates students on public policy issues and related subjects by offering courses at Rice University and sponsoring student intern and mentoring programs at home and abroad.
“We are here because we believe that this institute, drawing on Rice University’s long tradition of public service and academic excellence, can help bring a fresh, informed and incisive voice to our national debate.”

– THE HONORABLE JAMES A. BAKER, III
Honorary Chair, Rice University’s Baker Institute for Public Policy
Rice University’s Baker Institute was conceived as a nonpartisan, data-driven public policy institution. I am gratified to state that for a quarter of a century, we have not wavered from that promise. We have succeeded in influencing the decision-making process at the highest levels of the public and private sectors. We have succeeded in becoming a prominent forum for national and foreign leaders. We have succeeded in integrating the institute into the educational and student life of the university. We have succeeded in becoming a leader among our peers.

Our 25th anniversary theme, “A Quarter Century – Making History,” symbolizes our evolution from our modest beginnings in Rice’s Fondren Library to becoming the third-best university-affiliated think tank in the world, with our Center for Energy Studies now ranked the first in its class.

We are addressing some of the most important policy issues our country faces, including energy, health, public finance, drugs, space, science and technology, entrepreneurship and economic growth, and U.S. foreign policy, with a particular focus on the Middle East and Mexico. Our fellows and scholars have charted their vision for the next five years in all of our research programs, and our board of advisors continues to provide meaningful strategic direction.

We are engaged with Rice University students at the undergraduate and graduate levels. The institute also supports robust student internship programs at home and abroad, a Master of Global Affairs program and a Master of Energy Economics program.

With President Barack Obama as our 25th anniversary gala guest of honor, we will have hosted, since our inception, every living former president of the United States.

We would not have succeeded, however, without the generosity of our donors, the dedicated support of our board of advisors, and the commitment of our Roundtable and Roundtable Young Professionals members. On behalf of all our fellows, scholars and staff, allow me to extend to each and all of you our appreciation and gratitude.

EDWARD P. DJEREJIAN
Director
The field of energy is rapidly changing as advances in technology and engineering have altered trade relationships and economies around the globe. With the rapid disruption in global energy markets, businesses and governments have turned to policy experts to help explain these shifts and predict what can be expected in the new world of energy, where the old rules don’t apply.

The Baker Institute Center for Energy Studies, led by Kenneth B. Medlock, the James A. Baker, III, and Susan G. Baker Fellow in Energy and Resource Economics, is on the cutting edge of research advancing policy for the changing global landscape. In 2018, the center was named the top energy and resource policy think tank program in the world. “We have an excellent team of fellows and scholars working in an interdisciplinary manner across the energy-environment arena,” says Medlock. “Teamwork is a hallmark of our success in providing unbiased analysis of factors that shape the future of energy.”

The center has broad programs focused on the economics and geopolitics of electricity, natural gas, crude oil, the environmental impacts of energy development and use, and minerals in energy. One major field of study over the past year has been quantifying how the rise of U.S. shale production is upending the energy landscape around the globe. “Oil and natural gas from shale are transforming everything and have provided a geopolitical advantage for the U.S. that nobody predicted,” Medlock says. The U.S. is now a net exporter of natural gas and rapidly approaching the same for combined crude oil and petroleum products. Because of shale production, the U.S. is entering global liquefied natural gas markets in a big way, a change that has geopolitical implications around the world — something else the center is looking at closely. “You are seeing the nature of the LNG market change, with producers and consumers beginning to interact in different ways that reflect a shifting of the status quo,” Medlock says.

Another major focus for the center is far removed from the booming and shifting markets of the developed world. More than 1.1 billion people live in such poverty that they have no access to electricity at all, a condition termed “energy poverty.” The center is currently developing tools to measure energy poverty and its relationship to policy. “The world of energy is one of haves and have nots. Sometimes that’s glossed over in the conversation about energy transitions,” Medlock says. “Figuring out how to address that is one of the most important issues we’re facing today.”

By leveraging relationships and expertise across disciplines both within the Baker Institute and beyond, the Center for Energy Studies draws connections between the fields of engineering, politics, economics and more to help inform policy decisions that will guide our future. “Energy is the ultimate applied field. Any discipline you can think of, there’s an application in energy,” Medlock says. “Our goal is to utilize our resources to the best of our ability, and we have a fantastic platform provided by the Baker Institute.”

By producing high-quality, unbiased analysis of some of the most pressing issues in energy today, the Center for Energy Studies aims to shape sound policy decisions that will carry the U.S. and other major energy-producing and consuming countries into the future. “When you stay away from advocacy and focus on data, you can elevate conversations and construct sound policy,” Medlock says. “If you can lift the conversation out of the muck, a lot of good things start to happen.”
“When you stay away from advocacy and focus on data, you can elevate conversations and construct sound policy.”
“In the midst of turmoil, we continue to build bridges. In the end, the U.S.-Mexico relationship is permanent. Individuals are temporary.”
When the Baker Institute created the Mexico Center five years ago, there were clear goals for study. “In my view, Mexico is one of the top five most important relationships for the U.S. because it affects immigration trends and quality of life,” says Tony Payan, the Françoise and Edward Djerejian Fellow for Mexico Studies and the director of the Mexico Center.

Issues like the rule of law, trade, immigration, drug policy and North American energy independence all link Mexico and the United States, and those issues have been the focus of the Mexico Center since its inception. But since President Donald Trump took office in 2017, so much of our foreign policy as it relates to Mexico has changed — and the Mexico Center has risen to the challenge to provide research and forums on critical issues that people on both sides of the border care about more than ever.

At an event on immigration in March 2018, Baker Hall was packed with hundreds of people, all there to watch a series of short films about “The Rational Middle” of immigration reform and hear a panel discussion with experts from the Mexico Center and the Center for Houston’s Future. “Because of all these changes, there is a thirst for an expert voice, a knowledgeable voice, for someone who can say, ‘This is what we can expect, this is how far they can go, this is what they can do and this is what they cannot do,’” Payan says.

The North American Free Trade Agreement has been a key point of research at the Mexico Center, which was a trusted expert source for media during negotiations for a revised accord. “We aim to be an objective, rational voice on our binational relationship. Our mission is to provide a forum for voices from both sides of the border,” Payan says. “If we do not disseminate our findings to the media, put out the facts and reasonable solutions to policy issues, ideologues are going to fill the vacuum.”

As the political landscape changes quickly and at times unpredictably, the Mexico Center is looking ahead by launching a research project with academics from the U.S. and Mexico called “The Future of U.S. Mexico Relations: Strategic Foresight to 2020.” “What are the major drivers for the binational relationship? NAFTA framed it for the past 25 years. What is the relationship going to look like in the next 25 years?” Payan asks.

Although the future of U.S.-Mexico relations is hard to predict, the Mexico Center is building connections between academics and policymakers in both countries, considering a diverse array of viewpoints, and crafting reasonable policy suggestions — a goal that looks beyond our immediate political reality. “In the midst of turmoil, we continue to build bridges. In the end, the U.S.-Mexico relationship is permanent. Individuals are temporary,” Payan says. “That, to me, is key — continue with a steady hand to build the bridges and leave them there for future generations.”

Global Impact

MEXICO

2018 Annual Report | 7
The Center for the Middle East (CME), one of the Baker Institute’s core programs, addresses key regional issues, including Arab-Israeli conflict resolution, the implications of the 2011-2012 Arab uprisings, the role of Islamist parties, Iran, the political economies of the Arab Gulf states, human rights and women’s rights. The institute was an integral part of the 2003 Iraq Study Group and the congressionally mandated report, “Changing Minds, Winning Peace,” which outlined U.S. public diplomacy in the region.

As one of the first research programs established within the institute, the CME focused on conflict resolution in the Middle East. Djerejian, who served as the U.S. ambassador to Syria and to Israel, convened two Track II diplomatic exercises: one on Syria’s relations with the United States and with Israel, and another on Israeli-Palestinian peace negotiations. The deliberations of these high-level stakeholders resulted in policy reports and recommendations that were cited in subsequent negotiations and diplomatic contacts. For example, the Baker Institute’s 2013 report on the territorial aspects of an Israeli-Palestinian settlement became a basic reference document for negotiators.

Since those early days, the CME has added several high-profile experts and expanded its focus and reach. “Conflict resolution remains a key pillar for the CME, but we’ve expanded the center to address other critical issues in the Middle East region,” Djerejian says.

Kristian Coates Ulrichsen, a fellow for the Middle East, examines political, economic and security trends in the Gulf region and broader Middle East, in particular the Gulf Cooperation Council states’ changing position in regional and international affairs. His recent books have made him a go-to source for the media as they analyze political economy shifts at a time of great change in the region. “A new generation of youthful leaders has shaken up longstanding political and economic structures and injected powerful new dynamics into issues of regional security and stability,” Ulrichsen says.

In May, fellow Mohammad Ayatollahi Tabar released a significant book on politics and religion in Iran. “Religious Statecraft: The Politics of Islam in Iran” posits a much different view of Iranian politics than what is widely perceived to be true. Tabar traces a half-century of shifting Islamist doctrines against the backdrop of Iran’s factional and international politics, demonstrating that religious narratives in Iran can change rapidly, frequently and dramatically in accordance with elites’ threat perceptions.

A.Kadir Yildirim, a CME fellow, has been at the helm of a two-year project examining pluralism and inclusion in the Middle East since the Arab uprisings. The project, which included workshops held throughout the region along with a public opinion survey commissioned across 10 countries, was made possible by a generous grant from the Carnegie Corporation of New York. “We found some pockets of improvement in terms of pluralism and inclusion but there is either stagnation or pushback into greater exclusion in parts of the region since 2011,” Yildirim says.

The CME has also recruited Gilead Sher, a noted Israeli lawyer and participant in Israeli-Arab negotiations, as the new Brochstein fellow in honor of Yitzhak Rabin.

In the upcoming year, the CME is planning to expand the scope of its programs to include refugee issues. “One of the major humanitarian challenges in the Middle East is the refugee crisis, which has huge consequences not only for the countries in the region but also for the international community,” Djerejian says.

Ultimately, the CME’s scholars are advancing the center’s vision of being a platform for nonpartisan, data-driven study and dialogue on issues that are crucial for all those concerned about the future of the Middle East region.
“Conflict resolution remains a key pillar for the CME, but we’ve expanded the center to address other critical issues in the Middle East region.”
“Our goal is to influence policy so that the tax system is as efficient as possible at raising needed revenue.”
John W. Diamond, the Edward A. and Hermena Hancock Kelly Fellow in Public Finance, has been working on issues of tax and expenditure policy and public finance at the Baker Institute since 2004. Diamond’s current work focuses on individual and corporate tax reform, the distributional effect of carbon taxes, school finance reform and public pensions, all of which are contentious areas of debate.

With an influx of new funding in March 2017 and January 2018, Diamond has been hard at work in his role as director of the Center for Public Finance, which recently marked its first full year as the Baker Institute’s sixth major research center. The grants allowed the center to add three research fellows — Joyce Beebe, Jorge Barro and Thomas L. Hogan. In addition, the grants allow Baker Institute Rice faculty scholar George Zodrow, the Allyn R. and Gladys M. Cline Chair of Economics and a world-renowned scholar in economic circles, to continue as an integral part of the center.

Each new hire has brought new skills and expanded the center’s research in new directions. Hogan focuses on banking regulation and monetary policy, while Barro develops dynamic macroeconomic models for fiscal policy evaluation. “The government has to raise revenues and our work is geared toward raising that revenue in the most efficient way possible,” Diamond says. “Our goal is to influence policy so that the tax system is as efficient as possible at raising needed revenue.”

Beebe, who started at the institute in March 2017, focuses on general business issues, technology-disrupted sectors of the economy, and the tax policies that are struggling to keep up with the changes. This includes challenges in valuing intangible assets, taxing the gig economy, and the contentious issue of state taxation of online and remote sales, which made its way to the Supreme Court in June 2018. The court ruled in favor of the states’ right to impose a tax, which has serious implications around the country. Beebe has done research on the topic and served as an expert for media outlets trying to explain the policy implications, which will likely take years to play out. “States have been developing creative patchworks to bypass or redefine physical presence; the ruling puts these work-arounds to bed, and states can now focus on promoting interstate commerce,” Beebe says. “The states must now decide how taxes on online sales will be implemented, which is quite complicated in practice.”

Another key political issue with tax implications is the debate on funding a paid family leave policy. “The U.S. is one of the few countries in the world that does not have paid family leave. There’s been a lot of discussion on why we don’t have a policy,” Beebe says. Her current research has involved parsing the various plans proposed by politicians on both sides of the aisle.

Diamond says the creation of the center has allowed the team to branch out into new areas of study while deepening its research capabilities in core areas. “We’re able to cover more issues, and we’re building out our modeling capabilities,” Diamond says. “We’re putting out research that has some influence, that addresses issues that are important questions of the day in politics.”
Vivian Ho, the James A. Baker III Institute Chair in Health Economics, has been identifying ways to control rising health care costs for 15 years at the Baker Institute and finds it critical to delve into issues around health care policy because they affect every American. “Health care already comprises 18 percent of our economy, and that share is projected to keep growing,” Ho says. “Health is an essential requirement for everyone’s livelihoods, but Americans aren’t receiving good value for the money they’re spending on it. So how do we deliver affordable health care?”

The U.S. exceeds every other country in the per capita amount it spends on health care, according to the World Health Organization, in spite of the fact that it is the only industrialized country without universal health care coverage. As the director of the Center for Health and Biosciences, Ho leads a team of researchers who have identified sources of rising health care costs in heart disease and complex cancer surgery. It has highlighted the important role that higher quality health care can play in lowering costs. Ho and her team have also conducted research that provides guidance to state and national policymakers on which government regulations help or hinder health care cost growth and patient health.

A main focus of research in the past year was on the United States’ staggering drug prices, which are steadily rising — especially cancer drug prices, which are increasing by 10 percent or more each year. Hagop Kantarjian, chair of the Department of Leukemia at The University of Texas MD Anderson Cancer Center and nonresident fellow in health policy at the Baker Institute, has researched the problem extensively, and he and Ho penned an opinion piece in The Hill that looked critically at President Donald Trump’s plan to lower drug prices. “The reality is that research and development costs of drug companies do not justify the higher prices in the U.S.; European countries absorb their share of research costs,” the pair wrote. “Americans are paying twice — once to fund research that benefits the drug industry, and a second time for unjustified prices three to 10 times higher than other countries.”

Ho’s research is not only focused on the national level. A main thrust of her work over the past year was on the rise of freestanding emergency rooms in Texas, many of which charge exorbitant prices and leave patients with surprise bills. “The trend is mostly in Texas because of specific laws that were passed by mistake — they didn’t realize the monster they unleashed,” Ho says. “Although the current studies I’ve published are based on Texas data, they have implications for how other states and the federal government are choosing to regulate and reimburse these facilities.”

Workable policy solutions are more important than ever as employers, employees and taxpayers are reaching the limit in how much they are willing to spend on health care and as issues like a single-payer system and the looming Medicare deficit enter mainstream consciousness. “Americans continue to throw dollars at a broken health care system,” Ho says. “We must realign incentives in the private and public health care sectors to reward providers who provide high-quality, efficient health care. We’re working as fast as we can to identify solutions at the Baker Institute that will make the health care system affordable to everyone.”
“We’re working as fast as we can to identify solutions at the Baker Institute that will make the health care system affordable to everyone.”
Punishing drug users doesn’t make them stop using drugs. We research policy options so that policymakers at all levels of government can take pragmatic and effective action toward drug use.” – KATHARINE NEILL HARRIS, PH.D.
For more than a century, U.S. drug policy has been grounded on prohibition, with “zero tolerance” for drug users, producers and traffickers. Federal, state and local governments have spent more than a trillion dollars destroying crops, seizing drugs and imprisoning more people than any other country in the world, a disproportionate number of them poor and black.

William Martin, the Harry and Hazel Chavanne Senior Fellow in Religion and Public Policy and director of the Baker Institute Drug Policy Program, notes that “Despite these massive efforts, this ‘war on drugs’ has failed to significantly reduce crime, prevent overdose deaths, diminish the spread of use-related disease or undermine the illegal drug market.” In response, a growing number of states and cities are turning to “harm reduction” policies that seek to reduce the personal and societal damage illegal drug use can cause, without creating additional problems for the criminal justice system. Since its inception in 2001, the Drug Policy Program has focused on and pursued this approach.

Vital support for the program has come from the Glassell Family Foundation, which funded a postdoctoral fellowship from 2012 to 2017, increasing the program’s research capacity and allowing for more connections to be made with local, state and federal policymakers. In July 2017, a $3 million gift from the foundation placed the program on a firmer foundation. Katharine Neill Harris, who had previously held the postdoctoral position, was named the first Alfred C. Glassell, III, Fellow in Drug Policy.

One of Harris’ main goals is to provide stakeholders with sound research that can lead to more effective drug policies. She has worked with criminal justice leaders in Harris County to consider implementing a pre-arrest drug diversion program. “This kind of program,” Harris says, “is a promising alternative to incarceration that can reduce the county’s overcrowded jail and help address the racial disparities in the criminal justice system without compromising public safety.” Harris has also established a relationship with the Harris County Sheriff’s Office and has had conversations with the leadership about expanding the jail’s medication options for addressing opioid addiction among incarcerated individuals.

“While the state of Texas is quite conservative in a lot of areas, drug policy being one of them, the leadership at the local level has been quite open to dealing with drug use more pragmatically,” Harris says. “Houston is the fourth-largest city in the country, so what happens here affects a great many people and can be a model for other cities and for Texas.”

In addition to producing issue briefs and policy papers, both Martin and Harris have testified before Texas Legislature committees in support of reform measures and expect to be active during the 2019 legislative session regarding such issues as marijuana decriminalization, syringe exchange and other initiatives to address the opioid epidemic. Nationally, the program is trying to help secure funding for medication-assisted treatment in correctional facilities, which could be used in the Harris County jail and in other sites across the country.

The program’s focus on nonpartisan research aims to bolster the case for a move from a punitive and ineffective drug policy model to one that is focused on harm reduction and public health. “Drug policy is clearly moving in that direction nationally and internationally,” Martin says, “and we are an active part of that effort.”
It has been a dynamic year in Texas politics. Although the state has long been politically conservative, an increasingly tense divide has developed among Republican legislators, and the 2017 legislative session was marked by centrist conservative Republicans confronting a much more conservative—and vocal—tea party contingent.

Mark P. Jones, the Baker Institute Fellow in Political Science and the Joseph D. Jamail Chair in Latin American Studies, has been a leading voice in interpreting this divide. For years, Jones has released a Lib-Con score for each Texas House and Senate member. During the last session, this index provided key insights into the trend of increasingly conservative voices pulling the state’s legislative agenda further to the right.

And last fall, House Speaker Joe Straus, a leading centrist voice, announced his retirement, leaving a question about the future direction of Texas politics. “How conservative the new speaker is and to what extent are they aligned or in conflict with Governor Abbott and Lieutenant Governor Dan Patrick are key questions,” Jones says.

The vacancy of a high-powered spot gives the 2018 election an increasing urgency. “There’s potential for centrist Republicans to threaten to align with Democrats or within the House GOP Caucus by threatening to defect.”

To evaluate the likelihood of Texas House districts being flipped this year, Jones built two indexes based on district-by-district results in partisan statewide judicial elections, as well as by their position vis-à-vis President Donald Trump. In a resulting article for The Texas Tribune, Jones wrote that as many as 13 Republican-held seats are potentially vulnerable to being flipped by the Democrats in 2018.

Jones lends his expertise to media outlets around the country to inform voters of the stakes. “The Baker Institute is unique because it provides what’s lacking in the current political debate: neutral, objective, nonpartisan analysis,” he says. “Politics has become so polarized that there’s an increasingly small set of objective experts.”

McNAIR CENTER

Founded in 2015 with a gift from The Robert and Janice McNair Foundation, the McNair Center for Entrepreneurship and Economic Growth has two pillars to its mandate: research and engagement. The center produces research on the role of entrepreneurship and free enterprise in the U.S. economy and translates the work into timely policy recommendations. Center fellows and scholars then disseminate the analysis, engaging with private- and public-sector leaders to inform their decisions.

“The McNair Center greatly expands the capability of the Baker Institute to address the relevant and important policy challenges connected to the role of small businesses, entrepreneurship and economic growth,” says Ambassador Edward Djerejian, director of the Baker Institute.

In its first three years, center experts have investigated issues such as ecosystems, barriers to small business growth and access to capital. Going forward, the center will publish research on workforce availability and small business taxation and regulation, with the goal of developing policies that advance sustainable economic growth and prosperity in Texas and across the United States.

In September, the institute announced that Jennifer Rabb, former tax policy advisor in the Office of the Lieutenant Governor of Texas, had been named the director and fellow of the McNair Center. Prior to her service in state government, Rabb, an attorney, represented entrepreneurs and businesses of all sizes facing structuring, funding and compliance issues.
“The Baker Institute is unique because it provides what’s lacking in the current political debate: neutral, objective, nonpartisan analysis.”
“The mission is to use rigorous research to drive policy changes that make society more equitable — and all of the science says we have to start with children.”
Quianta Moore, the Baker Institute Fellow in Child Health Policy, conducts rigorous research to identify the root causes of the disparity in outcomes between children of different demographics, and to inform policies that create a more equitable future for all children. Her research is thorough and done without bias, which has resulted in some hard truths. “My data is showing over and over that kids are not failing because they’re not trying hard enough,” Moore says. “We’re seeing third-graders who are suffering from depression, who have witnessed neighborhood violence or who are hungry. These factors increase a child’s risk of failing. Advancing equity means developing policies that help mitigate those factors.”

Her work focuses on the whole child, including the schools, neighborhoods and families that make up their environment. Moore’s research follows the child from birth through high school, and seeks to answer the question, “How do we create policies that give every child the opportunity to succeed?”

She believes a critical component of ensuring success is supporting the development of a child during the first few years of life. A growing body of research shows that in order for children to reach their full potential, policies must support brain development in children from birth to age 3.

Moore has made that window of a child’s life a key area of her research. In partnership with the city of Houston and Harris County, Moore is developing an early childhood education program for women receiving Women, Infants and Children (WIC) assistance. This year, she also conducted research on the impact of Hurricane Harvey on families with children under age 3, with recommendations on ways to prevent adverse effects of natural disasters on young children. “In the first few years of life, the brain is developing at a rapid rate — and how the brain develops in those years is a strong predictor of outcomes later in life,” Moore says.

Moore earned her M.D. at Baylor College of Medicine and a J.D. at the University of Houston Law Center because she recognized a disconnect between the practice of medicine and the regulations and policies that guide medical practice and influence health outcomes. Moore uses that diverse body of knowledge and expertise to conduct research to improve the health of children.

In early 2017, Houston Mayor Sylvester Turner appointed Moore to a Task Force on Equity, with the goal of developing policy recommendations to make Houston, one of the most inequitable cities in the U.S., a better place to live and work. She has also partnered with the Houston Independent School District to research how depression, food insecurity and neighborhood violence affect student performance. And Moore’s team and partners have undertaken two large needs-assessment studies in underprivileged Houston neighborhoods to begin to pinpoint and address problems that lead to poor outcomes for children.

The Baker Institute gives Moore the support and access that are critical to ensuring the data she gathers reaches policymakers on the state and national level. “Part of the challenge in these communities is they don’t have access to decision-makers. I want to be the bridge between regular, everyday people and those who make the policies that affect them,” Moore says. “The mission is to use rigorous research to drive policy changes that make society more equitable — and all of the science says we have to start with children.”
Jim Blackburn has had a busy year. As a Rice faculty scholar at the Baker Institute and the co-director of the Severe Storm Prediction, Education and Evacuation from Disasters (SSPEED) Center at Rice, he has studied issues of flooding for decades. But after Hurricane Harvey flooded the city Blackburn has called home for the past 46 years, his expertise was badly needed as journalists across the country and beyond struggled to put into perspective the destruction that took place in Houston and what factors contributed to it.

“The global curiosity about what was happening here was unprecedented because of the storm itself — the length, the severity and the widespread flooding. We haven’t seen something quite like that before,” Blackburn says.

Having long studied flooding issues and litigating them in his environmental law practice, Blackburn immediately turned his sights to solutions by developing a paper on key steps Houston needs to implement to mitigate the disastrous effects of the next storm. The challenge for Houston’s leaders in the public and private sectors is great.

Those key items served as the basis for his recommendations to media far and wide — including both relatively easy and cheap short-term solutions like buyouts and heavy ticket items such as large-scale detention and drainage projects — that the community will have to find ways to fund. And for all his unflagging optimism, Blackburn warns that citizens and the politicians representing them at the local, state and federal levels need to get to work — now.

“I think anybody with any common sense would be worried about not getting there. Our community in the past has accomplished amazing things, but it’s always been a pro-development, pro-industry approach. Here, something different is called for. We need to find a different voice and a different vision,” Blackburn says. “I’m certainly optimistic that we can get there, but we are not there by any stretch.”

Blackburn followed up his initial paper after Harvey by focusing on living with flooding in Houston and resilience and sustainability in the 21st century. “The goal is not to be looking backward and blame-casting, but really trying to be forward-looking in identifying and pursuing solutions,” Blackburn says. “The problems we have are not going to go away. Every climate scientist we’ve talked to is clear that we will have Harveys and Allisons in the future.”

Until that next storm hits, Blackburn will be working steadily to propose policy solutions and get big ideas in front of the people who can make changes. “Through the Baker Institute, important policy issues associated with Harvey, recovery and flood planning are put in front of decision-makers and those interested in the future of the region,” Blackburn says. “There are responsibilities on all sides moving forward, and that’s not an easy task. It requires a sea change in the way we think about water in the community.”
“Through the Baker Institute, important policy issues associated with Harvey, recovery and flood planning are put in front of decision-makers and those interested in the future of the region.”
“We have two goals. The first is simply educating students in public policy, and the other is encouraging careers in public policy.”

–JOE BARNES
The Baker Institute is world-renowned for the research it does across many fronts of public policy, but that is not its only goal. As part of Rice University, the Baker Institute is dedicated to advancing the next generation of policymakers. To that end, two of the longest-standing experts at the Baker Institute have made it their mission to train and nurture exceptional students who are interested in public service.

Each of the Baker Institute’s most successful student programs has been initiated by students themselves. In 2002, a group of motivated students began the Baker Institute Student Forum, with the goal of increasing students’ interest in exploring and contributing to the resolution of pressing policy issues. The forum hosts student debates about policy and informal lectures with distinguished Baker Institute fellows. Its key event is an annual undergraduate policy competition that solicits papers from Rice students on specified public policy issues; past themes have included health care, energy and Latin American policy.

Joe Barnes, the Bonner Means Baker Fellow, serves as the faculty advisor to the Baker Institute Student Forum. “We have two goals,” Barnes says. “The first is simply educating students in public policy, and the other is encouraging careers in public policy — and a number have gone on to work in think tanks and government agencies, and gone into politics.”

The second pillar of student involvement with the Baker Institute is the highly acclaimed Jesse Jones Leadership Center Summer in D.C. Policy Research Internship Program. Started in 2004, the program provides generous stipends for students to participate in policymaking research in Washington, D.C. The program was initiated by a group of students who had big goals for D.C. internships but lacked the financial resources to make them work. The program, which relies on the students to find and secure internships themselves, provides $7,500 to cover living expenses for the summer. At summer’s end, the interns write a research report and give a presentation before Baker Institute fellows, Rice faculty members and researchers.

The internship program has been led by Steven W. Lewis, the C.V. Starr Transnational China Fellow, since its inception. “We’re looking for self-starters who are really sharp at analysis and really good at communication, with a genuine interest in public affairs — we don’t need students with a policy background,” Lewis says. The program ends up with an elite group; of the approximately 150 alumni of the program, two-thirds have gone into public service, Lewis says, with several earning top fellowships and scholarships, as well as careers at government agencies, private think tanks and nongovernmental organizations in D.C. and beyond.

Through the students’ presentations, the program provides the Baker Institute with insights into the cutting-edge research being done in D.C., and the students themselves grow the institute’s reputation across the nation’s capital. “There are places in D.C. where our students are the only ones they’ve met from the Baker Institute,” Lewis says. “They’ve carried our name deeper into D.C. than we would have been able to just with the fellows.”
Two graduate programs affiliated with the Baker Institute aim to prepare students for leadership roles in public policy and industry. Whether training students to shape policy globally or address energy industry challenges, the graduate programs provide a top-tier education through access to and instruction by prominent experts at the Baker Institute and Rice University.

**MASTER OF GLOBAL AFFAIRS PROGRAM**
The Rice University Master of Global Affairs (MGA) program is a two-year course of study sponsored by the Baker Institute and Rice’s School of Social Sciences. MGA students complete rigorous coursework and practical training for careers in government, the private sector and international organizations.

The MGA program combines the academic strengths of Baker Institute fellows and Rice faculty with a hands-on policy curriculum, including required research and internships. Second-year MGA students delve into one of three research areas — international political development, international political economy or international security — and produce capstone projects that explore pivotal policies of our time. Graduates develop the broad global perspective required to become the leaders needed in our fast-changing world.

**MASTER OF ENERGY ECONOMICS PROGRAM**
The Master of Energy Economics (MEECON) program develops and educates future leaders and strategic thinkers in the energy sector. Built upon programs in the Baker Institute Center for Energy Studies and Rice’s Economics Department, MEECON combines the disciplined study of market and economic principles with a deep understanding of the functions and interconnections of the energy industry. Students are trained to provide insightful analysis and make informed, high-level contributions to the energy industry.

Scholars from around the country teach electives and provide a deeper understanding of specialized fields. An internship or practicum during the last session provides participants with practical experience relevant to their degree, while offering prospective employers an opportunity to evaluate new talent.

Co-directed by Kenneth B. Medlock, the senior director of the Baker Institute Center for Energy Studies, and Peter R. Hartley, a Baker Institute Rice faculty scholar and the George and Cynthia Mitchell Chair at Rice, MEECON reaps the benefit of its location in Houston, the energy capital of the world, to give students a well-rounded education on their way to becoming energy leaders.
“The Master of Global Affairs program is a unique opportunity for students to learn from Baker Institute experts and social sciences faculty members, and to go on to meaningful careers.” —ABBEY GODLEY, Associate Director, MGA program
“Lending a meaningful voice to the nation’s policy discourse for 25 years.”

— THE HONORABLE JAMES A. BAKER, III

Over its first 25 years, the Baker Institute has been honored to host some of the world’s most distinguished leaders in politics and public policy. These images chronicle the institute’s evolution into a highly respected think tank whose impact resonates in the local, national and global arenas. After a historic first quarter-century, the institute is poised, with its sights firmly on the future, to address the critical policy challenges facing the nation and the world.
From left, former President George H.W. Bush, former Secretary of State James A. Baker, III, former President Gerald Ford, Chairman of the Board of Governors Charles Duncan, and Rice University President Malcolm Gillis at the Baker Hall groundbreaking ceremony – 10.20.1994

Mikhail Gorbachev, former president of the Soviet Union – 10.15.1997


Madeleine Albright, former secretary of state – 2.7.1997

From left, former Secretaries of State Henry Kissinger, James A. Baker, III, and Warren Christopher – 10.15.1995


E. William Barnett, chairman of the Rice University Board of Trustees, and James A. Baker, III, at the Baker Hall dedication – 10.15.1995
(2) Former President Jimmy Carter and Baker Institute Director Edward P. Djerejian – 6.30.2005
(3) Former President Bill Clinton speaks to a capacity crowd of Rice students – 2.8.2007
(4) Condoleezza Rice, former secretary of state – 11.13.2008
(5) John McCain, senator and 2008 Republican nominee for president – 4.6.2004
(7) James A. Baker, III, stands by a segment of the Berlin Wall outside Baker Hall with former foreign policy leaders from France, Germany and the United Kingdom, commemorating the anniversary of German reunification – 10.31.2009.
(8) Shimon Peres, former prime minister and president of Israel – 1.16.2006
(9) Nancy Pelosi, minority leader of the U.S. House of Representatives – 3.18.14
(10) Former President George W. Bush at the Baker Institute’s 20th anniversary gala – 11.8.2013
(12) Vice President Joe Biden speaks on the Cancer Moonshot Initiative at Rice’s Tudor Fieldhouse – 9.16.2016
(14) Former Governor Mitt Romney takes photos with students following a conversation on leadership and public service – 10.1.2018
Steven L. Miller, Chair
J.D. Bucky Allshouse
His Excellency Sheikh Abdulla bin Ali Al-Thani, Ph.D.
The Honorable Hushang Ansary
James A. Baker IV
E. William Barnett
Laura D. Bellows
Angela Blanchard
Kirbyjon H. Caldwell
Clarence P. Cazalot Jr.
Stephen I. Chazen, Ph.D.
The Honorable Peter R. Coneway
James W. Crownover
The Honorable Linnet Deily
The Honorable Charles W. Duncan Jr.
Lynn Laverty Elsenhans
Claudio X. González
Jeffery D. Hildebrand
Gerald D. Hines
Franci Neely
Armen Orujyan, Ph.D.
Harry M. Reasoner
David Rhodes
Beth Robertson
The Honorable John F.W. Rogers
A.R. “Tony” Sanchez Jr.
Marc J. Shapiro
L.E. Simmons
The Honorable Warren W. Tichenor
Robert B. Tudor III
John Eddie Williams Jr.
Randa Duncan Williams
Wallace S. Wilson

EX OFFICIO MEMBERS

The Honorable Madeleine Korbel Albright
The Honorable James A. Baker, III
The Honorable Edward P. Djerejian
David W. Leebron
Gen. Colin L. Powell, USA (Ret.)
25TH ANNIVERSARY
HONORARY HOSTS

THE HONORABLE HUSHANG ANSARY AND MRS. ANSARY

Hushang Ansary is chairman of the Parman Capital Group, a Houston-based global investment enterprise with interests in manufacturing, distribution, financial services and leisure-related industries.

On July 4, 2017, Ansary was named one of 37 foreign-born Americans honored by the Carnegie Corporation in its “Great Immigrants, Great Americans” tribute. An announcement in The New York Times listed the honorees, which included Nobel laureates and Pulitzer Prize recipients, and identified Ansary as a statesman, philanthropist and entrepreneur.

Ansary has also been honored as one of Houston’s leading philanthropists, with strong commitments to a wide range of public policy issues, including literacy, education, health care, stem cell and cancer research, energy and global economic cooperation.

Ansary has long advocated for the cause of international trade and economic cooperation, which he believes is the most effective means to bring about a greater understanding among nations. For his extensive work in this arena, Ansary was named “one of the future leaders of the world” by Time magazine in its Aug. 11, 1974, issue.

The Ansary Peace Dove adorning the roof of the U.S. Institute of Peace symbolizes America’s commitment to global peace.

Ansary is a trustee of the George Bush Presidential Library Foundation; a Life Overseer at Weill Cornell Medicine at Cornell University; a member of the senior advisory board of the Shorenstein Center on Media, Politics and Public Policy at Harvard’s Kennedy School of Government; a trustee emeritus of the Asia Society; and a trustee and member of the board of directors of the International Crisis Group.

In his native Iran, Ansary served in senior diplomatic and Cabinet positions, including minister of finance and economic affairs, chairman and CEO of the National Iranian Oil Company and ambassador to the United States.

Ansary is married to the former Shahla Nazemian, one of Houston’s leading supporters of education, social welfare, arts and culture.
Named Endowments and Gifts

The Baker Institute named endowment contributors provide permanent sustainable funds directed toward a specific purpose in support of public policy fellows, scholars, interns and programmatic initiatives.

Aron S. and Anaruth P. Gordon Endowment
The Honorable James A. Baker, III and Mrs. Baker
Baker Botts L.L.P.
Mr. and Mrs. Raymond D. Brochstein
Burdine Johnson Foundation
Cullen Foundation
Cullen Trust for Higher Education
Diana Tamari Sabbagh Foundation
The Honorable Edward P. Djerejian and Mrs. Djerejian
The Honorable Charles W. Duncan Jr. and Mrs. Duncan
The Fred and Mabel R. Parks Foundation
Harry and Hazel Chavanne Endowment
Houston Endowment, Inc.
Mr. and Mrs. Paul Howell
The James P. and Sarah F. Jackson Endowment
Mr. Joseph D. Jamail
Kelly Day Endowment
Mr. and Mrs. Edward A. Kelly
Kuwait Foundation for the Advancement of Science
L.E. and Virginia Simmons Family Foundation
Mr. and Mrs. Burton J. McMurtry
Mr. and Mrs. Robert C. McNair
MD Anderson Foundation
The Meadows Foundation
Mr. and Mrs. Steven L. Miller
The Honorable Robert A. Mosbacher and Mrs. Mosbacher
The Robert and Janice McNair Foundation
Robert and Sarah McLaurin Endowment
Sid Richardson Foundation
The Starr Foundation
The State of Qatar Endowment for International Stem Cell Policy
Susan Vaughan Foundation
Tassie and Constantine Nicandros Foundation
Taylor and Robert H. Ray Endowment
Mr. Wallace S. Wilson
The Will Clayton Fund

Captain James Addison Baker Society

The Captain James Addison Baker Society was created by Rice University to recognize the foresight and generosity of alumni and friends who have named the Baker Institute or Rice University as a beneficiary of a will, revocable trust, retirement plan, life insurance policy or life-income gift, such as in a charitable gift annuity or charitable remainder trust.

Mrs. Judy Ley Allen
Mr. John Bannon Jr.
Mr. James P. Jackson
Dr. and Mrs. Robert L. McLaurin
Mr. and Mrs. Edward Randall III

Programmatic and 25th Anniversary Gifts

Direct program support allows fellows, scholars and researchers to investigate current and new research areas and creates opportunities to engage undergraduate and graduate students in the research and policy recommendation processes.

Dr. Neelofur Ahmad and Mr. Sami Ahmad
His Excellency Sheikh Abdul bin Ali Al-Thani, Ph.D.
Mrs. Othelia Alford
Mr. and Mrs. Edward R. Allen III
Mrs. Nancy Crow Allen
Dr. Dina Abowayel and Mr. Tony Chase
Anonymous
The Honorable Hushang Ansary and Mrs. Ansary
Dr. and Mrs. Bruce S. Appelbaum
The Arch and Stella Rowan Foundation, Inc.
The Clayton Fund
Dr. and Mrs. F. T. Barr
Bechtel
Mrs. Laura D. Bellows
Kevin and Winnie Bonebrake
Brocher Foundation
Mr. and Mrs. Raymond D. Brochstein
Mr. and Mrs. Lewis A. Brown
Mr. and Mrs. Lee Bryant
Ms. Anne R. Bunting
Mr. and Mrs. John T. Cabaniss
Carnegie Corporation of New York
Chevron
Mr. and Mrs. Clarence P. Cazalot Jr.
Mr. and Mrs. John Emmett Chandler
Anne S. Chao, Ph.D. and Mr. Albert Y. Chao
Charles Koch Foundation
Mr. and Mrs. Stephen Chazen
Mr. and Mrs. Benjamin Cheng
Dr. Gary W. Chiles and Ms. Amy L. Sutton
The Clayton Fund
Mr. Marshall P. Cloyd
Mr. Daniel S. Cohen
The Honorable Peter R. Coneway and Mrs. Coneway
The Coneway Family Foundation
Mr. and Mrs. Stephen C. Cook
Mr. and Mrs. James W. Crownoover
Mr. and Mrs. Jamal Daniel
Ms. Le Thuy T. Dao-Gibner and Mr. P. Stinson Gibner
The Honorable Linnet F. Deily
Mr. Stephen A. Massad
Diana Davis Spencer Foundation
The Honorable Edward P. Djerejian and Mrs. Djerejian
Mr. and Mrs. William J. Dorć
The Honorable Charles W. Duncan Jr. and Mrs. Duncan
Ms. Nancy S. Dunlap
Patrick and Fariba Durkin
Mr. Larry Elliott
Ellison Management, LLC
Mr. and Mrs. John W. Eischen
Embassy of the State of Qatar
Episcopal Health Foundation
Mr. and Mrs. C. Richard Everett
Fahmy Hudome International
Dr. and Mrs. Arthur M. Faris
Doug and Melissa Fordyce
Galio Trust
Mr. Israel J. Galvan
Mr. and Mrs. Larry George
Donors

George and Mary Josephine Hamman Foundation
Mrs. Clare A. Glassell
Glassell Family Foundation
Mr. and Mrs. Frederic L. Glover
Mr. and Mrs. Martyn Goossen
Greater Houston Community Foundation
The Greenwall Foundation
Mr. and Mrs. Henry R. Hamman
Mr. and Mrs. Darrell Hancock
Hearst Corporation
The Henry Luce Foundation, Inc.
Herman Foundation
Dr. Vivian Ho and Dr. Richard Boylan
Mr. and Mrs. Ned S. Holmes
Mrs. Anne Watts Baker Horton
Houston Endowment
Ms. Patricia P. Hubbard
Brian and Catherine James
Mr. and Mrs. Ken W. Janda
Hasty and Sis Johnson
Mr. Eman Kandeyl
Dr. Igor Kliakhandler and
Mrs. Ekaterina Podossimnikova
Mr. and Mrs. William H. Knoll III
Dr. and Mrs. K. Terry Koonce
Mr. and Mrs. J. Livingston Kosberg
Mr. and Mrs. Masoud Ladjevardian
Mr. and Mrs. David Lasater
Mr. and Mrs. R. Truett Latimer
Lazard Freres & Company
Ms. Gloria Lee
Mr. Ted C. Litton
Mr. and Mrs. Meredith Long
Mr. and Mrs. Francisco A. Lorenzo
The Louis K. Brandt Foundation
Mr. Richard Madubunyi
Mr. and Mrs. Rodney H. Margolis
Mr. and Mrs. Arshad Matin
Rhonda McDonald
Ms. Julie Fette and Mr. Luc Messier
Mexican Business Council
Ms. Claire R. Meyer
Mr. and Mrs. Mark F. Meyer
National Science Foundation
Mrs. Franci Neely
Mr. and Mrs. David Neuberger
O’Connor & Hewitt Foundation
Mr. Christian D. Orr
Ms. Carroll Parrott Blue
Mr. H. Russell Pitman
Mr. and Mrs. Richard Rabinow
Mr. Wade A. Rakes II and
Mr. Nicholas Miller
Mr. and Mrs. Risher Randall
Mr. and Mrs. Harry M. Reasoner
Mark and Patt Renton
The Honorable John F.W. Rogers and
Mrs. Deborah Lehr
Mr. David Rubenstein
Mr. Paul Sarapy
Mr. and Mrs. Salomon Schein
Dr. and Mrs. W. Richard Schmeal
Shell Oil Company
Mr. and Mrs. Riaz Siddiqi
Dr. Caren Siehl
Mr. and Mrs. Richard S. Smith
Smith Richardson Foundation
Mr. M.S. Stude
Mr. and Mrs. Charles Szalkowski
Techtrans International Inc.
The Robert A. and Virginia Heinlein
Prize Trust
The Robert and Janice McNair Foundation
Joseph H. Thompson Fund
Mr. and Mrs. Stephen A. Thorington
Mrs. Lynda Underwood
UNICEF USA
W. M. Keck Foundation
W.P. Carey Foundation Inc.
Ms. Janaye White
Mr. Charles A. Williams and
Mrs. Randa Duncan Williams
Mr. and Mrs. Wallace S. Wilson
Mrs. Alexandra Wogan
Mrs. Cyvia Wolff
The Honorable Robert B. Zoellick and
Mrs. Zoellick

Director’s Circle
Baker Botts L.L.P.
FTI Consulting
Saudi Aramco
Schlumberger

Advisory Board
American Air Liquide Holdings Inc.
Apache Corporation
BHP Billiton
BP
Chevron Corporation
ConocoPhillips
Deloitte
Direct Energy
Equinor
Ernst & Young
Exxon Mobil Corporation
KBR
Marathon Oil Corporation
Noble Energy
Phillips 66
Shell Oil Company
TOTAL E&P New Ventures Inc.
TOTAL E&P USA Inc.
Tudor, Pickering, Holt & Co.
Wallace S. Wilson

Associate Members
Chenier Energy Inc.
Methanex Corporation

Supporting Members
Deloitte MarketPoint LLC
Energy Intelligence

HEALTH POLICY FORUM
The Health Policy Forum facilitates the exchange of ideas among medical and policy professionals in Texas and U.S. audiences. These discussions provide the foundation for health policy research and recommendations, and foster an improved understanding of national health concerns.

Corporate Members
Baylor College of Medicine
CHI St. Luke’s Health

Corporate Giving

ENERGY FORUM
The Center for Energy Studies (CES) is supported by corporate and individual members who participate through the Energy Forum via workshops, research and outreach. The Energy Forum provides an opportunity for members to be involved in CES energy research and energy policy events and to meet personally with distinguished statesmen and industry leaders who shape the energy world today.
Patron Members
Community Health Choice
The Episcopal Health Foundation
MD Anderson Cancer Center

Benefactor Members
Bank of America Merrill Lynch
Texas Children’s Hospital

Individual Members
Ms. Cullen K. Geiselman
Mr. Wade Rakes II and Mr. Nicholas Miller
Texas Heart Institute
UTMB, Office of the President

MEXICO FORUM
The Mexico Forum, the membership base of the Mexico Center, is supported by corporate and individual members who participate in workshops and research events. The Mexico Center provides research-based recommendations to decision-makers on both sides of the border and is dedicated to developing practical approaches to key policy issues that affect the U.S.-Mexico relationship.

Director’s Circle
Hines
Mexican Business Council
Mr. and Mrs. Marc J. Shapiro

Supporters
BP

Friends
Cyanco
haynesboone

Individual Giving

Statesman Circle
Mr. and Mrs. Stephen Chazen
Mrs. Clare A. Glassell
Mr. Gary M. Gray
Mr. and Mrs. Burton J. McMurtry
Mr. and Mrs. John Eddie Williams

Ambassador
The Honorable Madeleine Korbel Albright
Mrs. Barbara Allbritton
Mrs. Judy Ley Allen
Mr. and Mrs. J.D. Bucky Allshouse
The Honorable Hushang Ansary
and Mrs. Ansary
The Honorable James A. Baker, III
and Mrs. Baker
Mr. and Mrs. James A. Baker IV
Mr. and Mrs. E. William Barnett
Dr. and Mrs. F.T. Barr
Mrs. Thomas W. Blake
Mr. and Mrs. John T. Cabaniss
Mr. and Mrs. Clarence P. Cazalot Jr.
Mr. Robert Day
The Honorable Linnet Deily
The Honorable Edward P. Djerejian
and Mrs. Djerejian
Mr. and Mrs. William J. Doré
The Honorable Charles W. Duncan Jr.
and Mrs. Duncan
Mr. and Mrs. John W. Ersenhaus
Mr. and Mrs. Will L. Garwood Jr.
Mr. Claudio X. González
Mr. Christophe E. Venghiatiss
and Ms. Burdine C. Johnson
President David W. Lebron
and Mrs. Y. Ping Sun
Ms. Beth Madison
Dr. and Mrs. Allen J. Matusow
Mr. and Mrs. Robert C. McNair
Mr. and Mrs. Steven Miller
Ms. Franci Neely
Ms. Beth Robertson
The Honorable John F.W. Rogers
and Mrs. Deborah Lehr
Dr. and Mrs. Nansen Saleri
Mr. and Mrs. Christopher B. Sarofim
Mr. David Sickey
Mr. and Mrs. L.E. Simmons
The Honorable Warren W. Tichenor
and Mrs. Tichenor
Mr. and Mrs. Wallace S. Wilson

Diplomat
Mr. and Mrs. Edward R. Allen III
Mr. Clark Trantham and Ms. Melinda Clark
The Honorable Robert L. Clarke
and Mrs. Clarke
Mr. and Mrs. James W. Crownover
Mr. and Mrs. Aubrey M. Farb
Mr. and Mrs. William Finger
Mr. and Mrs. M.G. Glasscock
Mr. Andrew Hooks
Mr. and Mrs. David Itz
Mrs. Olive M. Jenney
Mr. and Mrs. J. Livingston Kosberg
Mr. Eduardo López
Mr. and Mrs. Meredith Long
Dr. Adrian Lovato
Dr. James A. Ferrendelli
and Mrs. Barbara D. Mackey
Mrs. Lucian Morrison
Mr. and Mrs. Sy Salerian
Mr. and Mrs. Marc J. Shapiro
Ms. Kathryn Smyth
Mrs. Cyvia Wolff
Mr. and Mrs. Michael Zilkha

Partner
Mr. Gary Adams
Mr. Bradley Keith Alford
Mr. Khalid Ahaji
Mr. Benton T. Arnett
Mrs. Jeanie Arnold
Mr. and Mrs. Andrew M. Baker
Mr. Mamadou Beye
Ms. Deborah Byers
Mr. and Mrs. Joseph A. Cialone II
Dr. Virginia A. Clark
Dr. Llayron L. Clarkson Sr.
and Mr. Llayron L. Clarkson Jr.
Dr. Cal Cooper
Dr. Rex Cottle
Ms. Iris M. Cross
Ms. Helen Currie
Mr. and Mrs. Danny David
Mr. Gilles de Noblet
Mr. and Mrs. Chadwick C. Deaton
Mr. Ankit Desai
Mr. and Mrs. Dan Domeracki
Ms. Nancy S. Dunlap
Mr. Kevin Eldridge
Mr. John W. England
Mrs. Nanette Finger
Ms. Fay Fitzsimons

BAKER INSTITUTE ROUNDTABLE
The Roundtable is our premier membership forum, dedicated to advancing the mission of the institute. Through annual giving, members of this group foster community engagement in some of the most pressing public policy challenges, while interacting with world leaders, national decision-makers and leading researchers.
| Mr. and Mrs. Dan Flournoy          | Dr. Pamela A. Kennedy          |
| Mr. and Mrs. Ford J. Frost        | and Mr. J. Michael Stinson     |
| Mr. Sam Gafford                   | and Mr. David Zeidenstein     |
| Mr. and Mrs. Frederic L. Glover   | and Ms. Nejd Jill Yaziji       |
| Mr. Michael J. Graff              |                              |
| Mr. and Mrs. Robert H. Graham     |                              |
| Mr. and Mrs. Les E. Greenberg     |                              |
| Mr. Stephen M. Greenlee           |                              |
| Mr. Brian Grove                   |                              |
| Mr. and Mrs. James T. Hackett     |                              |
| Mr. and Mrs. Robert Maynard Holt  |                              |
| Mr. Jose Ignacio Sanz             |                              |
| Ms. Najla Jamoussi                |                              |
| Mrs. Bridget L. Jensen            |                              |
| Mr. and Mrs. Stephen M. Kaufman   |                              |
| Dr. John Rains Kelly              |                              |
| Mr. and Mrs. Stuart Kensinger     |                              |
| Mr. Fletcher Kestle               |                              |
| Mr. and Mrs. Albert N. Kidd       |                              |
| Ms. Natalie Kiser                 |                              |
| Mr. and Mrs. Melvyn Klein         |                              |
| Ms. Alma S. Kombergi              |                              |
| Ms. Karen Labat                   |                              |
| Mr. Ryan Lance                    |                              |
| Dr. Rochelle Levit and Mr. Max S. |                              |
| Mr. Charles Londa Jr.             |                              |
| Mr. Sterling A. Minor and Ms. Ellen |                              |
| Ms. Angela Lutz                   |                              |
| Mr. and Mrs. Rodney H. Margolis   |                              |
| Ms. Karen Benbow McRae            |                              |
| Mr. Michael Mellen                |                              |
| Mr. Rob Minter                    |                              |
| Mr. Ali Moshiri                   |                              |
| Mr. And Mrs. Masahisha Naitoh     |                              |
| Mr. Clay Neff                     |                              |
| Mr. Reynudo Ocañas                |                              |
| Ms. Marti Powers                  |                              |
| Mr. and Mrs. Edward Randall III   |                              |
| Mr. and Mrs. Kisher Randall       |                              |
| Mr. and Mrs. William Edward Randall|                               |
| Ms. Pamela Roche                  |                              |
| Mr. and Mrs. Michael A. Rosen     |                              |
| The Honorable Lee H. Rosenthal   |                              |
| Mr. and Mrs. G. M. Rosenthal      |                              |
| Mrs. Louisa Stude Sarofim         |                              |
| Ms. Maripat Sexton                |                              |
| Mr. and Mrs. Michael E. Shannon   |                              |
| Mr. Andrew Slaughter              |                              |
| Mr. and Mrs. R. John Stanton Jr.  |                              |
| Mr. Jim Steffes                   |                              |
| Mr. and Mrs. Karl S. Stern        |                              |
| Mr. Chip Cureton                  |                              |
| Mrs. Mary S. Dix                  |                              |
| Mr. and Mrs. John F. Dorn         |                              |
| Mr. and Mrs. Melvin A. Dow        |                              |
| Mr. and Mrs. John Duncan Jr.      |                              |
| Mr. and Mrs. A. Baker Duncan      |                              |
| Mr. and Mrs. Jimmy Dunne          |                              |
| Mr. and Mrs. W. McComb Dunwoody   |                              |
| Mr. and Mrs. Lew Eatherston       |                              |
| Mr. David S. Elder and Ms. Melinda |                              |
| Snell                               |                              |
| Ms. Mary Sue Fairchild            |                              |
| Mr. DuBois Joseph Ferguson        |                              |
| Mr. and Mrs. Carlos Fernandez     |                              |
| Mr. and Mrs. Kyle Frazier         |                              |
| Mr. Robert Frederick             |                              |
| Mr. Alex Freire                   |                              |
| Dr. Kenneth Gabbay and Dr. Myrna G |                              |
| Dr. and Mrs. Robert Gilliam       |                              |
| Mr. and Mrs. Brendan Godfrey      |                              |
| Mr. and Mrs. Mark Goldberg        |                              |
| Mr. and Mrs. Martyn Goossen       |                              |
| Ms. Helene Gould                  |                              |
| Dr. Vicky Gresik                  |                              |
| Mr. John Hale                     |                              |
| Mr. and Mrs. Henry R. Hamman      |                              |
| Mr. David Heikken                 |                              |
| Mr. Paul R. Heyburn               |                              |
| Ms. Maureen Higdon                |                              |
| Mr. George Hildebrandt            |                              |
| Dr. Vivian Ho and Dr. Richard Boylan |                              |
| Mr. and Mrs. Ken W. Janda         |                              |
| Mrs. Daniel R. Japhet             |                              |
| Mr. and Mrs. James K. Jennings Jr.|                              |
| Mrs. Pamela Johnson               |                              |
| Mr. and Mrs. Frank G. Jones       |                              |
| Mrs. Ardon B. Judd                |                              |
| Mr. and Mrs. Jay Kaplan           |                              |
| Mr. and Mrs. Robert Kauffman      |                              |
| Mr. and Mrs. Steve Kean           |                              |
| Mr. and Mrs. Mavis P. Kelsey Jr.  |                              |
| Mr. and Mrs. Harris L. Kempner Jr.|                              |
| Mr. and Mrs. James G. King        |                              |
| Ms. Barbara Monroe Kirsch         |                              |
| Dr. Edward Kroger                 |                              |
| Dr. Vitold Kruka and Ms. Nancy Younger |                     |
| Mr. and Mrs. Lee A. Lahourcade    |                              |
| Mr. and Mrs. Mark Lamb            |                              |
| Mr. and Mrs. Tracy Lamm           |                              |
| Mr. and Mrs. R. Truef Latimer     |                              |
| Mr. John Leiataua and Mrs. Laurie Scott |                  |
Mrs. Joan Schnitzer Levy
Mr. Kip Lewis
Mr. Michael L. Pierson
and Ms. Polly P. Lewis
Mr. Alan N. Livingston
Mr. Richard Madubunyi
Mr. and Mrs. Moez Mangalji
Dr. Barbara Manouso
Mr. and Mrs. J. Stephen Marks
Mr. and Mrs. Earle P. Martin Jr.
Mr. and Mrs. George Martinez
Mr. Stephen A. Massad
Mr. and Mrs. Richard B. Mayor
Mr. James W. McCartney
Mr. and Mrs. Edward S. McCullough
Mr. Robert McMillian
Mr. and Mrs. James D. McMurry Jr.
Ms. Katherine McNeil
Dr. and Mrs. John Mendelsohn
Mr. and Mrs. Arnold M. Miller Jr.
Mr. and Mrs. Roland Moreau
Dr. and Mrs. Charles Neblett
Mr. and Mrs. David Neuberger
Mr. and Mrs. Jacks C. Nickens
Mr. and Mrs. Charles R. Ofner
Mr. John Orton
Mr. Dee S. Osborne
Mr. Al Pacholder
Mrs. Penny Packer
Ms. Carroll Parrott Blue
Mr. and Mrs. Philip Patman
The Honorable Letitia Paul
and Mr. Horst Paul
Dr. John Polking and Ms. Agnes Coppin
Ms. Veronique Prentice
Mr. and Mrs. Richard Rabinow
Mr. and Mrs. Harry M. Reasoner
Dr. Carmen Reznik
Mr. Roy Robinson
Mr. William D. Rogers
Ms. Stephanie Rudd
Mr. and Mrs. Edward Schreiber
Mrs. Valerie Sheppard
Mr. and Mrs. Jeremy Morgan Smith
Mr. and Mrs. Richard S. Smith
Mr. Ronald Sommers
Mr. and Mrs. George Stark
Dr. and Mrs. C. Richard Stasney
Dr. Richard Stoll and Dr. Catherine Troisi
Mr. M.S. Stude
Mr. and Mrs. J. Taft Symonds
Mr. and Mrs. James B. Tennant
Mrs. Maya Thywissen
Mr. and Mrs. Guillermo F. Trevino
Dr. Geri-Lynn Turner
and Mr. William Turner
Mr. Jim Tyler
Dr. Stephen Tyring
and Dr. Patricia Lee Tyring
Mr. Kim Tyson
Mr. and Mrs. James G. Ulmer
Mr. and Mrs. Jose L. Valera
Mr. and Mrs. Eugene H. Vaughan Jr.
Ms. Yvonne R. Victory
Mrs. Molly Ward
Mr. Timothy H. Wasp
Mr. and Mrs. Ralph Weaver
Mr. and Mrs. S. Conrad Weil Jr.
Dr. and Mrs. Jasper Welch Jr.
Mrs. Sara E. White
Mr. James F. Wiggins
Mr. and Mrs. Benjamin D. Wilcox
Ms. Nancy B. Willerson
Mrs. Walter Wilson
Dr. Charles Wolf
Mr. and Mrs. David Wolff
Mr. Ronald G. Woods
Mr. and Mrs. Jaime E. Yordan
Mr. T. Michael Young
Mr. Myron Zeitz

**ROUNDTABLE YOUNG PROFESSIONALS**

The Roundtable Emerging Leaders and Associate Roundtable are membership groups that provide individuals age 45 and under with the opportunity to network with policy leaders and other young professionals.

Mr. Mikhail Alekseenko
Mr. Mohamed Amer
Mr. Guglielmo Andreoli
and Ms. Giovanna Marciano
Dr. Rudeina Baasiri and Mr. Omar Baasiri
Mr. and Mrs. Mark Bahorich
Mr. and Mrs. Jimmy Battista
Mr. Paul Belin
Ms. Camille Bergsrudd
Ms. Liliane Besozzi
Ms. Sandra Blackmun
Mr. Wirt Blaffer
Ms. Allyson T. Bremer
Mr. Jamal Cadwell
Ms. Erin Campbell
Mr. Jamie Cartwright
Mr. Max Castroparedes
Mr. Tanmay Chaturvedi
Dr. Matthew Cheney
Mr. Matthew Corbett
Mr. William Cotta
Mr. and Mrs. Scan C. Cowan
Mr. Vipul Devluk
Ms. Mariana Dicz
Mrs. Melanie Dobney
Mr. William Elliott Doyle
Ms. Katie Dunwoody
Ms. Michelle Dupre
Ms. Amanda Dworak
Mr. Evan Elsani
Mr. William Elliott
Mr. Paul Ernest
Mr. Daniel Espinoza
Mr. Rami Farasin
Mr. Daniel Fields
Mr. and Mrs. Radu Filip
Mr. Clayton Finney
Dr. Bradley Flowers
Mr. George Frank
Mr. Michael Freedman
Mrs. Sonja Fulbright
Mr. Daran Gaus
Ms. Stephanie Gilliam
Mr. Matthew Ginzberg
Mr. Stephen Goldfarb
Ms. Lisa Gonzalez
Mr. Ryan Gorczycki
Ms. Andrea Grimbergen
Ms. Sophia Guerra
Ms. Brandy Guidry
Mr. Karn Gupta
Mrs. Regina Gutierrez-Garcia
Ms. Kate Hallaway
Mr. Mina Hanna
Mr. Michael Hardy
Mr. Tyler Harris
Mr. Daniel Hartzell
Mr. Ammar Hazzazi
Mr. Mark Herrmann
Mr. Ryan Hickman
Mr. Devin Hotzel
Mr. and Mrs. Nick Huber
Mr. Brian Ivany
Mr. Anudeep Jain
Ms. Jessica Johnston
Mr. and Mrs. Bailey Jones
Mr. Sean W. Jump
Mr. Eman Kandeyl
Mr. Adam Kassam
Mrs. Monica Kim Hanna
Mr. and Mrs. Josh Kimmel
Ms. Kelly Kirk
Mr. and Mrs. Ryan Kirksey
Mr. Jason Kist
Mr. Erik Kritz
Mr. Mark Kunzman
Mr. Nicholas D. Kurtenbach
Mr. David Lacombe
Mr. Anthony Leatherman
Mr. Kellan Lewis
Mr. Andrew Lin
Ms. Stephanie Linder
Mr. James Lloyd
Mr. Steve Louis
Mrs. Milessa Lowrie
Mr. William Lyles
Mr. Matthew Marand
Mr. Bryan Marlborough
Dr. Kirstin Matthews
and Mr. Robert D. Matthews
Mr. and Mrs. Andrew McConomy
Mr. Darby McEvoy
Mr. and Mrs. Christopher C. Mersinger
Mr. and Mrs. Bradley W. Mitchell
Mr. Sheldon Nagesh
Mr. and Mrs. Benjamin Nelson
Mr. Danny Newman
Mr. David Parr
Mr. T. Paresh Patel
Mr. Kreg Peerless
Mr. Jesse Pletts
Mr. Krishna Punwasi
Mrs. Rachel Racz
Mr. Wade A. Rakes H
and Mr. Nicholas Miller
Mr. D. Theodore Rave
Ms. Sarah Ringold
Mr. Jose Rodriguez
Mr. Giovanni Rosselli
Mr. Daniel Runzheimer
Mr. Nesaraj Salhotra
Mr. Harout Samra
Mrs. Theresa Sandoval Hanson
Ms. Sophia Sciabica
Mr. Shahzaib Shaheen
Ms. Colleen Sheedy
Ms. Christina Shields
Ms. Jill Thompson Shull
Mr. Drew Sims
Mr. Rik Snee
Mr. Ben Stevenson and Ms. Taylor Cooper
Mr. Myron Stout
Mr. Aaron Strassner
Mr. Emmett D. Swartz
and Ms. Mallory A. Johnson
Mr. Manny Tatavak
Mr. and Mrs. Robert B. Todd
Mr. and Mrs. Gerard Trevino
Ms. Rachel Turkington
Mr. Manish Vakil
Dr. Leticia Maria Vega
Mr. James Vesterman
Mr. and Mrs. Jeffrey Voegeli
Mr. Bobby Walker Jr.
Mr. Emmett Walsh
Reverend David Wantland
Mrs. Charles C. Ward
Mr. Ethan Weber
Dr. Joshua Weed
Dr. Jason Westin
Mr. Travis Wofford
Mr. and Mrs. Michael Woodrum
Ms. Kaylee M. Yocum

Associate

Mrs. Gayle Abrahams
Mr. Steven Adams
Ms. Uzo Akubue
Mr. Ahmed AlMarar
Mr. Anwar Albeaiji
Mr. Mohammed Aldossary
Mr. Mohammed Alhouty
Mr. Ahmad Aljufairi
Ms. Shatha Alnaji
Mr. Gaspare Aloi
Mr. Yousef Alshammari
Mr. Luis F. Aranda
Ms. Ashley Arciero
Mr. Neil Arrieta
Ms. Bolutife Bamboye
Mr. Andrew Barrett
Mr. Riad Barsigiah
Mr. Farouk Bello
Ms. Maya Ben-Bassat

Ms. Kelly Benthen
Mr. Evan Berlin
Ms. Samantha Bobo
Mr. James Bott
Ms. Maria Bougai
Mr. Nick Bullington
Mr. Blake Bumpous
Mr. Noel Bustillos-Zaragoza
Mr. Fazil Cakir
Ms. Dianne Calderon
Mr. Darrel Canfield
Ms. Diana Carranza
Mr. Joe Cervantes
Mr. Bryant Chambliss
Ms. Qiaodan Chen
Ms. Kristin Clapp
Mr. Edward Clark
Ms. Megan Cline
Mr. Scott Coffman
Ms. Fabiana Cohen
Mr. Edward Coles
Mr. Steve Corso
Dr. Enrique Covarrubias
Ms. Sarah Daniel
Mr. Aman Dhuka
Mr. Besart Dibra
Mr. Jack Dwyer
Mr. Ojefio Ebbemoniclen
Dr. Maya El Hariri
Mr. Steven Erzinger
Mr. Casey Eskridge
Mr. Andre Fangunders
Ms. Sameng Fei
Ms. Xinxin Feng
Mr. Jason Files
Mr. Scott Filip
Mr. Roy Fox
Mr. Jeff Freedman
Mr. Scott Freeman
Ms. Basmah Ghauri
Mr. and Mrs. Greg Giacona
Ms. Noelle Gilman
Mr. Matthew Goff
Mr. Ashby Graves
Mrs. Tara Grigg Garlinghouse
Mr. James M. Grubb
Mr. Michael Guenther
Mr. Daniel Guerra
Ms. Maria Guerrero Gonzalez
Ms. Ye Hyung Ham
Ms. LaTreshia Hamilton
Mr. Zachary Harris  
Mr. Alexander Harvey  
Ms. Rachel Hasan  
Mrs. Natsumi Hays  
Mr. Chandler Hillin  
Mr. Beau Holder  
Mr. Bradley Houston  
Mr. Scott Irby  
Mr. William Janowski  
Ms. Faustine Jean-Louis  
Mr. Jian Jin  
Mr. Seongyoul Jo  
Mr. Dylan Jones  
Mr. Jacob Juncau  
Mr. Enzo Karunia  
Mr. Samir Khatani  
Mr. Christian Kile  
Ms. Claire Kinkaid  
Ms. Emily Kinkaid  
Mr. William H. Knull III  
Ms. Katarina Kremling  
Dr. Abhilash Krishna  
Ms. Sanha Lakhpaty  
Mr. Ivan Langford  
Mr. Samson Lapray  
Ms. Kate Larson  
Ms. Carrie Leader  
Mr. Kwangpyo Lee  
Ms. Kristin Lehnhoff  
Ms. Xuefei Li  
Mr. David M. Liou  
Ms. Jacobi Lockett  
Ms. Estefanny Mishell Lopez  
Ms. Rosalee Maffitt  
Mr. Kyle Margolis  
Mr. Kevin Markowski  
Mr. Sean Marshall  
Mr. Tariq Masaud  
Mr. William Maxwell  
Mr. Morgan-Sean McCright  
Ms. Maggie McDaniel  
Mr. Jon McDonald  
Mr. William Mclucas  
Mr. Victor Medina  
Mr. Raul Meza Menendez  
Mr. William Morris  
Mr. Michael Mundey  
Ms. Laila Nabi  
Mr. Eric H. Namtveld  
Mr. Christian Nardini  
Mr. Josh Newby  
Mr. Isao Nishihiro  
Mr. and Mrs. Shawn O'Neill  
Ms. Joyce O'Leary  
Mr. Ekan Onyeagu  
Ms. Alexandra Orzech  
Mr. Feiyi Otsujo  
Mr. Paul Pass  
Mr. Qingyang Peng  
Mr. Kristopher Pfieffer  
Mr. Jonathan Pham  
Mr. Daniel Pinedo  
Mr. Zohaib Qadri  
Mr. Eduardo Ramirez Salinas  
Mr. Alvaro Jorge Ramos Neto  
Ms. Alexia Ruen  
Ms. Pratima Reddy  
Mr. Michael Reffit  
Mr. Ian Rice  
Ms. Margaret Rogers  
Ms. Vicki Romo  
Ms. Katy Rose  
Mr. Ahmed Rosowsky  
Mr. Asset Sabrybekov  
Mr. Khalid Saleh  
Mr. Travis Salinas  
Mr. Peter Sanborn  
Mr. Viraj Sawant  
Ms. Christine E. Shaheen  
Mr. Umer Shahryar  
Ms. Yuifei Shan  
Mr. Nathan Shull  
Mr. Stephen Sibley  
Ms. Alexandra Snodgrass  
Ms. Laura Jean Stargardt  
Ms. Dennetta Starks  
Mr. Rafael Struve  
Mr. Khaleed Sulaiti  
Ms. Hasti Taghi  
Ms. Melody T. Tan  
Ms. Clara Tandazo Castro  
Ms. Anna Temple  
Mr. David Thacker  
Mr. Adrian Trömel  
Ms. Vivian Truong  
Ms. Neelamika Tumati  
Mr. Aaron Varghese  
Mr. Mark Vennekotter  
Mr. Michael Willems  
Mr. Luka Vukomanovic  
Ms. Ruimin Wang  
Ms. Sandra Wang  
Mr. Zhe Wang  
Mr. Nash Whitney  
Mr. Jon Wiegand  
Mr. Travis Wilson  
Ms. Grier Wilt  
Mr. Anthony Winters  
Mr. Hao Wu  
Ms. Sidan Xue  
Mr. Fadi Yacob  
Ms. Ke Yang  
Mr. Zehui Yang  
Mr. Sameer Zafar  
Mr. Vince Zito  

Gifts to the institute are tax deductible under applicable rules. The Baker Institute is part of Rice University's tax-exempt status as a section 501(c)(3) “public charity.”

Although we are only able to list those gifts that totaled $50 or more from July 1, 2017, through June 30, 2018, please accept our thanks for each gift, which helps to support the Baker Institute’s programs and research. We strive for accuracy in acknowledging those who have given to the Baker Institute, and we regret any omission or error, which we ask you to bring to our attention.
The fiscal year of Rice University’s Baker Institute corresponds to that of the university, running from July 1 to June 30. For the fiscal year ending June 30, 2018, the Baker Institute received $15.44 million in revenue and spent $11.96 million in expenses.

Distributed earnings from the Baker Institute’s endowment and current use gifts from supporters constituted the two largest sources of revenue during the year. Revenue from research grants increased to $3.0 million — 19 percent of total revenue. University support remained unchanged, representing less than 1 percent of overall funding.

Over 75 percent of all institute expenditures directly fund the institute’s policy research programs through fellow and scholar salaries, research costs, event expenses and special projects. The remaining expenses cover operating costs, including management and administrative staff salaries; communications, marketing and fundraising expenses; as well as building maintenance costs, equipment purchases and general supplies.

In fiscal year 2019, the institute will continue to pursue sustainable endowment funding for programs supported by current use funds. New endowments provide financial security for institute centers and programs to develop new initiatives and expand research capacity in key policy areas.

### ENDOWMENT HISTORY

(Originally in millions of U.S. dollars)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Market Value</th>
<th>Earnings Distributed</th>
<th>New Contributions to Endowments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$ 60.85</td>
<td>$ 3.19</td>
<td>$ 1.05</td>
</tr>
<tr>
<td>2011</td>
<td>$ 65.19</td>
<td>$ 3.26</td>
<td>$ 1.44</td>
</tr>
<tr>
<td>2012</td>
<td>$ 78.16</td>
<td>$ 3.37</td>
<td>$ 3.86</td>
</tr>
<tr>
<td>2013</td>
<td>$ 81.31</td>
<td>$ 3.33</td>
<td>$ 1.08</td>
</tr>
<tr>
<td>2014</td>
<td>$ 88.69</td>
<td>$ 3.61</td>
<td>$ —</td>
</tr>
<tr>
<td>2015</td>
<td>$ 101.09</td>
<td>$ 3.77</td>
<td>$ 2.35</td>
</tr>
<tr>
<td>2016</td>
<td>$ 104.24</td>
<td>$ 4.43</td>
<td>$ 0.01</td>
</tr>
<tr>
<td>2017</td>
<td>$ 99.12</td>
<td>$ 4.53</td>
<td>$ 3.10</td>
</tr>
<tr>
<td>2018</td>
<td>$ 112.55</td>
<td>$ 4.67</td>
<td>$ 0.40</td>
</tr>
</tbody>
</table>

*Market value as of June 30 of the previous fiscal year

### INCOME STATEMENT

(Originally in millions of U.S. dollars)

<table>
<thead>
<tr>
<th>Total Budget Expenses</th>
<th>FISCAL YEAR 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baker Institute endowment distribution</td>
<td>$ 4.67</td>
</tr>
<tr>
<td>Current use gifts from supporters</td>
<td>$ 7.67</td>
</tr>
<tr>
<td>Research grants</td>
<td>$ 3.00</td>
</tr>
<tr>
<td>Rice University funds</td>
<td>$ 0.10</td>
</tr>
<tr>
<td>Total</td>
<td>$ 15.44</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Funding Sources</th>
<th>FISCAL YEAR 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baker Institute endowment distribution</td>
<td>$ 4.67</td>
</tr>
<tr>
<td>Current use gifts from supporters</td>
<td>$ 7.67</td>
</tr>
<tr>
<td>Research grants</td>
<td>$ 3.00</td>
</tr>
<tr>
<td>Rice University funds</td>
<td>$ 0.10</td>
</tr>
<tr>
<td>Total</td>
<td>$ 15.44</td>
</tr>
</tbody>
</table>

Net Income | $ 3.48

### REVENUE - FISCAL YEAR 2018

- Baker Institute endowment distribution 30%
- Current use gifts from supporters 50%
- Research grants 19%
- Rice University funds 1%

### EXPENSES - FISCAL YEAR 2018

- Research programs and grants 77%
- Administration, communications and development 23%
Fellows

George W.S. Abbey
Senior Fellow in Space Policy

Samih Al-Abid, Ph.D.
Diana Tamari Sabbagh Fellow in Middle Eastern Studies

Rakesh Banerjee, Ph.D.
Rice Academy Postdoctoral Fellow, Center for Health and Biosciences

Joe Barnes
Bonner Means Baker Fellow

Jorge Barro, Ph.D.
Fellow in Public Finance

Joyce Beebe, Ph.D.
Fellow in Public Finance

Kristian Coates Ulrichsen, Ph.D.
Fellow for the Middle East

Gabriel Collins, J.D.
Baker Botts Fellow in Energy & Environmental Regulatory Affairs

Erika de la Garza
Program Director, Latin America Initiative

John W. Diamond, Ph.D.
Edward A. and Hermena Hancock Kelly Fellow in Public Finance; Director, Center for Public Finance

The Honorable Edward P. Djerejian
Director; Janice and Robert McNair Chair in Public Policy; Edward A. and Hermena Hancock Kelly University Chair for Senior Scholars

Adrian Duhalt, Ph.D.
Postdoctoral Fellow in Mexico Energy Studies

Kenneth M. Evans, Ph.D.
Postdoctoral Fellow in Science and Technology Policy

Vivian Ho, Ph.D.
James A. Baker III Institute Chair in Health Economics; Director, Center for Health and Biosciences

Thomas L. Hogan, Ph.D.
Fellow in Public Finance

Peter J. Hotez, M.D., Ph.D.
Fellow in Disease and Poverty

Mark P. Jones, Ph.D.
Fellow in Political Science; Joseph D. Jamail Chair in Latin American Studies

Jim Krane, Ph.D.
Wallace S. Wilson Fellow for Energy Studies

Paul Lagunes, Ph.D.
Board of Advisors Visiting Fellow

Neal F. Lane, Ph.D.
Senior Fellow in Science and Technology Policy; Professor of Physics and Astronomy Emeritus

Steven W. Lewis, Ph.D.
C.V. Starr Transnational China Fellow; Jesse Jones Leadership Center Summer Intern Program Coordinator

Michael D. Maher, Ph.D.
Senior Program Advisor, Center for Energy Studies

Farhan Majid, Ph.D.
L.E. and Virginia Simmons Fellow in Health and Technology Policy

William Martin, Ph.D.
Harry and Hazel Chavanne Senior Fellow in Religion and Public Policy; Director, Drug Policy Program

Kirstin R.W. Matthews, Ph.D.
Fellow in Science and Technology Policy

Allen Matusow, Ph.D.
Academic Affairs Director

Kenneth B. Medlock III, Ph.D.
James A. Baker, III, and Susan G. Baker Fellow in Energy and Resource Economics; Senior Director, Center for Energy Studies

Rachel A. Meidl, L.P.D., CHMM
Fellow in Energy and Environment

Michelle Michot Foss, Ph.D.
Fellow in Energy and Minerals

Francisco J. Monaldi, Ph.D.
Fellow in Latin American Energy Policy

Rodrigo Montes de Oca, J.D., J.L.M.
Research Scholar, Mexico Center

Quianta Moore, M.D., J.D.
Fellow in Child Health Policy

Katharine Neill Harris, Ph.D.
Alfred C. Glassell, III, Fellow in Drug Policy

Tony Payan, Ph.D.
Francoise and Edward Djerejian Fellow for Mexico Studies; Director, Mexico Center
Experts

Jennifer Rabb, J.D., LL.M.
Director and Fellow, McNair Center for Entrepreneurship and Economic Growth

Jose Ivan Rodriguez-Sanchez, Ph.D.
Postdoctoral Research Fellow in International Trade, Mexico Center

Ronald L. Sass, Ph.D.
Fellow in Global Climate Change

Annelle Sheline, Ph.D.
Zwan Postdoctoral Fellow, Center for the Middle East

Gilead Sher
Isaac and Mildred Brochstein Fellow in Middle East Peace and Security in Honor of Yitzhak Rabin

Marah Short
Associate Director, Center for Health and Biosciences

Nicolas Shumway, Ph.D.
Senior Program Advisor, Mexico Center; Baker Institute Rice Faculty Scholar; Frances Moody Newman Chair in Humanities

Robert M. Stein, Ph.D.
Fellow in Urban Politics

 Mohammad Ayatollahi Tabar, Ph.D.
Fellow for the Middle East

John B. Williams
Presidential Elections Program Fellow

A.Kadir Yildirim, Ph.D.
Fellow for the Middle East

Rice Faculty Scholars

Pedro Alvarez, Ph.D.
George R. Brown Professor of Engineering; Chair, Department of Civil and Environmental Engineering

Jim Blackburn, J.D.
Professor in the Practice of Environmental Law; Co-director, Severe Storm Prediction, Education and Evacuation from Disasters (SSPEED) Center

Dagobert Brito, Ph.D.
Peterkin Professor of Political Economy

Sergio Chávez, Ph.D.
Assistant Professor of Sociology

Nathan J. Citino, Ph.D.
Associate Professor of History

Daniel Cohan, Ph.D.
Associate Professor of Civil and Environmental Engineering

David Cook, Ph.D.
Associate Professor of Religion

Robert Curl, Ph.D.
Pitzer-Schlumberger Professor of Natural Sciences Emeritus; Professor of Chemistry Emeritus; 1996 Nobel Laureate in Chemistry

André Droxler, Ph.D.
Professor of Earth Science; Director, Center for the Study of Environment and Society

Luis Duno-Gottberg, Ph.D.
Associate Professor of Caribbean and Film Studies; Chair, Department of Spanish, Portuguese and Latin American Studies

Elaine Howard Ecklund, Ph.D.
Herbert S. Autrey Chair; Professor of Sociology; Director, Religion and Public Life Program

Scott Egan, Ph.D.
Assistant Professor of BioSciences

Farès el-Dahdah, Ph.D.
Professor of Humanities; Director, Humanities Research Center

Mahmoud A. El-Gamal, Ph.D.
Professor of Economics and Statistics; Chair in Islamic Economics, Finance and Management

Julie Fette, Ph.D.
Associate Professor of French Studies

Jeremy Fox, Ph.D.
Associate Professor of Economics

Peter Hartley, Ph.D.
George and Cynthia Mitchell Chair in Sustainable Development and Environmental Economics; Professor of Economics

Yael V. Hochberg
Ralph S. O’Connor Professor of Entrepreneurship; Head, Rice University Entrepreneurship Initiative
Rachel Kimbro, Ph.D.
Professor of Sociology;
Founding Director, Urban Health Program,
Kinder Institute for Urban Research

Moramay López-Alonso, Ph.D.
Associate Professor of History

Melissa Marschall, Ph.D.
Professor of Political Science

Caroline A. Masiello, Ph.D.
Professor of Earth, Environmental
and Planetary Science; Chemistry;
and Biosciences

Peter Mieszkowski, Ph.D.
Allyn R. and Gladys M. Cline Professor Emeritus of Economics

Leslie Schwindt-Bayer, Ph.D.
Professor of Political Science

Richard J. Smith, Ph.D.
George and Nancy Rupp Professor of Humanities

Ronald Soligo, Ph.D.
Professor Emeritus of Economics

Richard Stoll, Ph.D.
Albert Thomas Professor of Political Science

Diana Strassmann, Ph.D.
Carolyn and Fred McManis Distinguished Professor in the Practice of Humanities;
Director, Program on Poverty, Justice and Human Capabilities

Ted Temzelides, Ph.D.
Professor of Economics

Daniel S. Wagner, Ph.D.
Associate Professor of Biochemistry
and Cell Biology

Dan Wallach, Ph.D.
Professor of Computer Science

Calvin H. Ward, Ph.D.
Foyt Family Chair of Engineering;
Professor Emeritus of Civil and
Environmental Engineering and
Ecology and Evolutionary Biology

Sarah Whiting, Ph.D.
Dean of Architecture; William Ward Watkins
Professor of Architecture

Ron Witte
Associate Professor of Architecture

George Zodrow, Ph.D.
Allyn R. and Gladys M. Cline Chair of
Economics; International Research Fellow,
Centre for Business Taxation,
Oxford University

Research Staff

Zeinab Bakhiet
Center for Health and Biosciences

Tara Blagg
Center for Health and Biosciences

Pamela L. Cruz
Mexico Center

Igor Hernández
Center for Energy Studies

Nathalie Hinchey
Center for Energy Studies

Shih Yu “Elsie” Hung
Center for Energy Studies

Toby Li
Center for Energy Studies

Kelly Neill
Center for Energy Studies

Enrique Quezada
Mexico Center

Sasathorn Tapaneyakul, Ph.D.
Center for Health and Biosciences

Sharon Tsao
Science and Technology Policy Program

Peter Volkmar
Center for Energy Studies
Maria Armenta
Administrative Coordinator

Chetna Cates
Assistant Director of Development – Membership

Colton Cox
Policy Assistant to the Director

Regina Dennis
Staff Editor

Starr Dickerson
Assistant Director of Development – Stewardship

Jeff Falk
Associate Director of National Media Relations

Lisa Guáqueta
Program Manager, Mexico Center

Lianne Hart
Editorial Director

Kristin Hoffmeister
Staff Editor

Christene Kimmel
Director of Development

Brenda K. Laymane
Administrator, Center for Health and Biosciences

Laura Livingstone
Research Manager, McNair Center for Entrepreneurship and Economic Growth

Nancy Luca
Project Manager, Center for Health and Biosciences

J.E. Lyons
Logistics Manager

Giovanna Marciano
Director of Finance

Andrew Murillo
Audiovisual Specialist

Kim Murphy
Executive Assistant to the Director

Rafael Nuñez
Web Manager

Shawn O’Neill
Senior Graphic Designer

Daniel Padilla
Audiovisual Technician

Christine Pfeiffer
Financial Coordinator

Macy Pruitt
Assistant Director of Events

Laurie K. Scott
Director of Development

Ben Stevenson
Director of Operations and Planning

Laura Trapani
Events Coordinator

Melissa Vossler
Program Administrator, Center for Energy Studies

Lisa Winfrey
Grants Specialist

Patty Yapple
Graphic Designer

Kevin Young
Assistant Director of Audiovisual Operations
JOIN THE CONVERSATION
online for the latest news, research, events and opinions from the Baker Institute.
www.bakerinstitute.org/getinvolved

TO LEARN MORE ABOUT SUPPORTING THE INSTITUTE, PLEASE CONTACT:

Laurie K. Scott
Director of Development
713.348.3708
laurie.scott@rice.edu

Christene Kimmel
Director of Development — Center for Energy Studies and Special Projects
713.348.2136
ckimmel@rice.edu

DIRECT ALL MEDIA INQUIRIES TO:

Jeff Falk
Associate Director of National Media Relations
713.348.6775
jfalk@rice.edu

David Ruth
Director of National Media Relations
713.348.6327
druth@rice.edu

The Baker Institute annual report is printed on recycled paper with funds provided by The Cullen Foundation Publication Endowment.