



Paul Doty 1920–2011

Paul Doty, who founded the Belfer Center in 1973, died on December 5, 2011. He was 91.

Steven E. Miller, a member of Paul Doty's early staff who is now director of the Belfer Center's International Security Program and editor-in-chief of the journal International Security, remembers his colleague and friend in comments below. Miller's complete remembrance, along with other tributes, can be found at <http://rememberingpauldoty.org/>.

Paul Doty was a man of immense accomplishment: a world class figure in both science and public policy, a builder of institutions, an intellectual leader, a stalwart at Harvard for more than 60 years. He had major accomplishments in biochemistry and molecular biology. He was a leading expert on nuclear arms control. He founded Harvard's Biochemistry Department and the Kennedy School's Belfer Center for Science and International Affairs. He created leading journals in both fields. He built teams of colleagues that were second to none. His former students and fellows represent a legacy that would make any scholar proud.

Despite his stature, he was unassuming, almost self-effacing, and approachable. He rose high, but on his merits, because he seemed to lack almost completely the self-promotional instinct. There was no doubting his incisive, penetrating intelligence and his unerring ability to get to the heart of the matter. In a low-key, civilized way, he was full of intellectual integrity: no pandering, no backing down, no retreat from his beliefs in the face of high-powered opposition. Easy to



TOM FITZSIMMONS

Paul Doty (left) asks a question of Senator **Sam Nunn** (center right) during a JFK Jr. Forum in 2010 titled "Nuclear Tipping Point." Panelists included Belfer Center Director **Graham Allison** (right) and **David Sanger**, senior fellow.

underestimate, he was exceptionally effective at navigating the political and bureaucratic thickets at Harvard and in the wider world; in the end, it was Doty, more than most, who got things done.

"In a low-key, civilized way, [Paul] was full of intellectual integrity . . . no retreat from his beliefs in the face of high-powered opposition."

—Steven E. Miller

Paul was particularly devoted to the unknown and unproven. In the institutions he created he surrounded himself with young people—incipient scholars whom he cared about, watched over, nurtured, and helped. People, he often said, were the principal purpose and product of the Center—and he took warranted pride in the long list of distinguished alumni that accumulated over the years. Paul had a deserved reputation as a particularly good judge of talent, but his ability to calibrate was in part due to his deep engagement with the young scholars in his charge; he could judge them well because he knew them well.

Paul was a man of substance. He cared deeply about the issues on which he worked

and was unflagging in his efforts to make a difference. He made dozens of trips to Moscow . . . and countless trips to Washington, D.C., seeking to promote dialogue between the Soviet Union and the United States even in the darkest days of the Cold War, and helping to construct an arms control edifice that might help reduce the dangers posed by nuclear weapons. His main aim in creating the Belfer Center was to train successive generations to carry on this essential work. His sense of purpose suffused the Center and enveloped those he sought to train: here was work that mattered; here was a cause worth devoting a life to.

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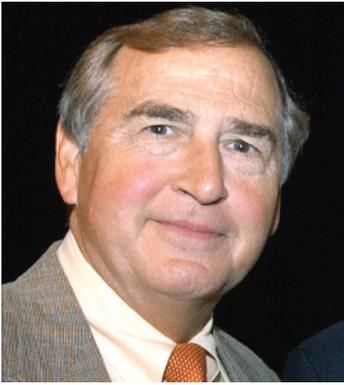
HARVARD UNIVERSITY



Paul Doty teaching at Harvard.

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FROM THE DIRECTOR

Graham Allison

As time passes since **Paul Doty's** death, we begin to move beyond our grief to a deeper appreciation of all the ways Paul's work lives on. Nowhere is this legacy more vividly alive than at Harvard in the Kennedy School's Belfer

Center for Science and International Affairs, of which he was the founding member.

One of the gratifying aspects of the tributes to Paul has been the degree to which his achievements as a world-class scientist earned equal billing with his better-known work as a tireless advocate for nuclear security and arms control. His decades of work toward détente and arms control with Soviet counterparts won him just fame, recognized by the Nobel Peace Prize for the Pugwash group that he helped to establish and lead.

But his first love was science. The biochemistry laboratory that he built at Harvard, and the star scientists and fellows he recruited—not least **James Watson** of Watson and Crick fame—changed our understanding of the world. The photos that emerged after Paul's death showing him happily at work in the lab are reminders of his scientific genius.

Paul was a serial institution builder. Supported by **McGeorge Bundy** and the Ford Foundation, Paul created the Program on Science and International Affairs at Harvard in late 1973. Renamed the Belfer Center for Science and International Affairs in 1995, the institution thrives, and Paul remained a proud participant in the life of the Center until his death. In January, we were judged the best university-affiliated think tank in the world in an annual survey of research centers conducted by the University of Pennsylvania's International Relations Program. That survey measures not just scholarly output but also engagement with the policy world—just what Paul sought when he founded the Center.

Paul's impact also lives on in the three peer-reviewed journals he created. Two of them flowed from his scientific expertise, the *Journal of Polymer Science* and the *Journal of Molecular Biology*. The third, *International Security*, is edited in the Belfer Center by **Sean Lynn-Jones** and



Power at State: **Ellen Tauscher** (left), the current under secretary of state for arms control and international security, responds to a question during a Belfer Center seminar. Tauscher, a former congresswoman representing California, spent 14 years working on Wall Street and was one of the first women to hold a seat on the New York Stock Exchange. Professor **Jeffrey Frankel**, member of the Center's board of directors, took part in the discussion.

Diane McCree, under International Security Program Director **Steve Miller** (see Spotlight article, page 7).

The *International Security* quarterly is a great example of Paul's foresight and intellectual courage. I was among the original skeptics, worried that one more journal on international security could not survive. But Paul was determined to help shape global security thinking. Thirty-six years on, that journal is consistently ranked first- or second-most cited among all international relations journals.

Paul cherished robust policy debates, especially disagreements, from his days fomenting dialogue with Soviet scientists on the nuclear arms race. I cannot think of a more appropriate tribute to him than for all of us to work even harder to extend the reach and impact of his Belfer Center in this global arena. 🌐

John White Honored for Service to Harvard and Country

To honor longtime Belfer Center lecturer **John White** on his retirement from teaching at Harvard Kennedy School (HKS), a number of colleagues and friends joined him and his wife, **Betty**, in December for dinner and festivities that included numerous toasts and stories.

Deputy Secretary of Defense **Ashton B. Carter**, a former Belfer Center director, remembered more than a decade of teaching joint courses with White, a former deputy secretary of defense. Carter noted that a number of White's former students are now in defense and national security establishments around the world and regularly express gratitude for what they learned from "Professor White."

Belfer Center Director **Graham Allison** said, "John has been a great Belfer lecturer, a revered teacher, a valued colleague, and a constant contributor to the mission of the Center. Future students who will not be able to take his course will suffer a huge loss. We are fortunate that he will remain a member of the Center's internal board and look forward to his continued engagement in the Center in that capacity."

Celebrated for his service to Harvard and the country, White's achievements and impact were noted by many, including colleagues **William Perry**, former deputy secretary and secretary of defense,



Concentrated Defense: **John White** (second from right), former deputy secretary of defense, is joined at his retirement party by the current Deputy Secretary of Defense **Ashton B. Carter** (left), and two other colleagues who served previously as deputy secretaries of defense: **John Deutch** (2nd from left), and **William Perry** (far right).

and **John Deutch**, former deputy secretary of defense and director of the Central Intelligence Agency. 🌐

Energy Report: Transforming U.S. Energy Innovation

The U.S. government could save the economy hundreds of billions of dollars per year by 2050 by spending a few billion dollars more annually to spur innovations in energy technology, according to a new report by researchers in the Belfer Center's Energy Technology Innovation Policy (ETIP) research group.

Achieving major cuts in carbon emissions in the process will also require policies that put a substantial price on carbon or set clean energy standards, the researchers found.

The report is the result of a three-year project to develop a set of actionable recommendations to achieve “a revolution in energy technology innovation.”

The project included the first survey ever conducted of the full spectrum of U.S. businesses involved in energy innovation, identifying the key drivers of private-sector investments in energy innovation.

The researchers also surveyed more than 100 experts working with energy technologies to get their recommendations for energy R&D funding and their projections of cost and performance under different R&D scenarios. They used the experts' input to conduct extensive economic modeling on the impact of federal R&D investments and other policies (such as a clean energy standard) on economic, environmental, and security goals.

The research team identified industries that would most benefit from increased innovation investment. The report recommends the largest percentage increases for research and development in four fields: energy storage, bio-energy, efficient buildings, and solar photovoltaics.

The report, titled *Transforming U.S. Energy Innovation*, recommends doubling government funding for energy research,



Call to Action: Venkatesh Narayanamurti (left), Laura Diaz Anadon, and Matthew Bunn, lead authors of the report *Transforming U.S. Energy Innovation*, answer questions during the report release in Washington, D.C., in November. The report concludes that investing now will result in large savings later.

development, and demonstration efforts to about \$10 billion per year. The modeling results suggest that spending above that level might deliver decreasing marginal returns.

The project included the first survey ever conducted of the full spectrum of U.S. businesses involved in energy innovation.

The modeling done for the report projects that investing more money in energy innovation without also setting a substantial carbon price or stringent clean energy standards would not bring big reductions in greenhouse gas emissions—largely because without such policies, companies would not have enough incentive to deploy new energy technologies in place of fossil fuels.

The researchers propose ways for the government to strengthen its energy innovation

institutions, particularly the national laboratories, so the United States can get the most bang for its buck in energy innovation investments. The report concludes that the national laboratories suffer from fast-shifting funding and lack of incentives for entrepreneurship.

The researchers also found that performance of public-private partnerships and international partnerships on energy innovation would benefit from gathering information about performance of previous projects.

The ETIP project is part of the Science, Technology, and Public Policy Program and Environment and Natural Resources Program at the Belfer Center. **Venkatesh (Venky) Narayanamurti** and **Matthew Bunn** were principal investigators for this work, and the research team was led by **Laura Diaz Anadon**, ETIP director. The project was supported by a grant from the Doris Duke Charitable Foundation. [🌐](#)

Researchers Brief U.S. Officials on Energy Findings

The key authors of *Transforming U.S. Energy Innovation* released the report at an event in Washington, D.C., in November. Hosted by the American Association for the Advancement of Science, report authors **Venky Narayanamurti**, **Laura Diaz Anadon**, and **Matthew Bunn** presented the study process, findings, and recommendations. Subsequently, they briefed officials and staff at the Department of Energy's energy R&D division, ARPA-E, and at the Office of Management and Budget, Council on Environmental Quality, and the Office of Science and Technology Policy. Diaz Anadon and Narayanamurti also held a briefing with over 30 staffers from the Senate Committee on Energy and Natural Resources and another 30 or so high-level DOE officials.

In January, the Belfer Center hosted Senator **Jeff Bingaman**, chair of the Senate Committee on Energy and Natural Resources, along with key committee staff. Senator Bingaman met with the report authors as well as other energy experts at Harvard to hear their views on next steps the U.S. should take to advance the clean energy agenda.

For additional information about *Transforming U.S. Energy Innovation* and the Energy Technology Innovation Policy research group,

see the Q&A with Laura Diaz Anadon on page 6. The report and a policy brief summarizing bottom lines can be found at <http://belfer-center.org/TransformingEnergy/>. [🌐](#)



Listen and Lead: U.S. Senator **Jeff Bingaman** (center), chair of the Senate Committee on Energy and Natural Resources, listens as the *Transforming U.S. Energy Innovation* authors discuss the report during a visit by Bingaman to the Belfer Center.

Technology & Policy—A New Belfer Center Blog

Technology+Policy | Innovation@Work offers a platform for exchange of views on matters at the intersection of science, technology, and public policy. Principal bloggers are Harvard faculty and fellows from across the Belfer Center, the Kennedy School, and Harvard University. Each is deeply engaged in research and teaching on the implications for science, society, and politics from advances in science and technology, and innovations in the field and lab. The blog is hosted by the Belfer Center's Science, Technology, and Public Policy (STPP) program, the Kennedy School's principal center for such policy analysis.

Technology+Policy | Innovation@Work focuses on topical and timely issues at the intersection of science and technology policy and innovation. The blog, edited by **Zachary Tumin**, special project assistant to the STPP director, covers four principal policy arenas:

- **Energy and the Environment.** Assessing the impact of policy and technology on innovation for improving energy access and security, adapting to climate change, and reducing the impacts to health and environment from industrial activity.
- **International Security.** Explicating new directions in technology and their impacts for policy in the global security arena, including compliance regimes under international treaties, the disposition and management of nuclear materials, the advent of new military technologies, and the weaponization of space.
- **Information and Communications Technology.** Focusing on policy areas where information and communications technology is changing our world, such as democracy and civic engagement, social media and the organization, e-government and the reform and redesign of service delivery, and global economic development.
- **Globalization, Development, and Innovation.** Exploring the impacts and policy implications from advances in science and technology for developing nations.

Following are excerpted examples of recent entries, available in full at: <http://www.technologyandpolicy.org/>.

Evidence Stacking Up Against Biotechnology Critics

By **Calestous Juma** (February 13, 2012)

“What is heartening is that much of Africa’s biotechnology research is focusing on seeking local solutions such as pest control, disease management, drought tolerance, and overall adaptation to climate change. It

Security Gaming: **Ari Jules**, chief scientist at RSA Security, the security branch of EMC, discusses problems of cybersecurity and control with members of the Exploration in Cyber International Relations research group, a joint Harvard/MIT initiative with support from Project MINERVA. Jules also described a game RSA has developed to illustrate security problems. The ECIR program is designed to generate theoretical, policy, and strategy frameworks to explore alternative cyber developments, assess challenges and threats, and identify possibilities and opportunities in cyberspace for security and well-being.



is part of a larger agenda of reviving agricultural research and involves investments in other sectors such as infrastructure. . . . [T]he world needs to use the full range of technologies available today to sustain agricultural production. Ideological arguments that focus on a single solution are likely to undermine global food security.”

Are Digital Textbooks the New “Horseless Carriage”?

By **Chris Dede** (February 6, 2012)

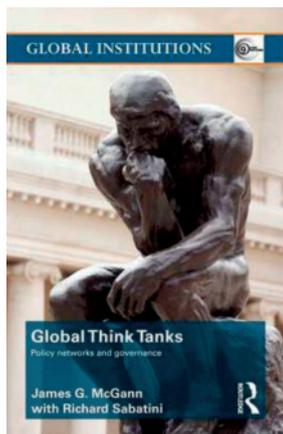
“And now we have ‘digital textbooks’ as our official label for what modern interactive media can accomplish in education, touted by federal and industry advocates. My concern with this label is more than academic quibbling about how to name a suite of profound innovations. In part because of mislabeling, people tend to underestimate the potential impact of technological breakthroughs. . . . Framing the new in terms of the old blinds us to both the opportunities and the challenges that an innovation poses.”

Saving the Internet: Let a Billion Servers Bloom

By **Dave Winer** (January 28, 2012)

“Yes, the governments can shut down anything they want. But, as I’ve pleaded elsewhere, if we force them to shut down the Internet to control the flow of information, everyone will know. If there is an ability to shut off communities selectively, that would be hard to detect. Clarity on whether the Internet is up or down is something we should value and protect.”

Belfer Center Ranked Top University-Affiliated Think Tank



The Belfer Center has been ranked the No. 1 university-affiliated think tank in the world in the 2011 “Global Go To Think Tank Index.”

The Index, coordinated by the University of Pennsylvania’s Think Tanks and Civil Societies Program, is the culmination of an eight-month process involving more than 1,500 scholars, journalists, experts in numerous research categories, and organizations from around the globe.

The Belfer Center received high rankings in two other categories as well: 17th best in security and international relations globally and 25th best think tank overall in the United States. The Center was ranked #2 in university-affiliated think tanks in 2010.

“We are very pleased that the Penn survey has acknowledged the impact of the Belfer Center and other university-based think tanks,” said **Graham Allison**, director of Harvard Kennedy School’s Belfer Center for Science and International Affairs. “And we are especially proud to be recognized for engaging policy makers effectively in our core areas of security and international relations.”

Harvard Kennedy School’s Center for International Development ranked third in the world among university-affiliated think tanks and 19th in the U.S. overall ratings of think tanks.

James McGann, director of the Think Tanks and Civil Societies Program at Penn, has studied think tanks for 25 years and has produced these rankings since 2007. His research identifies 6,545 think tanks in the world, including 1,912 in North America.

Future of Diplomacy Project Names Fisher Family Fellows

Leaders in government, diplomacy, and the non-profit world have been selected by the Belfer Center's Future of Diplomacy Project for the prestigious 2012 Fisher Family Fellowships. The new Fisher Fellows are former Foreign Secretary of India **Shyam Saran**, former High Representative for the Common and Security Policy and former Secretary

General of NATO **Javier Solana**, and Special Olympics President and CEO **Timothy P. Shriver**.

All three fellows will deliver public addresses and work closely with Harvard Kennedy School (HKS) students during their time in Cambridge this winter and spring.

"We are pleased and honored that Javier Solana, Shyam Saran, and Tim Shriver have agreed to be Fisher Fellows for the Future of Diplomacy Project," said **Nicholas Burns**, professor of the practice of diplomacy and international politics and faculty director of the Future of Diplomacy Project, noting the outstanding value of their wisdom and experience for students.

Shyam Saran, who was in residence at the Kennedy School in mid-February, is a career diplomat who has served in significant positions in the Indian government for over three decades. He is the current chairman of the Research and Information Systems for Developing Countries (RIS) think tank and senior fellow at the Centre for Policy Research in New Delhi. Saran last served as special envoy of the prime minister of India specializing in nuclear issues, and he also was the Indian envoy on climate change. Prior to this appointment, he was the foreign secretary for the government of India.

Javier Solana, president of ESADE Center for Global Economy and Geopolitics (Barcelona-Madrid), will be at HKS in April. Previously, Solana served as the European Union's high representative for the common foreign and security policy and secretary general of the Council of the European Union. Before serving the Council, Solana was secretary general of NATO where he negotiated the NATO-Russia Founding Act and presided over the establishment of the Euro-Atlantic Partnership Council. He is also a distinguished senior fellow in foreign policy at Brookings Institution and chairman of the Aspen Institute España.

Timothy P. Shriver will also be in residence at the Kennedy School in April. A civic leader, social entrepreneur, and the chairman and CEO of the Special Olympics, Shriver has helped transform Special Olympics into a global movement that advocates for acceptance, inclusion, and respect for more than 3.7 million individuals with intellectual disabilities in over 170 countries. Under his leadership, Special Olympics has come to encompass a variety of programs aimed at supporting individuals with intellectual disabilities and their families, including a global athlete leadership network, cross-cultural research, and education and family support. 🌐

ERIK KRUTHOFF



Exceptional Envoy: Career diplomat **Shyam Saran**, former foreign secretary of India, speaks on India as an emerging democratic power on the world stage. He is currently a Fisher Family Fellow with the Belfer Center's Future of Diplomacy Project.

Executive Program Fosters Regional Innovation

In the modern global economy, nations do not compete; it is specialized regions that compete, according to **Calestous Juma**, faculty chair of the Innovation for Economic Development executive program.

To help countries strengthen their regional innovation systems, the Belfer Center will join Harvard Kennedy School's Executive Education in sponsoring a high-level executive program beginning May 28.

This year the program will focus on how to foster innovation in industrial clusters, science parks, and entrepreneurial ecosystems.

"To give the theme a technological context," Juma said, "we will explore how advances in medical technology can help foster regional competitiveness in industrial countries, emerging markets, and developing countries."

This flagship program on innovation was launched in 2006 and has nearly 500 alumni around the world providing leadership in a variety of high-level positions.

"Some of our alums are now cabinet ministers," Juma said, "responsible for science, technology, energy, and transport in

countries as diverse as Costa Rica, Jamaica, and Malaysia."

The executive program will be followed by an international conference on innovation for development that will celebrate the contributions of Austrian economist **Joseph Schumpeter** to development thought. 🌐

MARTHA STEWART



Calestous Juma

Center Prepares Nuclear Dossier for Seoul

When President **Barack Obama** hosted nearly 50 heads of state in Washington, D.C., for the first global Nuclear Security Summit in 2010, the Belfer Center made available to the leaders and their sherpas a range of relevant background materials and information.

With the arrival of the 2012 Seoul Nuclear Security Summit, the Center created www.nuclearsummit.org—an online Nuclear Security Summit dossier. The Center hopes that the materials and links included here will be useful before, during, and after the Summit as participants continue with their attempt to move forward on securing all nuclear weapons and weapons-usable material to a gold standard—beyond the reach of terrorists or thieves.

The online dossier includes:

- Threat Briefing
- Nuclear Fact Sheet
- Q&A on Nuclear Security
- Consolidation of Nuclear Material
- Questions Journalists Should Ask
- Summit Scorecard
- Useful Background Material





Q&A **Laura Diaz Anadon**

Laura Diaz Anadon is associate director of the Belfer Center's Science, Technology, and Public Policy Program, director of the Energy Technology Innovation Policy research group, and adjunct lecturer in public policy at the Harvard Kennedy School. She investigates the patterns and processes of technology innovation, especially the role of government policy in the development and deployment of advanced and cleaner energy technologies.

Q For the past three years, you have led the ETIP research team in a major investigation of opportunities for expanding energy innovation in the United States, concluding with the release in November of your final report: *Transforming U.S. Energy Innovation*. In your judgment, what are the most important findings from the study?

I would highlight four main findings. First, our study showed that increased investments in energy research, development, and demonstration (ERD&D) from \$5–\$10 billion/year could yield large economic and environmental benefits to the United States. We found that, given the information we have today, it is difficult to justify really large ERD&D increases in the short-term and that the optimal allocation of funds to different technologies is sensitive to the policy environment. Second, energy prices, which can be affected through taxes or carbon prices among other tools, are significant drivers of innovation in the private sector. Third, while the U.S. National Laboratories (a major part of the U.S. Department of Energy) have played an important role over the years, several factors are limiting their effectiveness. And fourth, the United States is facing increased competition in energy technology markets from other countries, increasing the need to treat international cooperation strategically.

In our research we also came across several cross-cutting issues that are hindering the U.S. innovation system as a whole. These are the lack of stable and coherent policies, the need for a strengthened interaction between the government and the private sector, the need for a portfolio of mechanisms supporting “different types of innovation,” and the lack of a strategic approach to improving the effectiveness in government programs by learning from experience.

Q Since the release of your report, you have received significant attention from Congressional members and committees, the Department of Energy, and other policy-makers. What are your highest hopes for impact from this study?

We hope that our research will help make the case that, even in times of budget difficulties, strategic investments in ERD&D are extremely important and should not be sacrificed. In

many areas, businesses have short investment horizons and only the government can help fill the gap. Insofar as our study will help build support for gradual increases in investments, we will have been successful. In addition, few studies had pointed to the need to rethink the management of the National Laboratories, and to improve data collection and evaluation funding partnerships with the private sector and other countries. By calling attention to this issue, we hope to increase the bang-for-the-buck of government efforts.

Q What lies ahead for ETIP now that you've concluded this major energy innovation study?

We have been working on a few other projects in parallel. I am particularly excited about our work on: (1) understanding the suitability of different organizational models and policies to promote different types of innovation; (2) performing quantitative systems-level analysis of the water energy-nexus and its policy implications (e.g., one important case is the development of shale gas resources in the United States); and (3) developing methods for incorporating technological and other uncertainties in decisions about policies affecting innovation in energy systems. ETIP will continue to undertake comparative studies across different countries wherever possible to enrich our conclusions and to increase their applicability to other contexts.

Q As director of ETIP, you have hired an impressive team of researchers from around the world. What do you look for when you're seeking research fellows for your team?

We look for a record of academic excellence and scholarship and also for a deep interest in solving current or future policy questions related to energy and its impacts on the environment. Most of our researchers are very knowledgeable about how different technologies work, allowing our work to consider the technological detail, as well as the prospects for technical change. We look for pre-doctoral and post-doctoral fellows who are extremely motivated, and we encourage them to engage with policymakers and other actors to ensure that our findings reach those who may benefit from them. In addition to our pre-doctoral and post-doctoral fellows, we always have a few experienced practitioners in the energy sector that enrich the group and

improve our understanding of issues on the ground.

Q You have a doctorate and a master's degree in chemical engineering from the UK, a master's degree in public policy from Harvard Kennedy School, and work experience that includes engineering research for large private companies and consulting for banks on credit risk models for financing technology projects. What are some of the catalysts that propelled you from your hometown in Spain to the Belfer Center?

I grew up in a family of natural scientists and engineers. On weekends, we would drive up into the mountains surrounding my hometown to go hiking. On these trips, I learned not only about the flora, fauna, and geology of my region, but also about its power plants, dairy farms, and water treatment plants. I became interested in sustainable development, so decided to study chemical engineering in order to contribute to the technical development of better industrial practices. Over time, however, I realized that I was even more interested in the bigger picture—in how governments and other institutions drive the direction and speed of technological innovation and how they can minimize its unintended consequences. I came to the Belfer Center because it is one of the best places in the world to pursue research on the processes that drive technological change and their interaction with public policy. 🌍



Leading Indicator: Laura Diaz Anadon presents findings from the *Transforming U.S. Energy Innovation* study she led as director of the Belfer Center's Energy Technology Innovation Policy research group. ETIP released the report at an event in Washington, D.C., in November.



Paul Doty's Legacy Lives on Through Influential Journal

As soon as **Paul Doty** launched what is now Harvard's Belfer Center for Science and International Affairs in 1973, he began planning a scholarly journal on international security. He shrugged off colleagues' concerns that there would be little market for such a journal.

Thirty-six years after the first issue appeared in the summer of 1976, the Belfer Center's quarterly *International Security* consistently ranks No. 1 or No. 2 out of over 70 international affairs journals surveyed by Thomson Reuters each year. In the latest issue, articles by **Nuno Monteiro** and **Michael Beckley** have set the scholarly blogosphere abuzz, debating unipolarity and U.S. decline.

International Security is one of the proudest and liveliest legacies of Doty, who died in December at the age of 91. Founding co-editor **Michael Nacht**, reflecting on Doty's determination to redefine the global agenda on science and security policy, said, "I honestly believe that Paul's vision has been fully realized. And the journal is a central pillar of that vision."

Doty's journal long ago silenced the doubters: *IS* is deluged with submissions; nearly 300 authors submit articles annually vying for about 20 slots per year.

It helps to have one of the most knowledgeable and experienced editorial teams anywhere. Editor-in-chief **Steven E. Miller**, who also directs the Belfer Center's International Security Program (ISP), joined the journal in 1979, and editor **Sean Lynn-Jones** arrived in 1987. Owen R. Coté, a former Belfer Center research fellow and now assistant director of MIT's Security Studies Program, has been co-editor since 1993. Managing editor **Diane McCree** is the newcomer—she joined a mere 15 years ago.

Miller said that in envisioning the journal, Doty "saw a niche opportunity and went for it 100 percent. He didn't try to copy existing publications."

Doty declined advice to call the journal "National Security" because he believed the still-emerging field of international security needed scholarship to assess complex policy questions such as nuclear weapons and arms control. Nacht said: "Paul was not a nationalist. He wanted to help humankind."

While the journal is certainly scholarly, it insists on clarity and readability. As Lynn-Jones put it, "We don't hesitate to edit or rewrite to make articles accessible. We get rid of the jargon. We have a clear introduction, a 'roadmap paragraph,' a conclusion, and a point."

Miller added: "Even for the most scholarly articles, we are always sensitive to the 'so what' question. What impact will it have for the real world?"

For example, Monteiro, a Yale professor, challenged the notion that a unipolar world has led to a decline in violent conflict. His article prompted a cover story in the *Boston Globe's* Sunday "Ideas" section.

Beckley's article questioning American decline had similar impact. "Here's a huge debate on U.S. decline, and he comes in and takes a big swing at a big question, and he frames the debate in an important new way," Miller said.

The *National Interest* magazine said of Beckley's article: "This is an important and notable piece that shows how rigorous academic research can inform our understanding of major policy debates."

"Even for the most scholarly articles, we are always sensitive to the 'so what' question. What impact will it have for the real world?"

—Steven E. Miller

It wasn't surprising that the journal featured work by Beckley, a doctoral candidate at Columbia University and an ISP Fellow. "I don't think the journal has ever hesitated to publish a young, unknown scholar who has produced excellent work," said Lynn-Jones. "We've had a lot of first articles by people who went on to become very prominent."

Miller added: "This is very much in keeping with Paul Doty's legacy—that he wanted a vehicle to develop the next generation of scholars in the field."

Stephen M. Walt, for example, wrote a breakthrough journal article, "Alliance Formation and the Balance of World Power," in 1985. Walt is now a Kennedy School professor and faculty chair of the ISP.

The journal's impact goes beyond the printed copies and online version. *IS* articles are frequently used in university courses across the country. The program also publishes thematic collections of journal articles called *IS Readers*.

The ISP fellowships are another Doty legacy. The ISP hosts more than 40 fellows every year, and the program has had nearly 600 fellows since 1973 (Miller was a fellow from 1977–79).

"With the fellows program, we are one of the primary arbiters of young talent in the field," Miller said. "And with the journal, we are a primary arbiter of scholarship in the field."

Some thought the journal would wither after the end of the Cold War, given its early focus on themes such as détente and the Cold War balance of forces. In fact, "far from being out of business, we ended up with a much bigger, richer agenda, with issues like, 'What does it mean for the U.S. to be the sole superpower?'" Miller said. "No one can write about U.S. primacy without studying *IS* articles."

McCree said the editors interpret the scope of international security broadly. One article discussed human security; another looked at the "Don't Ask, Don't Tell" policy. "The journal evolves with what's happening in the world," she said. "It's no longer a Cold War world, but a much more complicated world."

Peter Feaver, a Duke University political science professor and former National Security Council staff member, lauded the journal's breadth and quality in a recent *ForeignPolicy.com* blog post on the strength of the winter 2011/12 issue.

Feaver called *International Security* "the top academic journal in the field of security studies and one of the highest-impact journals in the entire discipline of political science. I was struck by how policy-relevant the issue was, without sacrificing in any way academic rigor." 🌐

—James F. Smith



Cream of the Crop: The *International Security* editorial team includes (seated left to right): **Steven E. Miller**, editor-in-chief and director of the Belfer Center's International Security Program, and **Owen R. Coté**, coeditor (MIT); and (standing left to right) **Emily Hough**, editorial assistant; **Sean Lynn-Jones**, coeditor (Harvard); and **Diane McCree**, managing editor. The editorial team meets monthly to discuss submissions for upcoming issues of the *International Security* journal.

These pages feature a few of the talented women and men who are current and former faculty, fellows, staff, and associates of the Belfer Center whose work is making significant contributions in public and private sectors around the world.

BELFER Faculty, Fellows, Staff,

Michael Beckley Aims for Mix of Academics, Government Service

Michael Beckley is a research fellow with the International Security Program.

“Debating the pros and cons of government policy, applying scientific methods to pressing national challenges, and teaching the next generation—that’s ultimately what gets me out of bed in the morning,” says **Michael Beckley**, a research fellow with the Belfer Center’s International Security Program and newly appointed assistant professor of political science at Tufts University.

According to Beckley, who expects to receive his Ph.D. from Columbia University later this year, “It is clear to me that public policy, both domestic and foreign, has a tremendous effect on people’s lives and that individuals armed with information can and should work to improve those policies.”

Beckley knows firsthand what kind of an impact public policy can have. During World War II, a number of his immediate and distant family members were interned at U.S.-run internment camps for Americans of Japanese ancestry. Among them was Beckley’s grandmother, as well as one of her cousins, **Gordon Hirabayashi**. Hirabayashi was one of several Japanese Americans detained during the early 1940s who refused to be interned and was convicted of felonies and sentenced to federal prison along with two other dissenters.

In 1943, Hirabayashi took his case to the U.S. Supreme Court and argued that his detention was unconstitutional. Though the court upheld his conviction at the time, it was overturned 45 years later by the U.S. Court of Appeals, with the help of **Peter Irons**, then a political scientist at UC San Diego.

Though Beckley’s research now focuses on U.S. and Chinese foreign policy, he credits his awareness of the internment experience and legal challenge as one of the factors that sparked his interest in public policy. Since graduating from Emory University in 2004 with a B.A. in International Studies, Beckley has excelled in academia and has been the recipient of a number of prestigious awards and fellowships.

In 2009, he received the International Studies Association Carl Beck Award for Best Graduate Paper in International Relations and in 2010 was awarded the *Journal of Strategic Studies*’ Amos Perlmutter Prize for Best Essay of the Year. He is a former fellow with the U.S. Department of Defense and the Carnegie Endowment for International Peace and was a summer associate with the RAND Corporation.

Having accepted a teaching position at Tufts University for next fall, Beckley plans on staying inside the ivory tower for the time being, though he is leaving the door open to possible government service if the right circumstances present themselves.

“Most of my idols are people who circulate back and forth; they are able to advance the academic literature on a subject and then are able to work as leaders and managers in the government and apply their expertise directly to the policy process,” Beckley said.

Since arriving at the Belfer Center in September 2011, Beckley has continued to work on his dissertation, which looks at the foundations of U.S. power and challenges the general assumption that China is overtaking the U.S. He recently published a widely discussed essay on this subject in *International Security* titled “China’s Century? Why America’s Edge Will Endure,” and is currently working on a full-length book on the same subject.

Speaking to the impact that the Center has had on his work, Beckley said, “I really can’t say enough good things about the Belfer Center. I’m in a research center with fellows from around the world, so being able to bounce ideas off them, to share and present papers to them, has been incredibly helpful in developing my ideas.”

Beckley also credits the Center with publicizing his work. “Belfer has been amazing at promoting it, circulating it around, trying to feature it as much as possible, and getting it in front of as many people as possible so that it can have as much influence as possible,” he said. 🌐

—Dominic Contreras



Michael Beckley

Excerpt from “China’s Century? Why America’s Edge Will Endure”

(Michael Beckley, *International Security*, Winter 2011/12)



“Change is inevitable, but it is often incremental and non-linear. In the coming decades, China may surge out of its unimpressive condition and close the gap with the United States. Or China might continue to rise in place—steadily improving its capabilities in absolute terms while stagnating, or even declining, relative to the United States. At the time of this writing, the United States remains mired in the worst economic crisis since the Great Depression and carries the largest debt in its history. Moreover, the recent partisan stand-off over raising the debt ceiling suggests the American political system is losing the capacity for compromise on basic issues, let alone on large-scale problems. It is impossible to say whether the current malaise is the beginning of the end of the unipolar era or simply an aberration. The best that can be done is to make plans for the future on the basis of long-term trends. And the trends suggest that the United States’ economic, technological, and military lead over China will be an enduring feature of international relations, not a passing moment in time, but a deeply embedded condition that will persist well into this century.” 🌐

Belfer Center Programs and Projects: *International Security Program; Science, Technology, and Public Policy; Environment and Natural Resources Program; Energy Technology Innovation Policy; Managing the Atom; Science, Technology, and Globalization Project; Broadmoor Project; Harvard Project on International Climate Agreements; Initiative on Religion in International Affairs; Agricultural Innovation in Africa; U.S.-Russia Initiative to Prevent Nuclear Terrorism; Middle East Initiative; Future of Diplomacy Project; India and South Asia Program; Information and Communications Technology and Public Policy; Geopolitics of Energy*

Aisha Ahmad: Knowledge Without Action Is an Injustice

Aisha Ahmad is a research fellow with the Initiative on Religion in International Affairs and International Security Program.

As a child, **Aisha Ahmad** remembers vividly the arms bazaars in Peshawar and the throngs of bearded mujahedeen commanders as they passed through her grandfather's smoke-laden offices in the Pakistani frontier province.

Though she was born in the UK and grew up in Canada, her family retained strong ties with their native community, and during her youth Ahmad regularly traveled to the unruly Pakistan-Afghanistan border region.

Ahmad, who is Pashtun, and from a long line of merchants and traders, credits these early childhood experiences for fueling her interest in researching political Islam and underground economies.

"I first came to this topic by witnessing it in my own family, in both the Soviet-Afghan War and then in the Afghan Civil War. A lot of my insights started when I was quite young and able to witness this first hand," she said.

Currently a research fellow with the Belfer Center's International Security Program and Initiative on Religion in International Affairs, Ahmad, who will receive her Ph.D. from McGill University later this year, is not simply content with understanding her area of expertise.

"There's no question that I'm the kind of academic who is in this to change the world and do something practical," she said, believing that "knowledge without action is an injustice."

In addition to her academic pursuits and accomplishments, which include writing numerous articles on Afghan, Pakistani, and Somali politics and recently accepting a tenure-track position with the University of Toronto, Ahmad is the chief operating officer for the Dr. Hawa Abdi Foundation.

Founded in 1983, the Foundation is one of the few medical facilities still operating in Somalia, providing medical treatment and water to those affected by the country's 20-year civil war. Since its inception, it has provided services to over 90,000 refugees and internally displaced persons.

While at the Belfer Center, Ahmad has continued to work on her dissertation, which looks at the role of underground economies in state formation, and has begun working on her new project, which examines the international relations of Islamic states and the importance of Islamic identity in their development. 🌍



Aisha Ahmad

—Dominic Contreras

The Business of Islamism: A Rational Look at Political Islam in Somalia by Aisha Ahmad

The rise of political Islam in failed states is one of the most pressing security concerns in the world today. Given the increasingly tense interaction between the United States and Islamic countries, such as Pakistan and Iran, the potential for new Islamic regimes emerging out of failed states in Africa, Asia, and the Middle East could add a notable degree of uncertainty to future international relations.

Somalia is an exemplary case. Earlier this February, al-Qaeda leader Sheikh **Ayman al-Zawahiri** and Somali commander Sheikh **Ahmed Godane** made a joint public announcement declaring the formal affiliation of Somalia's radical *Harakat al-Shabaab al-Mujahideen* (Movement of the Warrior Youth) with al-Qaeda Central. As Kenyan and Ethiopian forces escalate their military offensives against *Al-Shabaab* in the south, the security situation in Somalia is rapidly deteriorating and threatens a broader regional war in East Africa.

While Somalia has been a collapsed state for 21 years, the causes of this recent wave of Islamism are much more recent. In 2006, a domestic Islamic movement called the Union of Islamic Courts (UIC) emerged in Mogadishu, calling for an end to the civil war and the construction of a unified government on the basis of a common Islamic identity and *Shariah* law. Within six months they captured and controlled a majority of the Somali countryside and re-established the rule of law for the first time since the collapse of the state.

"Outside of failed states, everyone talks about identity, religion, and culture. Inside of failed states, everyone talks about money."

In December 2006, a U.S.-backed Ethiopian invasion of Somalia violently overthrew the UIC, with the aim of curbing the rise of Islamism in the Horn of Africa. The plan backfired. Instead, the Ethiopian presence sparked a rally-round-the-flag effect among disaffected Somali youth who were enthused by the achievements of the Islamic Courts. Up until the Ethiopian strike, only a small handful of al-Qaeda operatives were physically present in Somalia, and transnational terrorist groups found the country to be a very inhospitable and inaccessible operating environment. The U.S.-backed intervention opened the door to transnational extremists, handing al-Qaeda a golden opportunity to capitalize on the momentum of the youth movement and entrench themselves in the Somali south.

What caused the rise of Islamism in Somalia? Through my interviews with the Mogadishu business elite and members of the original Islamic Courts movement, I discovered that the momentum behind the support for the UIC was largely driven by the practical challenges of doing business under conditions of state failure. In the mid-2000s, the Mogadishu business community invested in the construction of the UIC movement as a mechanism to reduce their costs and increase their access to profitable in-land markets. The interests behind this new Islamic movement were capitalist, not fundamentalist. These interests were not, in principle, in conflict with the non-Islamic world.

My conversations with street vendors in Kabul, traders in Peshawar, and millionaires in Mogadishu have led me to the same conclusions. Outside of failed states, everyone talks about identity, religion, and culture. Inside of failed states, everyone talks about money. In fact, I have found the vast majority of political Islamists in failed states to be rational and cost-calculating decision-makers who would be quite happy to trade and live peacefully with the rest of the world. 🌍





Innovative Advice: **Alec Ross**, a senior adviser for innovation to Secretary of State **Hillary Clinton**, speaks about 21st century statecraft and the new tools of diplomacy during a Future of Diplomacy Project lunch at the Belfer Center. Ross, who is tasked with maximizing the potential of technology in service of America's diplomatic and development goals, spoke on "Open vs. Closed: Innovations in Diplomacy, Foreign Policy, and Technology." Prior to joining the State Department, Ross and three colleagues founded One Economy, a global nonprofit that, over the course of four years, grew from a small basement operation into the world's largest digital divide organization with programs on four continents. In 2011 *Foreign Policy* named Ross one of the world's top 100 Global Thinkers.



JAY CONNOR

War No More? Belfer Center Associate Professor **Monica Duffy Toft** (right) makes a point during the JFK Jr. Forum "Is War on the Way Out?" Harvard psychology professor **Steven Pinker** (left) was a participant in the panel discussion along with Harvard Kennedy School professor **Stephen M. Walt** and American University's **Joshua A. Goldstein**. Harvard Distinguished Service Professor **Joseph S. Nye** moderated the event.



MARTHA STEWART

Advancing Security: Deputy Secretary of State **Ashton B. Carter**, member of the Belfer Center Board of Directors, gestures during a Belfer Center reception in his honor. Center Director **Graham Allison** (back to camera) hosted the reception congratulating Carter for his appointment as the second in command at the Defense Department.



JAMIE MALCOLM-BROWN FOR HUCE

Bombs or Bargains? Joined by four distinguished panelists, international affairs professor **Stephen M. Walt** moderates a JFK Jr. Forum discussion on the possibility of a military attack on Iran's nuclear program. Panelists included (left to right) **Nazila Fathi**, a *New York Times* journalist, **Chuck Freilich**, a senior fellow at the Belfer Center and former deputy national security advisor in Israel, **Steven E. Miller**, director of the Center's International Security Program, and **David Sanger**, chief Washington correspondent for the *New York Times*.



MARTHA STEWART

Acting in Time? **Andrew R. Revkin** (left) noted science journalist who blogs on sustainability issues at *The New York Times'* Dot Earth, speaks on "Finding Yes: Creating a Constructive Global Conversation about Our Planet's Future." The event was co-sponsored by Harvard University Center on the Environment (HUCE) and the Belfer Center's Environment and Natural Resources Program (ENRP). Discussants included (left to right) **Daniel P. Schrag**, director of HUCE, **Cristine Russell**, adjunct lecturer and senior fellow with ENRP, and **William C. Clark**, Harvey Brooks Professor of International Science, Public Policy, and Human Development.



Speaking to Power: **Ben Rhodes** (center), deputy national security adviser for strategic communications with the Obama administration, fields questions about foreign policy and communications during a Belfer Center directors' lunch. Also pictured: Harvard Distinguished Service Professor **Joseph S. Nye** and HKS public policy adjunct lecturer **Nolan Bowie**.

SPEAKERS

JAY CONNOR



Cautious Optimism: **Tarek Masoud**, faculty affiliate of the Belfer Center and assistant professor of public policy at Harvard Kennedy School, speaks about the changing political dynamics of Egypt during a JFK Jr. Forum in February titled "Egypt: From Tahrir Square to Today." The panel, co-sponsored by the Open Hands Initiative, also included that organization's founder **Tina Brown** (left), **Mona Elthaway** (second from left), an award-winning Egyptian journalist, and **Charles M. Sennott**, co-founder and editor of the *Global Post*.

TOM FITZSIMMONS



Policy and Precedent: **Niall Ferguson** (left), the Laurence A. Tisch Professor of History at Harvard Business School and member of the Center's board of directors, moderates a JFK Jr. Forum discussion with **Peter Thiel**, a prominent venture capitalist, founder of PayPal, and member of Facebook's board of directors. The event looked at 21st century technological innovation, its precedents and future, and the impact that government policy has in promoting or stifling new breakthroughs.



Global Commonalities: **Baijyant "Jay" Panda**, a sitting member of India's lower house of parliament, the *Lok Sabha*, speaks to faculty, fellows, and students during the Future of Diplomacy Project event "India's Global Agenda: A Domestic Policy View." Panda, who is a member of India's Biju Janata Dal party, was most recently elected in 2009 and has been elected to parliament's upper house, the *Rajya Sabha*, twice before, in 2000 and 2006.



Plans and Actions: **Anne-Marie Slaughter**, professor at Princeton University and former director of policy planning for the U.S. Department of State, speaks to Harvard Kennedy School students on "Why the U.S. Doesn't Need a Grand Strategy" and what it needs instead. Slaughter, who was a 2011 Fisher Fellow with the Belfer Center's Future of Diplomacy Project which sponsored her visit, has published extensively on international relations both in scholarly journals and mainstream publications. Formerly, she was dean of Princeton's Woodrow Wilson School of Public and International Affairs.



Reason for Optimism? **Martin Feldstein** (left), the George F. Baker Professor of Economics at Harvard University and president *emeritus* of the National Board of Economic Research and member of the Center's board of directors, discusses the U.S. and global economy for 2012. Between 1982 and 1984, Feldstein served as President Reagan's chief economic advisor and in 2009 President Obama appointed him to the President's Economic Recovery Advisory Board. Also pictured: **Joseph S. Nye**.



View from the Front Lines: **David Ignatius**, a columnist with the *Washington Post* who is currently teaching a policy class at Harvard Kennedy School, answers questions during a Center directors' lunch. A veteran of numerous overseas assignments, including Iraq and Lebanon, he supervised the *Post's* Pulitzer Prize-winning coverage of the Iraqi invasion of Kuwait. He is the author of eight novels.



Ashton B. Carter, on leave from the Belfer Center Board of Directors to serve as deputy secretary of defense, was listed on *The New Republic's* list "Washington's Most Powerful, Least Famous People" in October 2011.



Chantal de Jonge Oudraat, former Belfer Center research affiliate (1994–1998), has been named executive director of the Stockholm International Peace Research Institute (SIPRI) North America. She was previously associate vice president and director of the U.S. Institute of Peace Jennings Randolph Fellowship Program.



Kelly M. Greenhill, International Security Program research fellow, has been awarded the International Studies Annual Best Book Award for her book *Weapons of Mass Migration: Forced Displacement, Coercion, and Foreign Policy*, which was published in 2010.



Michael Horowitz, former research fellow with the Belfer Center's International Security Program, has received the Harold D. Lasswell Prize from the Society for Policy Scientists and the Best Book Award, International Security Studies Section of the International Studies Association, for his book *The Diffusion of Military Power: Causes and Consequences for International Politics*.



Nurlan Kapparov, former member of the Belfer Center's International Council since 2003, has been appointed Minister of Environmental Protection in Kazakhstan. He "promises to exert every effort for a normal environmental situation in the country."



Venkatesh "Venky" Narayanamurti, director of the Center's Science, Technology, and Public Policy Program, has been elected to a four-year term as foreign secretary of the National Academy of Engineering.



Joseph S. Nye Jr., Harvard University distinguished service professor and a member of the Belfer Center Board of Directors, was named one of *Foreign Policy's* Top 100 Global Thinkers in 2011. Nye was selected for coining the term "soft power" and for his thoughts on global governance.



Aadya Shukla, research fellow with the Center's Science, Technology, and Public Policy Program and Information and Communications Technology and Public Policy Project, has received the United Kingdom's Foreign and Commonwealth Office Grant Award for U.S.-UK collaboration on Cybersecurity and Digital Economy.



Stephen M. Walt's article, "The End of the America Era," which was published in *The National Interest's* November/December 2011 issue, was shortlisted as one of *The Browser's* "Top 10" articles of October and one of the best of 2011.

Remembering Paul Doty

(continued from page 1)

It was my enormous good fortune to fall into Paul Doty's orbit several decades ago, when I was awarded a pre-doctoral fellowship at the Center he had then recently founded. . . . I was quite likely the most junior person in the Center, not long past my PhD general exams (by today's standards I would not even have been eligible to apply). But it did not matter; all were treated with respect and judged by their performance. Everyone was given the chance to partake of the intellectual riches offered by the Center. This was the Doty ethos.

Within three years, to my own considerable astonishment, I found myself to be the junior member of the Center's directing staff, working with Paul and his wonderful colleagues, **Albert Carnesale**, **Michael Nacht**, and **Dorothy Zinberg**. . . . Looking back, it was a golden time; working with Paul and his team . . . combining serious work with fun and friendship. Paul was then and forever after a good and cherished friend, a wise and reliable mentor, and an admirable but unmatched role model. So many young scholars have benefitted from the opportunities that Paul made possible for them, but few have benefitted more than me.

Paul Doty did not get cheated in this life. He had a full, rich 91 years that left him looking back in wonderment, having covered such a vast distance from his humble origins in rural, small town Pennsylvania and having so greatly transcended his mother's dream that he might become, some day, the math teacher at the local

high school. A life so long, so good and so meaningful should not be lamented, but those of us who knew him, and whose lives were touched by him, will miss him dearly: the warmth, the kindness, the wide smile, the hearty laugh, the wry sense of humor, the twinkle in the eye, the generosity and freely proffered help, the unfailing wisdom, the very human qualities of Paul Doty—this is a disappearance that is not easily replaced. . . . The world has been diminished by the loss of a great man.

—Steven E. Miller

Additional Reminiscences by Colleagues

Graham Allison

Paul was a great man who made huge contributions to many of us personally, to the institutions of which we are a part, and to the purposes we care about. He was a lifelong peacemaker, building bridges between Soviet and American scientists and promoting nuclear disarmament since the 1950s—work that helped the Pugwash Conferences earn the Nobel Peace Prize in 1995.

Matthew Bunn

Paul had a rare and amazing combination of intellectual brilliance, commitment to making the world a better place, and unfailing warmth and good humor. He was a great mentor and friend to generations of younger scholars and practitioners—myself among them. There is no doubt that the world is a safer place, and the



Paul Doty with President **John F. Kennedy** in 1960. Doty was a member of the President's Council of Advisors on Science and Technology (PCAST).

store of human knowledge is larger, than it would have been if Paul Doty had never been born.

Albert Carnesale

Generations of colleagues and students owe their success in large part to his guidance and support. In 1974, he invited me to come to Harvard and help him build what is now the Belfer Center, and he brought me under his wing. Because of him, I've had opportunities beyond my most optimistic dreams and memories to match.

Ashton B. Carter (*Boston Globe*, Dec. 6, 2011)

Paul had a vision of the role of science in the service of international security, and today so many of his apprentices are working to realize that vision.

John P. Holdren (*Boston Globe*, Dec. 6, 2011)

Paul Doty was a giant in science and a pioneer in building institutions for communicating relevant insights from science to policy makers. He was a mentor and an inspiration to me and many others.

Matthew Meselson (*Science*, 13 Jan. 2012)

Doty's seminal contribution to science was the discovery that the separated chains of the DNA double helix can be specifically reunited. It was known that the two chains of the double helix could be separated by heating. But Doty's laboratory showed that the separated chains could be rejoined by incubation in solution a few degrees below the melting point, a result that came as a surprise to many. . . . The discovery opened the way to the development of many of the most powerful and widely employed methods of biological investigation and genetic engineering in current use, including primer-initiated DNA sequencing, polymerase chain reaction, and chip-based analysis of transcription.

At Harvard . . . Doty became highly effective in building molecular biology as a field distinct from traditional biology and chemistry, first in recruiting **James Watson** as assistant professor and later in creating a separate department, Biochemistry and Molecular Biology (BMB). Nearly all of the 16 eventual members of the new department were or became members of the U.S. National Academy of Sciences, and three received Nobel prizes.



MARTHA STEWART

Paul Doty (left) at an event in 2006 with (left to right) **Dorothy Zinberg**, **Michael Nacht**, and **Albert Carnesale**, all of whom worked with Doty during the founding of the Center.

Michael Nacht

I had the privilege of being Paul's colleague and friend since 1973, the start of what has become the Belfer Center. He changed my life, as he did countless others. Paul had an indefatigable commitment to excellence.

"[Paul] was a lifelong peacemaker, building bridges between Soviet and American scientists and promoting nuclear disarmament since the 1950s."
—Graham Allison

Joseph S. Nye

We served together on the Ford-Mitre Report on Nuclear Energy. . . . I then joined the Carter Administration to try to implement some of our recommendations, including the cessation of reprocessing and the breeder reactor program. Our policy was not popular with the nuclear industry . . . and I was heavily criticized. But Paul was always there with scientific advice as well as emotional support. He was always a friend in need and deed. . . .

William H. Tobey

Across nine decades, starting with teaching his fellow high school chemistry students, he was committed to teaching and mentoring younger generations. I will always appreciate his generosity with his time and wisdom.

James Walsh

Paul was a leading light in the great generation of our field. Together with people like **George Rathjens**, **Carl Kaysen**, **Jack Ruina** and others, he helped shape the post-war world and prevent

a Soviet-U.S. nuclear war that would have ended life as we know it.

Stephen M. Walt (*Foreign Policy.com*, Dec. 6, 2011)

What I remember most was his rare ability to cut to the heart of an issue, and his quiet fearlessness in confronting those with whom he disagreed. . . . He was, in short, a truth-teller. . . . In that most basic of virtues, he was a model for us all.

Dorothy Zinberg

Paul Doty never took a course in leadership; it was in his DNA. Even in his last visit to the Center weeks before he died, he was thinking about the future. Casting his critical eye about, he suggested that the library get rid of its Cold War books, create an alumni/ae association that could in time become a new institute, and publish a book of best articles from *International Security*. . . . His unique combination of intellectual brilliance, organizational skill, laser-like focus on issues of freedom and peace all interspersed with wit, mischievousness, drollery, and unspoken insight left a powerful human and humane legacy.

The full transcripts of these and other memories of Paul Doty may be found at <http://rememberingpauldoty.org/>. All are invited to add their memories to the forum. Links are available to the articles noted above, along with others, at <http://belfer-center.org/pauldoty/>.

A memorial service for Paul Doty is planned for Friday, May 4 at 3:00 PM in Memorial Church, Harvard Yard.

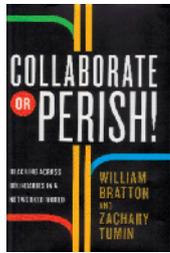
HOT OFF THE PRESSES

Compiled by Susan Lynch, ISP/STPP

Collaborate or Perish! Reaching Across Boundaries in a Networked World

By William Bratton and Zachary Tumin, Special Assistant to the Director and Faculty Chair, Science, Technology, and Public Policy Program

Random House/Crown (January 2012)



In *Collaborate or Perish!*, former Los Angeles police chief and New York police commissioner William Bratton and Harvard Kennedy School's Zachary Tumin lay out a field-tested playbook for collaborating across the boundaries of our networked world. Today, when everyone is connected, collaboration is the game changer. Agencies and firms, citizens and groups who can collaborate, Bratton and Tumin argue, will thrive in the networked world; those who can't are doomed to perish.

"... [A] user's down-to-earth guide for transforming a traditional hierarchy into an agile, self-sustaining network."

"Collaborate or Perish! packs a powerful one-two punch: practical street-smart experience lashed up to a coherent intellectual framework for managing and fostering change. It's a user's down-to-earth guide for transforming a traditional hierarchy into an agile, self-sustaining network. I only wish I had such a guide in some of my former government positions."

—Gen. Michael V. Hayden, USAF (ret.), and former Director, National Security Agency and Central Intelligence Agency

Economics of the Environment: Selected Readings, Sixth Edition

Edited by Robert N. Stavins, Albert Pratt Professor of Business and Government

W.W. Norton & Company, Inc. (January 2012)



Through five previous editions, *Economics of the Environment* has served as a valuable supplement to environmental economics texts and as a stand-alone book of original readings in the field of environmental economics. Nearly seven years have passed since the previous edition of this volume was published, and it is now more than three decades since the first edition appeared. The sixth edition continues this tradition.

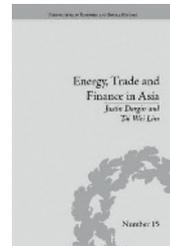
The articles are timely, with more than 90 percent published since 1990—and half since 2005. There are two new sections of the book, "Economics of Natural Resources" and "Corporate Social Responsibility," and all chapters in the section on global climate change are new to the sixth edition.

Energy, Trade and Finance in Asia: A Political and Economic Analysis

By Justin Dargin; Former Associate and Research Fellow, Dubai Initiative, and Tai Wei Lim

Perspectives in Economic and Social History

Pickering & Chatto (November 2011)



This study offers a vital reappraisal of the trade relationship between North-East Asia and the Gulf. Writing from a non-Western standpoint, Dargin and Lim make a compelling case for how these regions became economically integrated in the wake of the 1973 oil crisis. The historical role of India in connecting these regions is examined in-depth, whilst the economic modernization of China and Japan is also stressed.

FIND, FIX, FINISH

Inside the Counterterrorism Campaigns that Killed bin Laden and Devastated al-Qaeda

By Aki Peritz and Eric Rosenbach, Faculty Affiliate on leave to serve as Deputy Assistant Secretary of Defense for Cyberpolicy

Public Affairs (March 2012)



While many assume that the White House, CIA, and military started with a fully realized plan to counter al-Qaeda after 9/11, *FIND, FIX, FINISH* describes the evolution of that plan from the haphazard targeting of individual terrorists to the development of a strategy—and a fearsome capacity—to find, fix, and finish them.

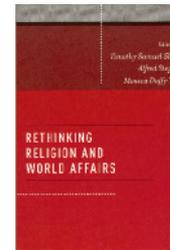
"A skillful combination of antiterrorism fire-works with perceptive analysis of our strategies."

—Kirkus Reviews

Rethinking Religion and World Affairs

Edited by Timothy Samuel Shah, Alfred Stepan, and Monica Duffy Toft, Associate Professor of Public Policy

Oxford University Press (January 2012)



In recent years, the role of religion in the study and conduct of international affairs has become increasingly important. The essays in this volume seek to question and remedy the problematic neglect of religion in extant scholarship, grappling with puzzles, issues, and questions concerning religion and world affairs in six major areas. Contributors critically revisit the "secularization thesis," which proclaimed the steady erosion of religion's public presence as an effect of modernization; explore the relationship between religion, democracy, and the juridico-political discourse of human rights; assess the role of religion in fomenting, ameliorating, and redressing violent conflict; and consider the value of religious beliefs, actors, and institutions to the delivery of humanitarian aid and the fostering of socio-economic development. Finally, the volume addresses the representation of religion in the expanding global media landscape, the unique place of religion in American foreign policy, and the dilemmas it presents. Drawing on the work of leading scholars as well as policy makers and analysts, *Rethinking Religion and World Affairs* is the first comprehensive and authoritative guide to the interconnections of religion and global politics.

"... [T]hese first-rate essays offer broadly accessible, up-to-date treatments of the big ideas that define this field."

"Rethinking Religion and World Affairs is a unique compendium of the perspectives of many of the top scholars writing on the increasingly prominent, but long neglected topic of religion and world politics. Illuminating the intersection of religion with the themes of democracy, human rights, conflict, humanitarianism, the media, and foreign policy, these first-rate essays offer broadly accessible, up-to-date treatments of the big ideas that define this field."

—Jack Snyder, Robert and Renée Belfer Professor of International Relations, Columbia University

On the Campaign Trail

Primary Taps Center Expertise

Several Belfer Center affiliates have been tapped by Republican presidential candidate **Mitt Romney** for their expertise and advice on areas and issues ranging from the Asia-Pacific and Middle East to counterterrorism



Strategy and Repartee: **Mike Murphy**, a political strategist called a “media master” by *Fortune* magazine, speaks about the 2012 presidential election with Belfer Center faculty, fellows and staff during a directors’ lunch in the fall of 2011. In April, Murphy will be a guest speaker at the Belfer Center International Council’s annual meeting. A campaign commentator/consultant known for his insight and wit (not currently advising any candidates), Murphy is currently a partner at Revolution Agency, a public affairs and political consulting firm in Washington, D.C.

and intelligence, proliferation, and impact of international organizations.

Meghan O’Sullivan, the Jeane Kirkpatrick Professor of the Practice of International Affairs at Harvard Kennedy School and a member of the Belfer Center’s board of directors, is serving as co-chair of the Romney campaign’s Middle East & North Africa working group. Former International Security Program fellow **Evan Feigenbaum** is co-chairing the Asia-Pacific working group along with **Kent Lucken**, HKS alum (MPA ’01) and managing director at Citigroup.

On issues of counterterrorism and intelligence, the Romney campaign is getting policy advice from former Homeland Security Director **Michael Chertoff**, a member of the Belfer Center International Council, who is co-chairing that working group. **Eric Edelman**, a senior associate with the Belfer Center’s International Security Program and senior fellow at the Council on Foreign Relations, is co-chair of the counter-proliferation working group.

Paula Dobriansky, a former Belfer Center senior fellow and current senior vice president

of Thomson Reuters, is co-chair of the International Organizations working group.

Heineman: SUPER PACs and Political Darwinism?

As campaign spending breaks records during the primary campaigns and is likely to continue escalating in the coming months, Belfer Center Senior Fellow **Ben Heineman** weighs in on the impact of Super PACs.

Heineman, former senior vice president for law and public affairs at General Electric, argues that Super PACs are “one of the most important developments of this electoral season.”

“At a time when our major national problems—budget, economy, defense posture, energy, environment—demand bipartisan solutions and bipartisan assignment of public and private roles, the Super PACs are yet another hammer blow to our broken political culture. They are far more likely to push the parties to further extremes than usher in an era when moderates from both sides of the aisle can work together for the commonweal. Political Darwinism shall reign.”

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International Security is America’s leading journal of security affairs. It provides sophisticated analyses of contemporary security issues and discusses their conceptual and historical foundations. The journal is edited at Harvard Kennedy School’s Belfer Center and published quarterly by the MIT Press. Questions may be directed to IS@Harvard.edu.

“Unrest Assured: Why Unipolarity Is Not Peaceful”

Nuno P. Monteiro

For thirteen of the twenty-two years since becoming the world’s sole great power, the United States has been at war. Still, the theory that unipolarity is peaceful prevails. A great power war is clearly impossible in a world with only one great power, but extending the analysis to major and minor powers shows a high risk of conflict. In fact, the potential for war is inherent in each of the three grand strategies available to a unipole: defensive dominance, offensive dominance, and disengagement. To best minimize conflict, the great power must exhibit extreme restraint lest other states attempt to restrain it themselves.

“China’s Century? Why America’s Edge Will Endure”

Michael Beckley

The current hype that China is overtaking the United States is wrong. China is rising, but it is not catching up. Globalization and hegemony, often considered burdens, are actually helping the United States maintain its edge by allowing it to reap financial advantages and manipulate the international system to its benefit. The United States should therefore continue to prop up the global economy and pursue a robust diplomatic and military presence abroad.

“Climate Wars? Assessing the Claim That Drought Breeds Conflict”

Ole Magnus Theisen, Helge Holtermann, and Halvard Buhaug

Climate change will most likely impose great hardships on Africa’s agrarian societies in the coming years, but new research suggests that, despite current thought, it will not increase the likelihood of civil war. The concern that scarcity will breed conflict is understandable, but the data show that civil war is more highly correlated with other factors, such as high infant mortality, proximity to international borders, and high local population density.

Climate shocks are certain to increase the suffering of marginalized societies in other ways, which makes it all the more important that we do not militarize the issue lest fear limit immigration and relief efforts.

“Present at the Creation: Edward Mead Earle and the Depression-Era Origins of Security Studies”

David Ekbladh

Security studies is commonly thought to have emerged as a response to the Cold War, but its roots reach much further back. Historian Edward Mead Earle and his colleagues first addressed the problem of security to cope with the unraveling of the international order in the 1930s. Earle was instrumental in paving the way for security studies as it exists today, laying the foundations for an important discipline that seeks to combine history, economics, and political science to build bridges between the government and academia and use scientific inquiry to inform policy and guide grand strategy.

“They Think They’re Normal: Enduring Questions and New Research on North Korea—A Review Essay”

David C. Kang

The motivations of North Korea’s leaders and people have long been a mystery, frustrating policymakers who must decide whether to pursue a relationship with the government or attempt to isolate the rogue state, but new literature reveals that the North Korean people and their government operate more normally than most people think. This literature also suggests that policies designed to minimize North Korea’s military threat may hurt efforts to improve the lives of its citizens and vice versa. Given this difficulty and the recent regime change, efforts to understand North Korea before making and implementing policy decisions are more important than ever.

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BELFER IN BRIEF

**CURRENT BELFER CENTER PERSPECTIVES ON
IRAN** For Center experts' quotes and commentary
on Iran's nuclear situation, [click here.](#)

commentary and analysis of the Iranian nuclear situation by Belfer Center faculty and fellows. Links are included to current op-eds and lengthy interviews on Iran as well as relevant quotes included in published media. The site enables visitors to easily click on insights and views by more than a dozen Iran experts. To access the full site, see <http://belfercenter.org/IranPerspectives/>.

In January, the Belfer Center launched a new feature on its website titled "Current Belfer Center Perspectives on Iran." This homepage feature is an aggregation of current published

Speaking Out

Evelyn Hsieh, former communications and faculty assistant at the Belfer Center, has been named a speechwriter for the U.S. Department of Energy, including writing for Secretary of Energy **Steven Chu**. Her selection follows on the heels of her work since September as a speechwriting intern for the White House. There, she assisted with speeches for President **Barack Obama** and First Lady **Michelle Obama**. "Last spring," Evelyn says, "I decided to apply to the White House internship on a whim—why not? I did it to alleviate my conscience, to quiet those nagging voices to aim higher, to dream bigger. I did not think, in a million years, I would actually get it." Neither did she think that one day she would also fist bump the President of the United States and walk through the West Wing.

Pursuing Reform

Robert Brown, Stanton Nuclear Security Junior Faculty Fellow with the Belfer Center, and **Trevor Findlay**, research fellow with the Project on Managing the Atom/International Security Program, were major presenters at the "IAEA Governance and Reform" policy briefing in February, hosted by the University of California Institute on Global Conflict and Cooperation (IGCC). The event, part of the Nuclear Security D.C. Policy Series, was funded by the Carnegie Corporation. Brown spoke on "Controlling the 'Absolute Weapon': International Governance Authority of the IAEA," and Findlay spoke on "Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA."



Robert Brown

Fellows on the Move

Anoop Kumar Sarbahi, former research fellow with the International Security Program, completed his Ph.D. at the end of October and has joined Stanford University as a postdoctoral scholar. He has a dual affiliation there with the Department of Political Science and the Center on Democracy, Development, and the Rule of Law.

Michael Sechrist, former director of the Explorations in Cyber International Relations research group, a joint Harvard/MIT initiative, has been named vice president for threat and risk management at State Street Corporation. Sechrist, a Harvard Kennedy School alum who is also a former research fellow, will remain an associate with the cyber project.