

TOGETHER, I BELIEVE WE CAN BUILD THE JAMES A. BAKER III INSTITUTE FOR PUBLIC POLICY INTO A NATIONALLY RECOGNIZED CENTER – ONE THAT WILL DRAW STATESMEN, SCHOLARS, AND STUDENTS FROM AROUND THE WORLD INTO ITS INNOVATIVE AND INTEGRATED ACTIVITIES. MY VISION FOR THE INSTITUTE IS SIMPLE: TO BUILD A BRIDGE BETWEEN THE WORLD OF IDEAS AND THE WORLD OF ACTION. IN MY VIEW, WE NEED TO WORK MORE



OWN MAKING. THE INSTITUTE, IN SHORT, SHOULD BRIDGE THESE TWO WORLDS. SCHOLARS SHOULD LEARN FIRSTHAND FROM STATESMEN OF THE PRACTICAL IMPERATIVES THAT IMPACT POLICY, OFTENTIMES MAKING “THE PERFECT” THE ENEMY OF “THE GOOD.” STATESMEN AND POLICYMAKERS SHOULD HEAR FROM SCHOLARS RIGOROUS, LOGICAL – (AND ALWAYS PRACTICAL) – ANALYSES OF HOW TO IMPROVE THE WORK THEY DO. AND STUDENTS, THE NEXT GENERATION OF SCHOLARS AND STATESMEN, SHOULD BE ENRICHED THROUGH PARTICIPATION IN THIS DIALOGUE AND GO ON TO BECOME BETTER SCHOLARS AND STATESMEN AS A RESULT. THIS IS A TALL ORDER. YET I BELIEVE HERE AT RICE WE HAVE THE COMMITMENT, THE RESOURCES, AND ABOVE ALL THE PEOPLE TO MAKE A FIRST-RATE INSTITUTE. IN BRIDGING THE WORLDS OF IDEAS AND ACTION, I BELIEVE THE INSTITUTE SHOULD PURSUE AN INTEGRATED APPROACH THAT DRAWS TOGETHER VARIOUS EFFORTS FROM ACROSS THIS CAMPUS. WHILE WE EMPHASIZE THE CONDUCT AND DISSEMINATION OF RESEARCH THAT IS PRACTICAL AND TIMELY, WE NEED TO USE THE KNOWLEDGE FOUND IN THAT PROCESS TO EDUCATE STUDENTS, BOTH GRADUATE AND UNDERGRADUATE. WE ALSO NEED TO REACH OUT BEYOND THE UNIVERSITY COMMUNITY TO THE LOCAL, NATIONAL, AND GLOBAL COMMUNITIES THAT WE SERVE.

RICE UNIVERSITY'S **BAKER INSTITUTE** | **20 YEARS** 1993–2013

**2013 ANNUAL REPORT**

I KNOW ALL TOO WELL THAT THERE IS A REAL – AND GROWING – NEED FOR INNOVATION. THINKING OUTSIDE THE “LETTERWAY” TO HELP BREAK GOVERNMENT GRIDLOCK AND TO CHANGE AMERICA’S ROLE IN OUR NEW WORLD. FROM OUR VANTAGE POINT HERE IN HOUSTON, WE CAN HAVE CRITICAL DISTANCE FROM THE DEBATES IN WASHINGTON – DISTANCE ENOUGH TO KEEP OUR WORK HONEST, DISTANCE NOT TOO LARGE TO MAKE OUR WORK IRRELEVANT.

'94



From left, Rice University President Malcolm Gillis, Rice Board of Trustees Chairman Charles Duncan, President Gerald Ford, the Honorable James A. Baker, III, and President George H.W. Bush attend the Oct. 20 Baker Institute groundbreaking ceremony.

'95



Gen. Colin L. Powell, ret., (third from left) attends the institute's inaugural Annual Conference on Nov. 13. Discussion topics included economic reforms in Russia and China and the future of warfare.

'96



U.S. Attorney General Janet Reno outlines the core elements of an effective anti-crime strategy – punishment, after-care and community intervention – at the institute's second Annual Conference on Nov. 12.

'03



In an informal discussion with honorary chair James A. Baker, III, (far left) on Oct. 18, journalists Peter Jennings, Andrea Mitchell and Jim Lehrer speak candidly about covering elections and wars.

'05



The Baker Institute celebrates the 75th birthday of honorary chair James A. Baker, III, with a country-western theme on April 28. From left are Susan Baker, Baker and former President George H.W. Bush.

**11.12.12** *New York Times* columnist Thomas Friedman visits with members of the Baker Institute Student Forum. During his lunchtime discussion, Friedman shared his thoughts on issues ranging from the economy to U.S.-Sino relations.



*This annual report encompasses the activities of the institute for fiscal year 2013 from July 1, 2012, to June 30, 2013.*

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*On the cover, from left: The Honorable James A. Baker, III, and E. William Barnett, now chair of the Baker Institute Board of Advisors, cut the ribbon at the Oct. 15, 1997, Baker Hall building dedication ceremony | Nelson Mandela, former president of South Africa and Nobel Peace prize winner, delivers his views on world affairs as part of the Shell Distinguished Lecture Series on Oct. 26, 1999 | Charles Powell, former private secretary to British Prime Minister Margaret Thatcher (far left); Roland Dumas, former minister of foreign affairs of France; Markus Meckel, former minister of foreign affairs for the German Democratic Republic; Hans-Dietrich Genscher, former foreign minister of the Federal Republic of Germany; and former U.S. Secretary of State James A. Baker, III, stand in front of a piece of the Berlin Wall during a break in a conference marking the 20th anniversary of German reunification.*

**20** *research programs*

**23** *rice scholars*

**40** *fellows and policy researchers*

**60** *events*

**73** *student interns*

**87** *classes taught*

**136** *publications*

**146** *blog posts*

**196** *countries reached on the web*

**7,398** *media citations*

*Rice University's Baker Institute 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.*



**02.05.13** *Shortly after being sworn in, U.S. Secretary of State John Kerry meets with Baker Institute honorary chair and former Secretary of State James A. Baker, III, at the U.S. Department of State in Washington, D.C. (State Department Photo/Public Domain)*

When I presented my vision for the Baker Institute during the Rice University Associates Dinner in 1993, I spoke about a guiding principle that I wanted the new institute to have. It should vigorously challenge all of the assumptions, concepts and theories that define public policy. In the years since then, it has become clear to me that adherence to this intellectual practice, combined with practical and rigorous scholarship, has allowed the Baker Institute to become a premier think tank, one that is highly ranked in the United States and around the world. As we celebrate the Baker Institute's 20th anniversary this fall, we should redouble our dedication to such honest and nonpartisan scrutiny of public policy, because that will always be a key to success.

In the meantime, we must remember that improvement comes through critical self-evaluation. As we prepare for our next 20 years, we must constantly analyze what path we want to take into the future, because that path will eventually define us. How should we grow? What policies should we pursue? Where can we strengthen our expertise? And we can never forget that our comparative advantages – our location in Houston, our partnership with Rice University, and our ties to state, federal and international policymakers – will continue to be a strong foundation for years to come.

Never in my fondest dreams did I imagine that our institute would attain a world-class reputation in just 20 years. This recognition is due in large part to the tireless work of our founding director, Ambassador Edward P. Djerejian, the outstanding research of our fellows and scholars, and the backing of a strong institution like Rice University. I would also like to personally thank our many supporters and donors for their contributions over the past 20 years. Without you, none of this would have been possible.

The Baker Institute's fellows, scholars and staff join me in inviting you to celebrate our past 20 years of public policy debate and research. Those 20 years have been nothing short of outstanding. But the best is yet to come.

*The Honorable James A. Baker, III*  
*Honorary Chair*

**03.22.13** *Baker Institute founding director Edward P. Djerejian speaks on “The Arab Awakening and U.S. Policy” as part of a 20th anniversary conference on pressing issues in the Middle East.*



This year we are celebrating the Baker Institute's 20th anniversary. In that short time, the work of our fellows and staff, the support of our honorary chair and the generosity of our benefactors drove the institute to the forefront of local, national and international policy conversations. Rice University has been an indispensable partner as we seek to engage young minds with a passion for understanding and shaping the world around them.

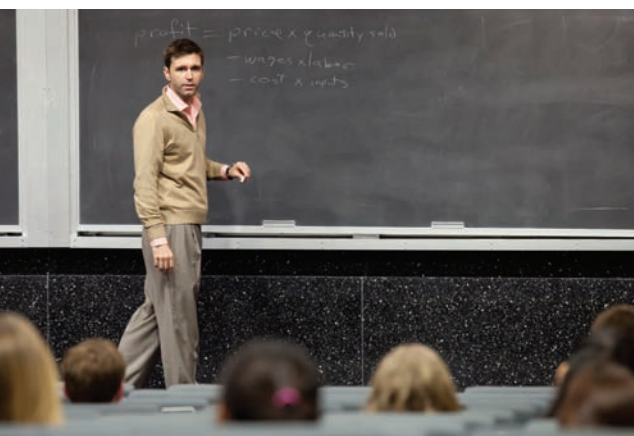
At the dawn of the institute's third decade, we are building on the achievements of the past 20 years by creating three research centers to address key issue areas. The Center for Energy Studies, led by Kenneth B. Medlock III, Ph.D., will encompass a team of fellows, scholars and researchers that will analyze policy issues related to oil and gas, electricity, environmental regulation, cybersecurity and geopolitics. The Center for the Middle East will further the institute's conflict resolution program on Israeli-Palestinian negotiations as well as incorporate our work on the crisis in Syria, the Gulf states, and gender and human rights in the region. The Mexico Center, led by Tony Payan, Ph.D., will study critical elements of U.S.-Mexico relations — trade, energy, infrastructure, health and security — through collaborations between researchers on both sides of the border.

The institute's work in other research areas is expanding as well. The Health Policy Forum continues to have a local and national impact with the health economics work of Vivian Ho, Ph.D., Dr. John Mendelsohn's study of personalized medicine and Elena Marks' analysis of health care systems. Dr. Peter Hotez's renowned research and advocacy to eradicate neglected tropical diseases adds a global health component to the program. Our internship programs, student forum and Public Diplomacy and Global Policymaking Program engaged students in meaningful public policy deliberations.

We are pleased to be expanding our group of young professional supporters, the Associate Roundtable, through networking events and discussions with the institute's fellows and scholars on issues ranging from drug policy and Mexican cartels to international trade and Texas politics.

The entirety of our work will always rest on the community of generous supporters committed to building a global public policy think tank here in Houston. The Baker Institute scholars, staff and I are gratified by their confidence and look forward to taking the institute to greater heights in the coming years.

*The Honorable Edward P. Djerejian  
Founding Director*



**02.21.13** *Russell A. Green, Will Clayton Fellow in International Economics, describes how economists view special interests and corruption during a lecture for the institute's first undergraduate policy course, "Introduction to Public Policy" (POST 201).*

### 2012–2013 FELLOW/SCHOLAR–TAUGHT COURSES

ANTH 212	Perspectives on Modern Asia	HIST 386	Carter, Reagan and the End of the Cold War
ARCH 612	Advanced Seminar in Architecture	HIST 425	U.S. Conservation Movement
ASIA 211	Intro to Asian Civilizations	HIST 464	Cold War U.S. Foreign Policy
ASIA 488	Asia and Energy	HONS 471	Undergraduate Scholars Program
BIOC 547	Experimental Biology and the Future of Medicine	LASR 158	Intro to Latin American Studies
COLL 200	Teaching Practicum–Martel	NSCI 511	Science Policy and Ethics
COLL 208	Intro to Contract Bridge	POLI 211	Intro to International Relations
ECON 201	Microeconomics I	POLI 378	Politics of American Natl Security
ECON 243	Corporate Finance	POLI 420	Election Systems
ECON 301	Microeconomics II	POLI 473	The Craft of Intelligence
ECON 303	Macroeconomics	POLI 483	U.S.–Mexico Border Issues in Comparative Perspective
ECON 355	Financial Markets	POLI 530	Approaches to American Govt
ECON 421	International Finance	POLI 540	International Relations
ECON 437	Energy Economics I	POLI 568	Comparative Political Institutions
ECON 439	Torts, Property and Contracts	POLI 599	Teaching Political Science
ECON 447	Energy Economics II	POST 201	Baker Institute Intro to Public Policy
ECON 452	Religion, Ethics and Economics	POST 338	Policy Analysis
ECON 481	Health Economics	POST 455	United States Middle East Policy
ECON 483	Public Finance: Tax Policy	RELI 225	Revolutionary Islam: Shi'ism
ECON 484	Public Goods	RELI 356	Major Issues in Contemporary Islam
ECON 502	Macroeconomic/Monetary Theory I	RELI 440	Islam's Mystical Tradition
ECON 516	Empirical Microeconomics	RELI 443	Maimonides "Guide for the Perplexed"
ECON 522	Public Economics: Tax Policy	RELI 530	Pedagogy Practicum
ECON 523	Dynamic Optimization	SOCI 327	Religion and Public Life
ENST 480	Environmental Economics	SOCI 327	Gender and Science
ESCI 103	Field Trips for the Earth	SOCI 328	Religion and Public Life
ESCI 506	Carbonate Depositional Systems	SOCI 328	Gender and Science
FILM 438	Global Environmental Media	SOCI 401	Religion Seminar
FILM 439	Transnational Asian Media	SOCI 425	Population Health Seminar
GLHT 510	Seminar in Tropical Medicine	SOCI 501	Graduate Religion Seminar
HIST 291	20th Century American Presidents	STAT 610	Econometrics I
HIST 302	Traditional Chinese Culture	SWGS 322	Poverty, Gender and Development
HIST 341	Pre–modern China	UNIV 312	Public Diplomacy and Global Policymaking
HIST 342	Modern China		
HIST 352	History of the Cold War		



**11.01.12** *From left, Rice University President David W. Leebron discusses recent policy research conducted by Kirstin Matthews, fellow in science and technology policy, and Vivian Ho, the James A. Baker III Institute Chair in Health Economics, during the fall Roundtable Reception.*



### RESEARCH PROGRAMS

#### Center for Energy Studies

- Electricity Policy
- Energy and Cybersecurity
- Energy and Environment
- Global Oil
- Natural Gas

#### Drug Policy

#### Health Policy Forum

- Health Economics Program
- Disease and Poverty
- Health and Technology Policy

#### Information Technology Policy

#### International Economics

#### Latin America Initiative

- Americas Project
- Vecinos Lecture Series

#### Mexico Center

#### Middle East Center

- Conflict Resolution
- Public Diplomacy
- Women and Human Rights in the Middle East

#### Religion and Public Policy

#### Science and Technology Policy Program

- Civic Scientist Program
- International Stem Cell Policy Program
- Medicine, Research & Society Public Policy Issues Series

#### Space Policy

#### Tax and Expenditure Policy

#### Transnational China Project

### LECTURE SERIES

#### Chevron Excellence in Leadership Energy Lecture Series

#### Robert A. Mosbacher Global Issues Series

#### Shell Distinguished Lecture Series

### STUDENT PROGRAMS

#### French Institute of International Relations (IFRI)/Institute for International Political Studies (ISPI)

#### Jesse Jones Leadership Center Summer in D.C. Policy Research Internship Program

#### Moscow Summer Intern Program

#### Public Diplomacy and Global Policymaking in the 21st Century

In a 1993 address at Rice University, James A. Baker, III, described his vision for the public policy institute that would soon bear his name. Statesmen and scholars would work in an atmosphere of intellectual excellence and strict nonpartisanship to develop fresh, informed approaches to public policy, he said. “Starting a nationally recognized institution from scratch will not be easy,” he added, “but if we work hard, it can be done.”

Twenty years later, the James A. Baker III Institute for Public Policy has become a leading voice in our national policy debate. Under the leadership of founding director Ambassador Edward P. Djerejian, and with the commitment and generosity of its supporters, the institute has earned a reputation for incisive, rigorous scholarship and is ranked among the top university-based think tanks in the world.

The 63,000 sq. ft. institute is now the academic home to 63 fellows, scholars and researchers studying issues as varied as the Middle East peace process, health policy and tax reform. Distinguished leaders from President Bill Clinton to Nelson Mandela have inspired Baker Institute audiences with their insights and uncommon wisdom. Students, the next generation of policymakers, have been enriched by internships

in Houston, Washington, D.C., Paris, Doha and Moscow.

As it celebrates its 20th year, the Baker Institute continues its commitment to excellence through a special series of events highlighting its programs and research. In March, the Conflict Resolution Program held a conference on U.S. engagement on Israeli-Palestinian negotiations and the crisis in Syria. Other special events included a look at the future of U.S. policy in Latin America and the politics of reform in China. The anniversary year will also feature fall events on the Affordable Care Act, tax policy and the eurozone crisis, and be capped by an anniversary gala and presidential conversation in November.

The institute has come far since Baker’s 1993 address at Rice, when ground had not yet been broken for the stately building that would become Baker Hall. As we embark on the next 20 years and beyond, we will continue to be guided by our founding chair’s words, which are as true today as they were two decades ago.

“We need to constantly question the assumptions that underpin policy,” Baker said. “While some may argue that we live in a post-ideological age, ideas will always matter, because it is through our ideas that we express our values.”



**04.01.13** University of Texas professor Wenhong Chen (far left) joins Baker Institute fellow in Chinese media Aynne Kokas and C.V. Starr Transnational China Fellow Steven W. Lewis for an expert panel exploring the impact of new media such as microblogs and social networks on political reform in China.



**02.19.13** Former New Mexico Gov. Bill Richardson examines key U.S. foreign policy issues in the Western Hemisphere. His Baker Institute 20th Anniversary lecture touched on topics including immigration, border issues, Cuba and Venezuela.

“It is vital that we get beyond the often facile arguments and false choices that obscure today’s discussion,” said James A. Baker, III, the institute’s honorary chair. “I am convinced that the Baker Institute for Public Policy can help our nation do so by bringing a compelling voice to our national dialogue, not just today but for decades to come.”



**03.22.13** Ambassador Robert S. Ford delivers a Shell Distinguished Lecture on the conflict in Syria during the institute’s 20th Anniversary conference on the Middle East. The daylong symposium, co-sponsored by the Woodrow Wilson International Center for Scholars, also addressed American foreign policy and Israeli–Palestinian negotiations.

More than two years after the uprisings of the Arab Awakening, ongoing crises continue to threaten stability in the region. The conflict in Syria is festering, Egypt is in turmoil and the future of the Middle East remains uncertain.

In continuation of its long-standing engagement in the Israeli-Palestinian peace process, the **Conflict Resolution Program** in March published a report titled “Re-engaging the Israelis and the Palestinians: Why an American Role in Initiating Israeli-Palestinian Negotiations is Necessary and How It Can Be Accomplished,” a follow-up to the institute’s 2010 report on territorial issues.

The study is the result of a yearlong project involving Israeli and Palestinian working groups convened, respectively, by Baker Institute fellows Yair Hirschfeld and Samih Al-Abid under the direction of Edward P. Djerejian, the institute’s founding director and former U.S. ambassador to Syria and Israel. Djerejian presented the recommendations at the Carnegie Endowment for International Peace in Washington, D.C., and Al-Abid handed copies of the report directly to President Barack Obama and Secretary of State John Kerry during their March visit to Ramallah. In July, the Jerusalem Post reported that Kerry is using the report

as a guide for his efforts initiating peace negotiations.

To address Syria’s civil war and U.S. policy options, Djerejian also co-authored the report “Syria at the Crossroads: U.S. Policy and Recommendations for the Way Forward” with Andrew Bowen, the institute’s scholar for the Middle East. Djerejian, accompanied by Bowen, presented the Syria report at think tanks in Washington, D.C., and to senior officials at the State Department and the White House last spring.

Djerejian has provided extensive commentary on the conflict in Syria throughout the year to media outlets such as the New York Times, BBC, the Wall Street Journal, CNN and Al Jazeera. Bowen wrote a regular blog for The Majalla, a leading Arab magazine. In an April op-ed for Foreign Policy, Djerejian and Bowen noted that “a military solution for either side [in Syria] has not been achievable these past two years. What is needed, instead, is to combine military assistance with a coordinated strategy of capacity building within the opposition, which can then have measurable results and reinforce international efforts to find a political solution to the crisis.”

The release of both reports coincided with a Baker Institute conference on the

**03.22.13** *Yair Hirschfeld, the institute's Isaac and Mildred Brochstein Fellow in Middle East Peace and Security in Honor of Yitzhak Rabin (right), participates in a panel on U.S. involvement in Israeli-Palestinian negotiations during a conference co-sponsored by the Wilson Center, represented by Aaron David Miller.*



Middle East co-hosted by the Conflict Resolution Program and the Woodrow Wilson International Center for Scholars. The event, “U.S. Engagement on Israeli-Palestinian Negotiations and the Crisis in Syria,” featured experts from both institutions, including Aaron David Miller, Robin Wright and Ambassador Fred Hof, former special representative to Syria, who discussed the opportunities and risks for American foreign policy in the region. The conference concluded with a keynote speech by the Honorable Robert Ford, U.S. ambassador to Syria.

To further engage both Western and Arab experts in a conversation on the future of Syria, the Baker Institute in 2013 formed a partnership with a new digital media platform, Syria Deeply – a single-topic online news site dedicated to the Syria crisis. Dina Shahrokhi, the institute’s research associate for the Middle East, wrote a weekly column for the site that highlights the human struggles of the conflict.

The Baker Institute welcomed a new Middle East scholar this year with the appointment of Kristian Coates Ulrichsen as the fellow for Kuwait. Coates Ulrichsen’s research focuses on political economy and global order in the Gulf states.

To highlight the role of women in the Arab Awakening, as well as the challenges and opportunities still to be addressed, the **Women and Human Rights in the Middle East Program** sponsored a daylong conference at the Baker Institute in February. Speakers at “The Arab Awakening and Gender: Challenges and Opportunities For Women” event included prominent women in the public and private sectors of Egypt, Morocco, Algeria, Palestine and Saudi Arabia who provided recommendations to advance gender equality in the region.

The Women and Human Rights in the Middle East Program also expanded its research capacity with a new director, Marwa Shalaby, whose work focuses on the gender gap in the Middle East and North Africa on the political and societal levels. Shalaby spent the summer in Egypt, Jordan, Qatar and the United Arab Emirates to explore research partnerships with scholars and experts in the region.

Looking ahead, Ambassador Djerejian recently announced the formation of the Baker Institute **Center for the Middle East**, which will incorporate the work of the Conflict Resolution Program, the Women and Human Rights in the Middle East Program and other Baker Institute research focused on the region.



**03.22.13** From left, Baker Institute Middle East scholar Andrew Bowen, Wilson Center scholars Robin Wright and Haleh Esfandiari, and Ambassador Fred Hof comment on the crisis in Syria at a 20th Anniversary conference on pressing issues in the Middle East.



**03.13.13** The Baker Institute publishes “Re-engaging the Israelis and Palestinians.” The report outlines a proposed U.S. strategy intended to initiate viable Israeli-Palestinian negotiations leading to a two-state solution.

“As Syria faces this critical moment in its history, American leadership in a multilateral context is imperative to prevent a state at the heart of the Middle East from collapsing and exacerbating the security problems of an already fragile region,” said Edward P. Djerejian, the institute’s founding director.



**05.30.13** Arab American Institute president James J. Zogby signs copies of his book, “Looking at Iran: The Rise and Fall of Iran in Public Opinion,” which explores the circumstances behind Iran’s precipitous decline in popularity among Arabs and Muslims in the past decade.



**02.21.13** Panelists respond to audience questions during a winter conference hosted by the Women and Human Rights in the Middle East Program. Seated, from left are: Hatoun Al Fassi, Islamic historian, scholar and journalist from Saudi Arabia; Nabila Hamza, director of the Foundation for the Future; Nabila Ramdani, noted journalist, activist and columnist for The Guardian; and moderator Dina Alsowayel.



**03.21.13** *President Barack Obama participates in a roundtable discussion with young Palestinians and Samih Al-Abid, the institute's Diana Tamari Sabbagh Fellow in Middle Eastern Studies (second from left) at the Al-Bireh Youth Center in Ramallah. (Official White House photo by Pete Souza)*



**11.01.12** *Students from the spring 2012 delegation of the Public Diplomacy and Global Policymaking Program attend the annual Fall Roundtable Reception.*



**11.11.13** *Sir Peter Westmacott, British ambassador to the United States, identifies "Challenges Facing the International Community at the Start of 2013" at an event co-hosted by the British Consulate-General of Houston.*

This year marked the launch of the **Center for Energy Studies** (CES) – an initiative for growth into new program areas that positions the center to tackle the ever-expanding policy dimensions of energy while maintaining its core focus on international energy geopolitics. An important milestone for CES was reached in January when the Think Tanks and Civil Societies Program survey ranked the Baker Institute sixth in the world among energy and natural resource think tanks.

The CES brought an exceptional array of energy sector leaders and thinkers to the institute in fiscal year 2012–2013. In August, the executive director of the International Energy Agency, Maria van der Hoeven, discussed responsible regulation of unconventional oil and gas resource development. In November, energy experts from government, industry and academia examined influences on oil and gas investments, as well as factors affecting the future directions of energy commodity prices, at the CES conference “Globalization and Energy Markets: Investment and Commodity Price Cycles.” The following April, His Excellency Ashti Hawrami, minister of natural resources for the Kurdistan Regional Government, delivered a lecture on energy politics in Iraq.

The CES also hosted a panel of cybersecurity scholars and practitioners who discussed emerging threats in the cyber landscape with political and business leaders. The CES director of the Program on Energy and Cybersecurity, Christopher Bronk, warned of new business realities in which “hacking the email server of the target of an acquisition or takeover may be illegal if a U.S. firm does it to another, but it may be completely acceptable behavior for a foreign firm.”

In addition to presenting numerous lectures and workshops in the U.S. and abroad, CES senior director Kenneth Medlock testified before the U.S. Senate Committee on Energy and Natural Resources in February on opportunities for U.S. natural gas supplies, including liquefied natural gas exports.

CES publications over the past year include Medlock’s highly cited work, “LNG Exports: Truth and Consequence,” a publication on the findings on the buildup in natural gas liquids (NGLs) in the U.S. as shale gas production increases, and several new journal publications on energy issues ranging from the revenue efficiency of national oil companies to the relationship between crude oil and natural gas prices.



**06.12.13** *Kenneth B. Medlock III, James A. Baker, III, and Susan G. Baker Fellow in Energy and Resource Economics and senior director of the Center for Energy Studies, discusses the results of a study on “Energy Market Globalization: Investment and Commodity Price Cycles and the Role of Geopolitics.”*



The CES continues with the study “The Changing Geopolitics of Natural Gas: The Rise of Unconventional Gas and the Implications for Global Natural Gas Markets, Geopolitical Relations and U.S. Energy Security,” conducted with Harvard University. The CES also published “The Geopolitics of Natural Gas: Report of Scenarios Workshop,” which outlined global scenarios on the interconnectedness of regional economic and political dynamics.

In June, the CES hosted a much-anticipated conference on “Energy Market Globalization: Investment and Commodity Price Cycles and the Role of Geopolitics,” the capstone for a major two-year study sponsored by Chevron. The research focused on the interaction of the oil investment cycle and the general business cycle, and investigated various drivers of oil price.

The CES also launched research in several new areas. In a study sponsored by the Alfred P. Sloan Foundation, CES scholars are examining the impacts of higher taxes and new regulations on shale gas operations on the U.S. natural gas market, with the aim of shaping a more informed and effective debate on regulatory oversight. Additionally, CES researchers – in coordination with the University of California, Davis, and Stanford University

– are exploring the role of natural gas in transportation in the United States.

Other research developments include new partnerships. Researchers from CES and Carnegie Mellon University will investigate regional economic development roadmaps associated with the shale gas boom, looking at both upstream and downstream implications. The CES also entered into an affiliate agreement with the National Renewable Energy Laboratory’s Joint Institute for Strategic Energy Analysis and will initially examine the potential for complementarity of natural gas and renewable energy.

The CES continues its excellence in educational efforts at Rice, graduating two new Ph.D.s in economics, Burcu Cigerli and Xinya Zhang. The CES also welcomed Jim Krane, an energy geopolitics expert from Cambridge University, as the Wallace S. Wilson Fellow in Energy Studies.



**08.17.12** *Maria van der Hoeven, executive director of the International Energy Agency, presents recommendations for the responsible regulation of unconventional gas drilling and light-tight oil production.*



**11.09.12** *Bart Chilton, commissioner of the U.S. Commodity Futures Trading Commission, gives the keynote address at a daylong Center for Energy Studies event on investment and commodity price cycles in the energy market.*

*“Despite an apparently positive outlook, sustained, rapid development of shale gas in both the U.S. and abroad is not a certainty,” said Kenneth B. Medlock III, Center for Energy Studies senior director. “A stable regulatory environment is critical. Environmental and other issues must be addressed before the full benefit of shale can be realized.”*



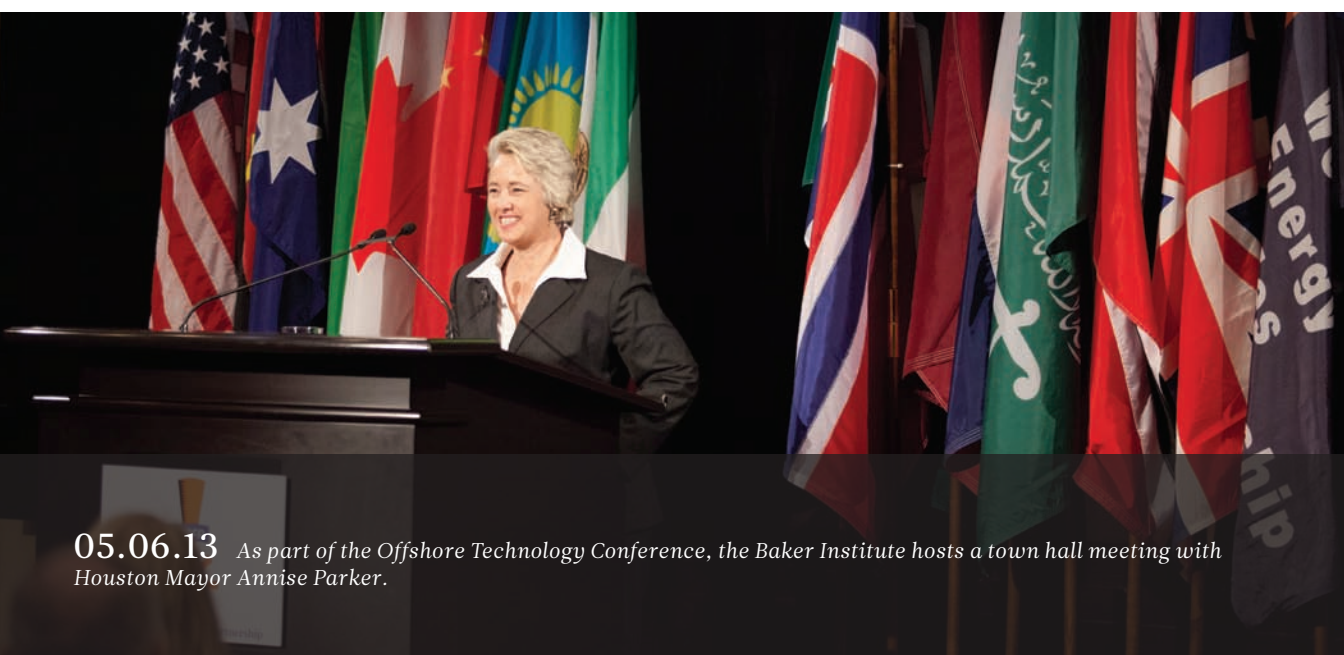
**04.16.13** *The United States can help Iraq and the Kurds resolve their differences on oil and gas, says Ashti Hawrami, minister for natural resources of the Kurdistan Regional Government, at the Baker Institute.*



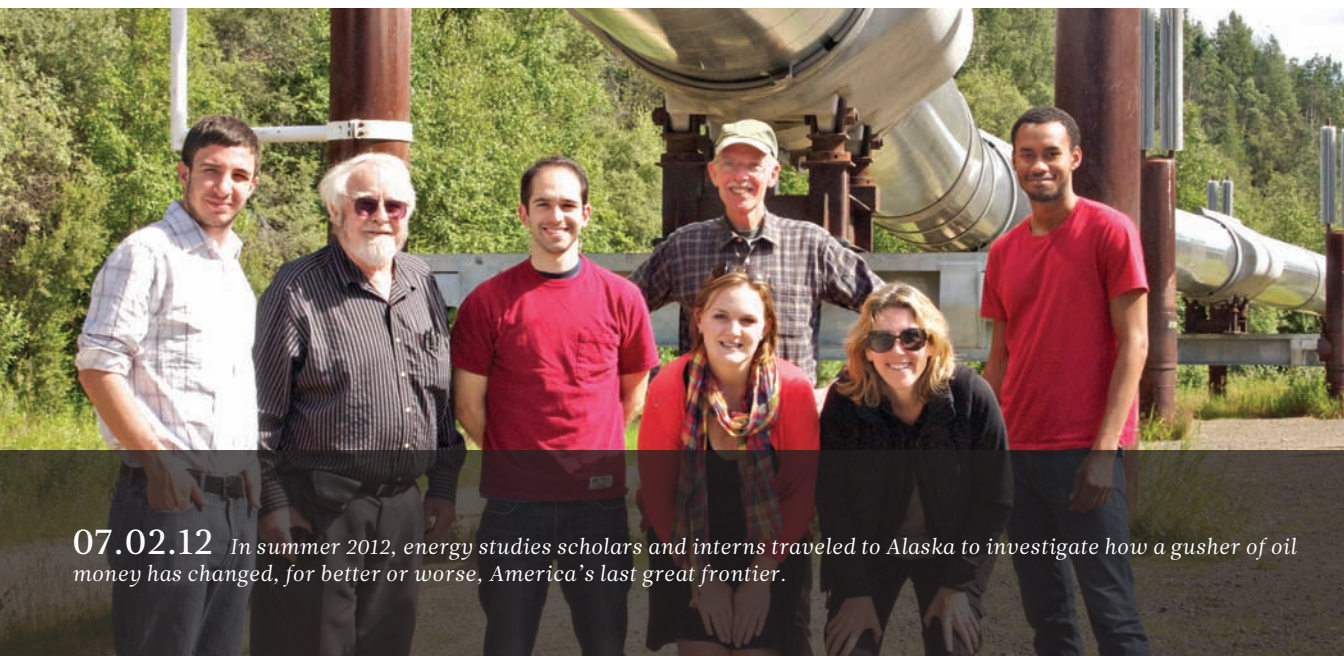
**06.12.13** *Baker Institute Rice scholar Mahmoud A. El-Gamal speaks on supply, demand and oil price cycles at the conference “Energy Market Globalization: Investment and Commodity Price Cycles and the Role of Geopolitics.”*



**09.18.12** Information technology policy fellow Christopher Bronk (right) moderates a discussion on emerging threats in the cyber landscape with cybersecurity scholars and practitioners, as well as political and business leaders. The event was co-sponsored by the Baker Institute Information Technology Policy Program and Center for Energy Studies, along with Rice's Computer Security Lab and Deloitte.



**05.06.13** As part of the Offshore Technology Conference, the Baker Institute hosts a town hall meeting with Houston Mayor Annise Parker.



**07.02.12** In summer 2012, energy studies scholars and interns traveled to Alaska to investigate how a gusher of oil money has changed, for better or worse, America's last great frontier.

The **Health Policy Forum** this year addressed issues ranging from the Texas response to health care reform to the international need to prevent and treat neglected tropical diseases.

Vivian Ho, James A. Baker III Institute Chair in Health Economics, traveled to Washington, D.C., in January to address a conference of state policymakers on her recently published research on state Certificate of Need regulations. Ho's research suggests that these regulations have been unsuccessful at improving the quality or lowering the costs of complex cardiac care.

Health policy scholar Elena Marks worked with the CHRISTUS Foundation to identify cost-effective strategies for improving school-based health care in Houston using health information technology and improved telecommunications technologies.

Ho and Marks both commented extensively on the Affordable Care Act to the media and at speaking engagements. Their commentary has been featured on Bloomberg News, American Public Media's Marketplace and NBC News. Ho and Marks are partnering with other think tanks to track insurance coverage developments in Texas as the

Affordable Care Act is fully implemented and compare these developments to the nation as a whole.

In June, Peter J. Hotez, fellow in disease and poverty, addressed the House Committee on Foreign Affairs to explain how relatively modest investments in eradicating neglected tropical diseases (NTDs) could save lives, improve the economic growth and regional stability of developing nations, and bolster public perceptions of the United States. Hotez's wide-ranging commentaries on NTDs have been featured in the Huffington Post, the Los Angeles Times, Foreign Affairs and the Lancet this year.

John Mendelsohn, L.E. and Virginia Simmons Fellow in Health and Technology Policy, was elected to the American Academy of Arts and Sciences in 2013. Mendelsohn, the former president of MD Anderson Cancer Center, has been mentoring Rice University students on a project to examine the cost effectiveness of genetically targeted drug therapies for treating advanced-stage cancers.

The Health Policy Forum hosted several conferences this year, covering the topics of comparative effectiveness research, vaccine diplomacy and expectations for the Affordable Care Act in 2014.

**09.19.12** *As part of the institute's Election 2012: Policy Perspectives series, Health Policy Forum experts (from left) John Mendelsohn, Vivian Ho and Elena Marks examine how health care reform could evolve under a Republican or Democratic presidential administration.*



The **Science and Technology Policy Program** continued its work on stem cell research as policy questions were debated in laboratories and courtrooms across the country. In June, science and technology policy fellow Kirstin Matthews spoke to numerous media outlets after the U.S. Supreme Court ruled that human genes cannot be patented. “This is good for science,” she said. “The ruling allows expanded genetic research while still preserving new technologies.”

Matthews was the lead author of a policy report on a 2012 stem cell conference in Doha, co-sponsored by the Qatar Foundation and the Baker Institute, as well as a report that used the development of nanotechnology at NASA as a case study for the agency’s science research funding process. She also led a team of researchers who produced posters on the issues related to the gene patenting legal case and current developments in cord blood banking in the Arab world.

In the spring, the National Science Board honored physicist Neal F. Lane, senior fellow in science and technology policy, with the 2013 Vannevar Bush Award. The award is presented each year to exceptional, lifelong leaders in science and technology who have made substantial contributions to the welfare of the nation

through public service activities in science, technology and public policy.

Also this year, the Baker Institute named science and health journalist Robert Bazell a nonresident fellow in science and technology policy. Bazell, the former chief science and health correspondent at NBC News, will focus on the intersections of science and health journalism and public policy.

In addition, the institute welcomed Maude Rowland Cuchiara as the Scholar for Science and Technology Policy, and Deepak Srivastava as the Scholar for Biomedical Research Policy. Srivastava is the Younger Family Director of the Gladstone Institute of Cardiovascular Disease in San Francisco.

The **Space Policy Program** and Baylor College of Medicine in May hosted the seventh annual International Space Medicine Summit (ISMS) at the Baker Institute. The ISMS brings together the world’s leading experts to discuss the research needed to prevent or mitigate the biomedical and psychological challenges of long-duration manned spaceflight. Speakers in 2013 included NASA administrator Charles F. Bolden Jr., Nobel laureate Samuel Ting and the institute’s founding chair, James A. Baker, III.



**01.24.13** Participants at “Lost in Space: The Need for a Definitive U.S. Space Policy” review the present status and future of NASA and the U.S. civil space program. The event featured an expert panel that included (from left to right) moderator George W.S. Abbey, Mark J. Albrecht, Leroy Chiao, Joan Johnson-Freese, Neal F. Lane, Eugene H. Levy and John M. Logsdon.

“If our country is to remain strong and prosperous and a land of rewarding jobs, we need to understand this basic investment principle in America’s future: no science, no growth,” said Neal F. Lane, senior fellow in science and technology policy.



**08.24.12** Gregory Stunz, professor of marine biology at Texas A&M University–Corpus Christi, gives a keynote address at a workshop on the conservation of Texas coral reefs.



**11.01.12** Rice University Representative Y. Ping Sun, an honorary Baker Institute Roundtable co-chair, speaks with disease and poverty fellow Peter J. Hotez at the Fall Roundtable Reception.



**05.16.13** NASA administrator and former astronaut Charles F. Bolden Jr. attends the annual International Space Medicine Summit, which brings together the world’s leading experts to discuss space medicine research and policies to enhance global collaboration.



**06.28.13** At a Health Policy Forum luncheon, health economics chair Vivian Ho describes how the Affordable Care Act will change health insurance coverage and premiums when certain provisions of the legislation go into effect in 2014.



**11.13.12** Subra Suresh describes his work in science and the public sphere as director of the National Science Foundation. This Civic Scientist lecture, sponsored by the Shell Distinguished Lecture Series, was held in conjunction with Transatlantic Science Week 2012.



**07.13.12** A Health Policy Forum conference features prominent experts who present strategies for analyzing large population databases to conduct comparative effectiveness research, which weighs the benefits or harms of different treatment options.



**03.07.13** Former National Science Foundation director Rita Colwell meets with Houston-area students as part of the Civic Scientist Program, which seeks to demystify science through talks by distinguished scientists from around the world. Colwell also presented a Shell Distinguished Lecture Series address at the Baker Institute, using a case study of cholera to illustrate the interaction of climate science and health.

Continued debates over the U.S. budget, ongoing financial turmoil in Europe, and the exercise of unconventional monetary policies by the world's major central banks dominated the financial news this year.

Such developments spill over into emerging markets, and Russell A. Green, Will Clayton Fellow in International Economics, traveled twice to India in fiscal year 2013 to research the effects. There, he met with government officials to discuss changes to the country's regulatory structure and to collect data and work with co-authors on ongoing research projects. Green's meetings in India had the unexpected payoff of sparking an idea that turned into a senior thesis for a Rice University economics major on road development across India, Burma and China, he said.

In June, Green traveled to Amman to explore a project to test the efficacy of financial literacy training among clients of microfinance organizations in Jordan.

Back at Rice, Green taught an international finance course and was one of 19 institute fellows — including John Diamond, Steve Lewis and Joe Barnes — who taught the institute's "Introduction to Public Policy" course in the spring.

One of the greatest aspects of teaching such a class is exposure to a student's own policy ideas, Green said. For instance, one student's outstanding term paper led to a series of op-eds and blogs, co-written by Green, about the recent elections in Malaysia. "The student is now inspired to have an active voice in her country's public policy process," he said.

Also this year, Green moderated a discussion on how the rise of India and China might affect U.S. foreign policy, and co-hosted — with Diamond, the Edward A. and Hermena Hancock Kelly Fellow in Public Finance — an event examining unemployment and the U.S. economy.

In May, Diamond and Baker Institute Rice scholar George Zodrow published a paper making "The Case for Corporate Income Tax Reform." The paper examines the case for both traditional base-broadening, rate-reducing reforms and a move to a territorial system.

Diamond and Zodrow also wrote about "The Dynamic Effects of Eliminating or Curtailing the Home Mortgage Interest Deduction," using a model to simulate the dynamic macroeconomic effects of several proposed tax reform plans on the housing market. In the spring, Diamond traveled to Washington, D.C., for a conference on "Reforming the U.S. System for Taxing



**10.08.12** *John W. Diamond, Edward A. and Hermena Hancock Kelly Fellow in Public Finance (left), and Russell A. Green, Will Clayton Fellow in International Economics (right), examine jobs, debt and the U.S. economy as part of the institute's Election 2012: Policy Perspectives series.*



International Income.” The event was sponsored by the Baker Institute’s Robert A. Mosbacher Global Issues Series and the American Tax Policy Institute.

In April, Steven W. Lewis, C.V. Starr Transnational China Fellow, testified before the U.S.–China Economic Security Review Commission about the energy drivers behind the East and South China Sea conflicts between China and its neighbors. Later that month, he and Aynne Kokas, fellow in Chinese media, hosted an event on the use of digital public forums to openly discuss political reform in China.

Lewis, who leads the Baker Institute **Transnational China Project**, also wrote about the dispute between China and Japan over the Diaoyu/Senkaku Islands in the white paper “Time to Take a Deep Breath in East Asia.” In addition, the China project hosted for six months scholar Zhang Zhixin of the China Institute for Contemporary International Relations. In a March report, Lewis urged coordination between the U.S. and China to solve shared energy and environmental problems.

The latter paper was part of a set of recommendations that aimed to provide guidance to President Obama on 12 major public policy issues, from energy to tax reform. Within each issue area, institute fellows and scholars offered an analytic

overview of opportunities, challenges and possible solutions.

Joe Barnes, Bonner Means Baker Fellow, recommended the president adopt a “balancing strategy” in foreign policy that “reduces unnecessary commitments and enhances our flexibility.” Such an approach recognizes that the “world is shifting — slowly but inexorably — toward a multipolar system,” Barnes wrote. “The United States will continue to be the most powerful country in the world for the foreseeable future. But we will not be able to regain the unique position we had in the immediate aftermath of the Cold War. Other countries, notably China, will be seeking a greater role in international affairs.”

Barnes also co-authored a paper this year that outlined a proposed marketing campaign to reduce consumer fuel use. His insightful commentaries for the Baker Institute Blog on topics as varied as National Security Agency surveillance, the lessons of the Iraq war and political comebacks drew thousands of readers. Barnes is also the popular faculty advisor for the **Baker Institute Student Forum**, guiding the group’s efforts to hold its first national policy paper competition this fall.



**10.18.12** Alec Ross (seated left), who served as senior advisor for innovation in the office of former Secretary of State Hillary Clinton, explains why the United States should adopt a more flexible and contemporary style of diplomacy during a conversation on social media and statecraft moderated by information technology policy fellow Christopher Bronk.



**02.11.13** The Baker Institute Student Forum holds a discussion on diplomacy, conflict, statecraft and security policy with Catherine Ashton, high representative for foreign affairs and security policy for the European Union.



**01.31.13** Jon M. Huntsman Jr., former governor of Utah and former ambassador to China, speaks with members of the Baker Institute Student Forum before his public address outlining key policy issues facing the United States in the coming years.



**04.04.13** Students and faculty from Bauman Moscow State Technical University visit the Lunar and Planetary Institute near the NASA Johnson Space Center in Houston. Among those pictured are Victoria Mayorova, head of the Bauman youth space center (front row, center), flanked by Baker Institute Moscow Summer Intern Program coordinator Jason Lyons (left) and senior space policy fellow George W.S. Abbey (right).



**12.13.12** RAND Corporation expert Eric Heginbotham (left) and independent consultant and author Rollie Lal (center) examine how the economic rise of India and China will affect U.S. foreign policy during a conversation moderated by Russell A. Green, Will Clayton Fellow in International Economics (right).



**10.17.12** At a reception following his Rice Centennial Lecture, Chief Justice John G. Roberts Jr. (right) meets Rice University's chairman of the Board of Trustees James W. Crownover (left) and Molly Crownover (center).

“There is a real risk that the American public will in time turn away from U.S. engagement abroad,” said Joe Barnes, Bonner Means Baker Fellow. “To help avert this possibility, the United States should reduce unnecessary commitments and focus foreign policy on our truly vital national interests: the security of our citizens and their economic well-being.”



**08.22.12** C.V. Starr Transnational China Fellow Steven W. Lewis (right) hosts Tongji University political science and international relations professor Qiu Huafei (left), who analyzes domestic factors such as public opinion, election systems and partisan politics that shape the Sino-U.S. relationship.

As part of an effort to build centers around key areas of study, the Baker Institute this year established the **Mexico Center**, which will provide research and analysis that enhance the shared economic, security and democratic interests of the United States and Mexico.

“The center will draw upon the resources of the Baker Institute, Rice University and leading academic institutions in Mexico,” said Mexico studies fellow Tony Payan, who has been named the center’s director. “From our base in Houston, we are well positioned to conduct in-depth research in Mexico and still be clearly heard by policymakers in Washington.”

The institute’s **Latin America Initiative (LAI)**, which studies the politics and contemporary affairs of the region, largely focused on immigration reform this year as the issue took center stage in Washington. While Congress debated proposed measures, immigration experts and more than a dozen scholars who produced research papers on the economics, demographics and politics of reform met at the Baker Institute for a daylong conference. Payan discussed how the immigration debate is playing out in Texas while political science fellow Mark P. Jones described state and local responses to the undocumented

population. LAI program director Erika de la Garza studied how major U.S. newspapers write about, and therefore influence, the immigration debate.

Other LAI events included a panel discussion on drug violence in Mexico featuring activist and poet Javier Sicilia, drug policy fellow William Martin and Payan. Payan also moderated a discussion on improving U.S.-Mexico bilateral relations sponsored by the LAI and the University of Houston Law Center. In October, the annual Americas Project, co-sponsored by the LAI and the Organization of American States, brought together young Latin American leaders for a four-day conference on building environmentally responsible economies. “Promoting social and economic welfare while reducing the negative impact of economic activity on the environment is a significant task that requires the concrete, coordinated response of the government, private sector and civil society,” said de la Garza, who has led the Americas Project for more than a decade.

The death of Venezuelan President Hugo Chávez in March prompted the national and world media to seek commentary from Mark P. Jones, an expert in Latin American politics. His insights on the impact of Chávez’s death were highlighted in the BBC and Reuters, among many

**04.09.13** *Tony Payan, fellow in Mexico studies and director of the institute's Mexico Center (far right), introduces a panel of immigration policy experts, including Latin America Initiative program director Erika de la Garza (far left), during the conference "Immigration Reform: A System for the 21st Century."*



other news outlets. Jones also commented extensively on U.S. and Texas politics throughout the year, and wrote numerous op-eds and blogs on topics ranging from Gov. Rick Perry's presidential aspirations to the prospect of an entirely male GOP slate of candidates for Texas executive offices in 2014.

As the movement to reform U.S. drug laws continued to gain widespread nonpartisan momentum in 2013, the institute's **Drug Policy Program** directed its work toward four crucial areas: reorienting U.S. drug policy, criminal justice reform, Mexico and Latin America, and regulation and taxation of marijuana.

Drug policy fellow William Martin wrote about "The Policy and Politics of Drug Sentencing" for Texas Monthly, observing that it takes more than bipartisan support to change people's views on the state's drug laws. His policy report recounting "Cartels, Corruption and Carnage in the Calderón Era" proposed, among other recommendations, that the U.S. and Mexico examine the drug policies and programs of other countries to consider viable alternatives to a policy of strict prohibition. Looking with an open mind at effective alternative systems "should dispel the fear that any change to current policies will lead to catastrophe," he said.

In April 2013, Nathan Jones, the institute's Alfred C. Glassell III Postdoctoral Fellow in Drug Policy, won the Western Political Science Association Best Dissertation Award for 2012. His thesis reconstructed the business models of the Arellano Felix drug cartel, and was based on nine months of fieldwork on both sides of the U.S.-Mexico border. Jones earned his Ph.D. in political science from the University of California, Irvine.

Jones also launched the popular "Baker Institute Viewpoints" blog series this year, which provides an array of expert views on a single issue. Recent Viewpoints topics include gun control, Mexico's use of the military in its drug war, and prescription drug abuse. A series on legalizing marijuana drew tens of thousands of readers — particularly to Martin's blog, "Marijuana: A case for legalization" — including students at the South Texas College of Law. As a result, the Baker Institute and the law school in June announced a new inter-institutional collaboration in which law students will draft model legislation for states to use after legalizing the use of marijuana.



**10.25.12** Promising young scholars from across the Western Hemisphere gather in the Baker Institute's R. Stockton Rush Conference Center for the 2012 Americas Project Colloquium on creating environmentally responsible economies. Participants at the four-day workshop, organized by the Latin America Initiative, focused on new and proven policies to improve social equity while reducing environmental risk.



**04.09.13** At a conference on "Immigration Reform: A System for the 21st Century," political science fellow Mark P. Jones (left) and Mexico Center director Tony Payan (right) present perspectives on Texas and Houston-area responses to immigration. The daylong event also featured panels on the security and economic issues related to immigration, as well as strategies to move forward with U.S. reforms.



**08.27.12** Mexican poet and drug policy reform advocate Javier Sicilia (right) tells the stories of families affected by drug violence and examines the challenges of enacting more effective anti-drug legislation. Sicilia, whose campaign to raise awareness of the issue began after his son was murdered in 2011 by drug traffickers, appeared at the institute as part of the Vecinos Lecture Series, which covers a variety of topics relevant to Latin America.



**11.01.12** Mexico studies fellow Tony Payan shares his contributions to the Baker Institute Viewpoints opinion series, launched in July 2012, with a guest during the annual Fall Roundtable Reception.



**10.25.12** Latin America Initiative program director Erika de la Garza (second from right) and Americas Project 2012 fellows examine how the well-being of people who live in the Western Hemisphere is tied to economic development and preservation of natural resources.

“The time has come for a modern and flexible U.S. immigration system that suits the changing needs of America,” said Tony Payan, Mexico Center director. “The time for immigration reform is now, or the opportunity will be lost for many years to come.”



**05.08.13** At a reception held prior to the annual Spring Roundtable Dinner, William Martin, the Harry and Hazel Chavanne Senior Fellow in Religion and Public Policy (center), and Patricia Martin (left) chat with longtime institute supporter Muffet Blake.



**06.19.13** Nathan P. Jones, the Alfred C. Glassell Postdoctoral Fellow in Drug Policy, presents his research on the Tijuana drug cartel at an Associate Roundtable recruitment event held at Saint Arnold Brewing Company in Houston.

The Baker Institute continues to introduce Rice University students to the world of public policy through internships, classes and unique opportunities to interact not only with fellows but also with the newsmakers and policy leaders who speak at the institute each year.

In spring 2013, students explored questions in contemporary public policy during the institute's first undergraduate policy course. Taught by a rotating roster of 19 fellows and scholars, "Introduction to Public Policy" covered issues from energy policy to U.S. drug laws.

While many of the 73 interns supported by the institute this year worked at Baker Hall, others conducted policy research around the country and abroad. Twelve students interned with organizations in the nation's capital through the **Jesse Jones Leadership Center Summer in D.C. Policy Research Internship Program**, while a partnership with Leadership Rice enabled undergraduates to intern at the **French Institute for International Relations**. A program sponsored by the Center for Energy Studies took students to Alaska, where they examined how oil and gas development has changed, for better or worse, America's last great frontier.

In March, the institute hosted a delegation of students from universities in Qatar

for the 2013 **Public Diplomacy and Global Policymaking in the 21st Century** Colloquium. Under the leadership of fellow Kirstin Matthews, the program featured candid discussions between U.S. and Middle Eastern students on topics ranging from U.S. foreign policy to preventive health care in developed nations. In July, U.S. students participating in the **Moscow Summer Intern Program** forged relationships with their Russian and international counterparts as they worked together to design and assemble space science projects.

The **Baker Institute Student Forum** (BISF) opened up discussion with the wider Rice student community through debates on topics such as the future of science in America and immigration reform. The student-run organization also held public lectures and private meetings with distinguished guests such as former U.S. Ambassador Jon Huntsman, Lady Catherine Ashton of the European Union and Subra Suresh, director of the National Science Foundation.

"The Baker Institute is a place that generates sustainable, concrete policies. It lets students participate, and not in a nominal sense," BISF president Danny Cohen said. "They're doing real research, putting together proposals and working to come up with ideas that can make society better."





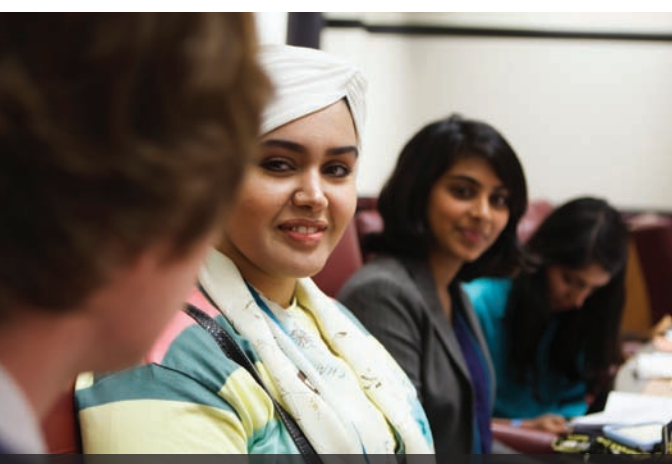
**07.06.12** *Moscow Summer Intern Program participants tour the mission control center in Korolev during the annual workshop “Space Development: Theory and Practice.”*



**03.20.13** *Jim Turley, chairman and CEO of Ernst & Young, speaks to the Baker Institute Student Forum about “The U.S. Economy in 2013 and Beyond: The Private Sector’s Plans for Growth and Its Response to the Obama Administration.”*



**10.23.12** *As the November 2012 election nears, members of the Rice University Young Democrats and the Rice Conservative Forum make a case for their respective candidates at the BISF debate “Who Should Be the Next American President?”*



**03.02.13** *Students from Qatar’s Education City and Rice University draft policy recommendations on topics ranging from immigration reform to sustainable energy during the 2013 Public Diplomacy and Global Policymaking Colloquium in Houston.*



**08.25.12** *Participants in the Jesse Jones Leadership Center Summer in D.C. Policy Research Internship Program, coordinated by fellow Steven W. Lewis, return to the Baker Institute in the fall to present the results of their research to fellows, Rice faculty and institute administrators.*



**05.08.13** *Information technology policy fellow Christopher Bronk (left) describes his research to programmatic gift donor L.L. Clarkson Jr. (right) and a guest during the annual Spring Roundtable Dinner.*

The fiscal year of Rice University’s Baker Institute corresponds to that of the university, running from July 1 to June 30. The institute’s main expenditures include policy-related programs, research appointments and operating costs. Policy-related program costs include, but are not limited to, conferences, seminars, publishing expenses, honoraria and special projects. Operating costs include salaries, communications, maintenance, technology and general administration.

The Baker Institute operating budget for fiscal year 2014, approved by Rice University, is \$6.82 million. This is compared to \$6.33 million in FY13 and \$5.7 million in FY12. This operating budget encompasses all known institute research and administrative expenses for the fiscal year. Unknown expenses such as capital improvements or additional

research opportunities will be funded through the institute’s reserves or through additional external funding.

On Nov. 8, 2013, the institute will host a 20th anniversary gala fundraiser, which will serve as an opportunity not only to celebrate the accomplishments of the past two decades, but also to provide significant unrestricted funding for ongoing special projects, planned expansion and new research opportunities.

The institute will also continue to pursue sustainable endowment and programmatic funds for research personnel and several programs. These endowed funds provide future financial security and ensure the continuity of our nationally and internationally recognized research programs.

## ***Baker Institute Endowment History (Fiscal Years 2009–2013)***

*(in millions of U.S. dollars)*

Fiscal Year	Market Value*	Earnings Distributed	New Contributions to Endowments
2009	\$ 77.84	\$ 3.41	\$ 0.24
2010	\$ 60.85	\$ 3.19	\$ 1.05
2011	\$ 65.19	\$ 3.26	\$ 1.44
2012	\$ 78.16	\$ 3.37	\$ 3.86
2013	\$ 81.31	\$ 3.33	\$ 1.08

*\*As of June 30 of the previous fiscal year*

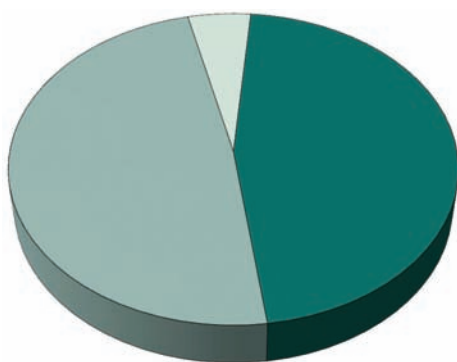
## Consolidated Income Statement – Fiscal Year 2013 (July 1, 2012–June 30, 2013)

(in millions of U.S. dollars)

2012 Balance Roll Forward	\$ 5.97
<b>Revenue</b>	<b>+ \$ 7.25</b>
Baker Institute Endowment Distribution	\$ 3.33
Current Use Gifts From Supporters	\$ 3.58
Rice University Funds	\$ 0.34
<b>Expenses</b>	<b>– \$ 7.11</b>
Research Fellows and Programs	\$ 4.63
Development, Public Affairs, Communication and Administration	\$ 2.48
<b>Balance – Fiscal Year 2013</b>	<b>\$ 6.11</b>

### Funding Sources – Fiscal Year 2013

(in millions of U.S. dollars)

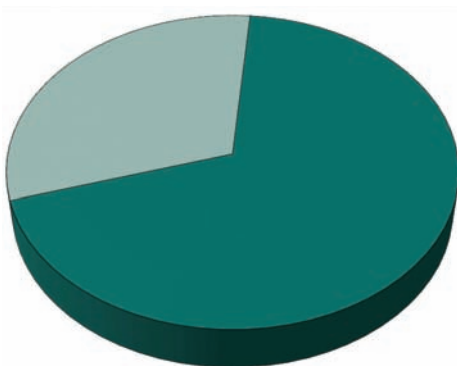


**Total: \$ 7.25**

- Baker Institute Endowment Distribution  
\$ 3.33 (46%)
- Current Use Gifts From Supporters  
\$ 3.58 (49%)
- Rice University Funds  
\$ 0.34 (5%)

### Budget Expenses – Fiscal Year 2013

(in millions of U.S. dollars)



**Total: \$ 7.11**

- Research Fellows and Programs  
\$ 4.63 (65%)
- Development, Public Affairs, Communication and Administration  
\$ 2.48 (35%)

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The board of advisors is dedicated to supporting and expanding the research and public policy goals of the Baker Institute. Board members provide a valuable external perspective and sounding board for institute leadership and policy fellows, and increase the Baker Institute's visibility with their support of its nonpartisan policy research and recommendations.



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The nonpartisan Baker Institute's 52 fellows and experts produce cutting-edge research that provides the base for the institute's public policy assessments and recommendations. The institute is noted for its independent, pragmatic and forward-looking policy proposals that are disseminated to policymakers and reported in national and international publications and media. The fellows also write books and articles and hold workshops and lectures throughout the year.



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**Robert Bazell**  
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**Erika de la Garza**  
*Program Director, Latin  
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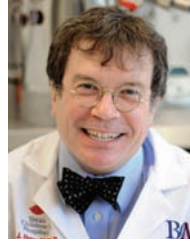
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**Vivian Ho, Ph.D.**  
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### BOOKS

#### **John Diamond and George Zodrow**

*Chapter on "Dynamic Overlapping Generations CGE Models and the Analysis of Tax Policy: The Diamond-Zodrow Model" in "Handbook of Computable General Equilibrium Modeling"*

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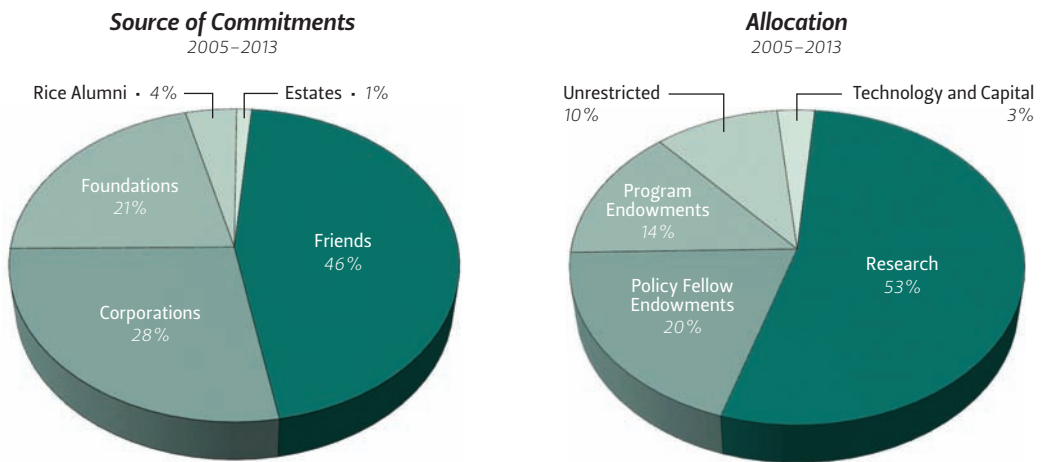
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As the institute celebrates its 20th year, we would like to take this opportunity to thank you, our donors and members, for the philanthropy that makes the work of the institute possible.

We are pleased to report that when Rice University's Centennial Campaign ended on June 30, 2013, the Baker Institute's total campaign commitments stood at \$41,854,700. We are grateful for the individuals, foundations and corporations in Houston, the nation and around the world that have entrusted us with their support and helped the Baker Institute exceed its seven-year Centennial Campaign goal by more than \$10 million.



The generosity of our donors allows the Baker Institute to remain at the forefront of our nation's public policy dialogue. It creates a vital nonpartisan environment for fellows and scholars to conduct research; provides a forum for speakers from around the world to engage in meaningful policy discussions; funds the publication of policy recommendations relevant to decision-makers from Texas to Washington, D.C., and beyond; and allows us to engage the next generation of policymakers through the Baker Institute Student Forum, undergraduate research internships with distinguished fellows and scholars, and student leadership opportunities both domestic and abroad.

We are also pleased to announce several new initiatives made possible through philanthropy, including the Mexico Center, supported by the Mexican Businessman's Council. A gift from longtime Roundtable member Clare Glassell will allow a new post-doctoral fellow in disease and poverty to conduct research that complements the work of fellow Dr. Peter Hotez. Additionally, the Norwegian Ministry of Foreign Affairs has funded a two-year Baker Institute project in collaboration with the Peace Research Institute Oslo to provide policy recommendations supporting Israeli-Palestinian peace negotiations.

We realize you have many charitable giving options, and are especially honored by your generosity. Thank you again for your continued support of the Baker Institute and your commitment to furthering our policy research.

*Vince McElligott*  
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**05.08.13** *Baker Institute Board of Advisors chair E. William Barnett (right) and board member Gerald D. Hines (left) attend the annual Spring Roundtable Dinner.*



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**11.01.12** *From left, Roundtable chair Beth Robertson and Associate Roundtable co-chairs Cody Sutton and Molly Ward enjoy the annual Fall Roundtable Reception.*

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**05.08.13** *Long-standing Roundtable members Margaret Alkek Williams (left) and Pat Breen (right) mingle at the reception prior to the annual Spring Roundtable Dinner.*



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**05.21.13** *Roundtable Statesman Circle members Winifer Cheng (left) and Benjamin Cheng (right) meet former British Prime Minister Tony Blair at a private reception before his address on governance in Africa.*

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**11.01.12** *Participants of the student-led 2012 Public Diplomacy and Global Policymaking Program hand out copies of their conference report to Baker Institute supporters at the annual Fall Roundtable Reception.*



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*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.*

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**05.08.13** *Founding director Edward P. Djerejian gives a talk on the Baker Institute's 20th anniversary and the institute's plans for the future at the annual Spring Roundtable Dinner.*

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**05.21.13** *Cynthia Allshouse (center) and Board of Advisors member J.D. Bucky Allshouse (right), co-chairs of the 20th Anniversary Gala, are pictured with the Honorable James A. Baker, III, (left) at a private reception for former British Prime Minister Tony Blair.*



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**11.27.12** *Political science fellow Mark P. Jones discusses the impact of the 2012 elections on the nation's political dynamics with members of the Associate Roundtable at an exclusive breakfast meeting.*



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Former President William J. Clinton addresses more than 3,000 Rice faculty and staff, students and Baker Institute members on Feb. 8 as part of the Shell Distinguished Lecture Series.



'07

Speaking at the institute's 15th anniversary gala on Nov. 13, former secretary of state Condoleezza Rice says the United States must remain true to its values to maintain a strong global position.



'08

Members of the institute's student-led Public Diplomacy and Global Policymaking Program travel to Cairo on June 4 for a conference with their Egyptian counterparts at American University.



'10

Liberian president and 2011 Nobel Peace prize winner Ellen Johnson Sirleaf is the inaugural speaker for the Chevron Excellence in Leadership Energy Lecture Series on April 20.



'12

Former British Prime Minister Tony Blair speaks on effective governance in Africa. The May 21 Shell Distinguished Lecture Series event drew a capacity audience to the Baker Institute.



'13

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