


Rice University's Baker Institute for Public Policy 2018 Annual Report

A Quarter Century

Making History



1993-2018

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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.

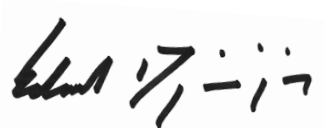
Our 25th anniversary theme, "A Quarter Century – Making History," symbolizes our evolution from our modest beginnings in Rice's Fondren Library to becoming the third-best university-affiliated think tank in the world, with our Center for Energy Studies now ranked the first in its class.

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

ENERGY STUDIES

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

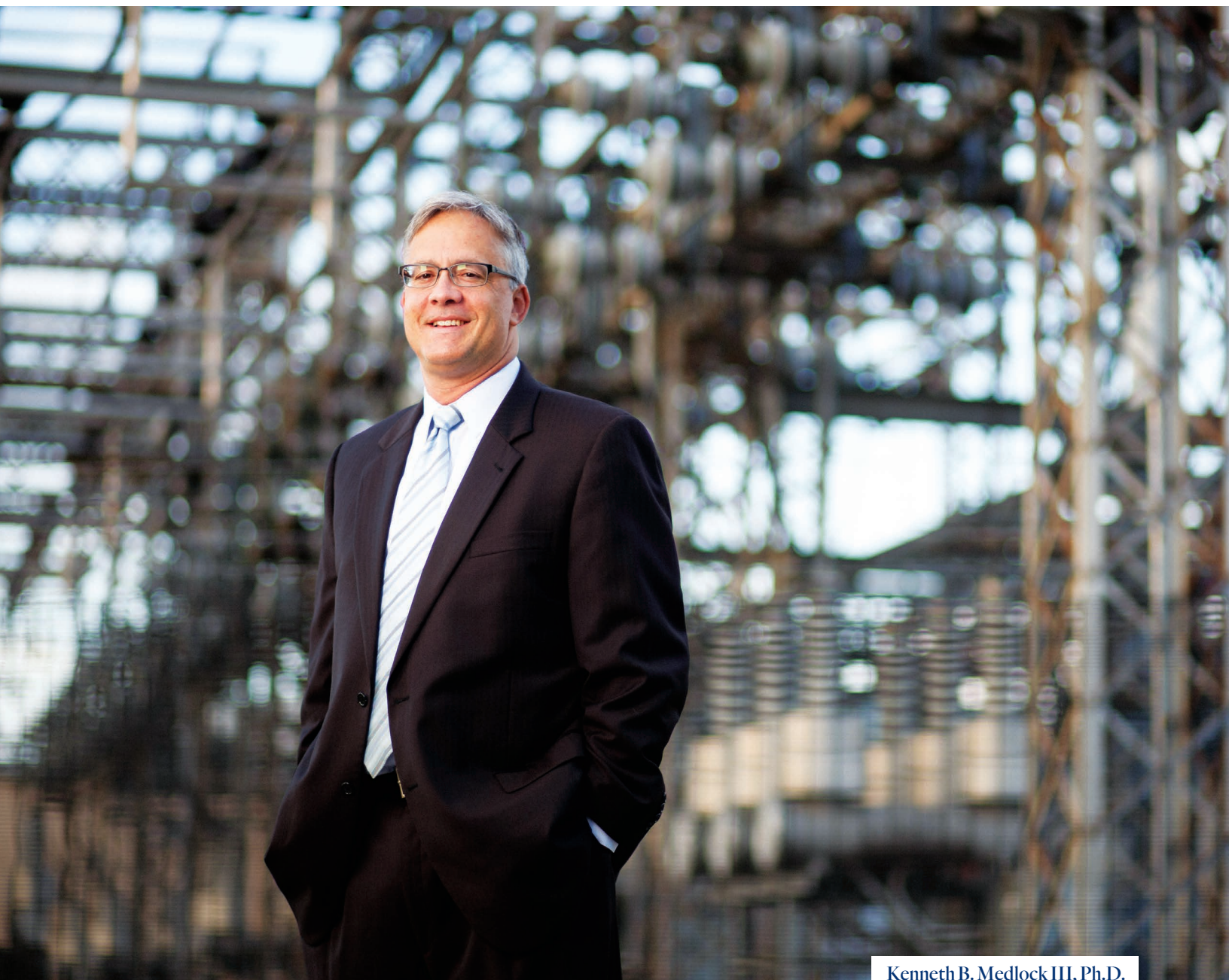
development and use, and minerals in energy. One major field of study over the past year has been quantifying how the rise of U.S. shale production is upending the energy landscape around the globe. "Oil and natural gas from shale are transforming everything and have provided a geopolitical advantage 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."



Kenneth B. Medlock III, Ph.D.

“When you stay away from advocacy and focus on data, you can elevate conversations and construct sound policy.”



Tony Payan, Ph.D.

“In the midst of turmoil, we continue to build bridges. In the end, the U.S.-Mexico relationship is permanent. Individuals are temporary.”

MEXICO

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.”

MIDDLE EAST

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 Director Edward P. Djerejian 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 Tabaar 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. Tabaar 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.



The Honorable Edward P. Djerejian

“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.”



John W. Diamond, Ph.D.

“Our goal is to influence policy so that the tax system is as efficient as possible at raising needed revenue.”

PUBLIC FINANCE

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."

HEALTH AND BIOSCIENCES

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. They have 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.”



Vivian Ho, Ph.D.

“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.”



Katharine Neill Harris, Ph.D., and William Martin, Ph.D.

“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.

DRUG POLICY

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.”

TEXAS POLITICS

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 in order to elect a more moderate speaker," Jones says. "The centrists' bargaining chip is stronger the more Democrats there are. Centrists could potentially get someone in the

speakership that is more to their liking via an alliance 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."

Jones' nonpartisan analysis helps Texans and national observers understand the often murky political battles that take place at the Capitol and how they relate to their lives and livelihoods. "One of the things I enjoy about my role is serving as what Secretary Baker has referred to as the bridge between the world of ideas and the world of action," Jones says. "There's the university on one side and the real world of politics and business on the other, with the Baker Institute and its fellows, such as myself, serving as the bridge."

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.



Mark P. Jones, Ph.D.

“The Baker Institute is unique because it provides what’s lacking in the current political debate: neutral, objective, nonpartisan analysis.”



Quianta Moore, M.D., J.D.

“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.”

CHILD HEALTH

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.”

HOUSTON-AREA FLOOD PLANNING

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 Allison 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.”



Jim Blackburn, J.D.

“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.”



Steven W. Lewis, Ph.D., and Joe Barnes

“We have two goals. The first is simply educating students in public policy, and the other is encouraging careers in public policy.” –JOE BARNES

STUDENT ENGAGEMENT

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."

GRADUATE PROGRAMS

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.



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(1) 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
(2) Mikhaïl Gorbachev, former president of the Soviet Union – 10.15.1997
(3) Gen. Colin L. Powell, former chairman of the Joint Chiefs of Staff – 11.13.1995 (4) Madeleine Albright, former secretary of state – 2.7.1997
(5) From left, former Secretaries of State Henry Kissinger, James A. Baker, III, and Warren Christopher – 10.15.1997 (6) Nelson Mandela, former president of South Africa and Nobel Laureate – 10.26.1999
(7) E. William Barnett, chairman of the Rice University Board of Trustees, and James A. Baker, III, at the Baker Hall dedication – 10.15.1995



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(1) President Vladimir Putin of Russia with former President George H.W. Bush and James A. Baker, III – 11.14.2001 (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 (6) Chief Justice of the United States John Roberts and Rice President David Leebron – 10.17.2012 (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.



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(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 (11) Ellen Johnson Sirleaf, former president of Liberia and Nobel Laureate – 4.20.2012 (12) Vice President Joe Biden speaks on the Cancer Moonshot Initiative at Rice's Tudor Fieldhouse – 9.16.2016 (13) Secretary of State John Kerry delivers an address on religion and foreign policy – 4.26.2016 (14) Former Governor Mitt Romney takes photos with students following a conversation on leadership and public service – 10.1.2018



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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.

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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.

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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.

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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.

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(in millions of U.S. dollars)

FISCAL YEAR	MARKET VALUE	EARNINGS DISTRIBUTED	NEW CONTRIBUTIONS TO ENDOWMENTS
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
2014	\$ 88.69	\$ 3.61	\$ —
2015	\$ 101.09	\$ 3.77	\$ 2.35
2016	\$ 104.24	\$ 4.43	\$ 0.01
2017	\$ 99.12	\$ 4.53	\$ 3.10
2018	\$ 112.55	\$ 4.67	\$ 0.40

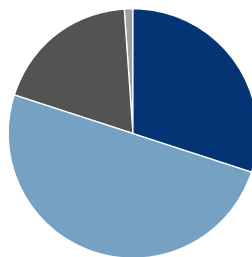
*Market value as of June 30 of the previous fiscal year

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(in millions of U.S. dollars)

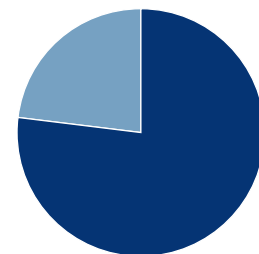
	FISCAL YEAR 2018
Total Funding Sources	\$ 15.44
Baker Institute endowment distribution	\$ 4.67
Current use gifts from supporters	\$ 7.67
Research grants	\$ 3.00
Rice University funds	\$ 0.10
Total Budget Expenses	\$ 11.96
Research programs and grants	\$ 9.24
Administration, communications and development	\$ 2.72
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%

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

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