

AIRC ALERT

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What's New

Citizens Get Information at the Click of a Button

http://www.america.gov/usg_click.html

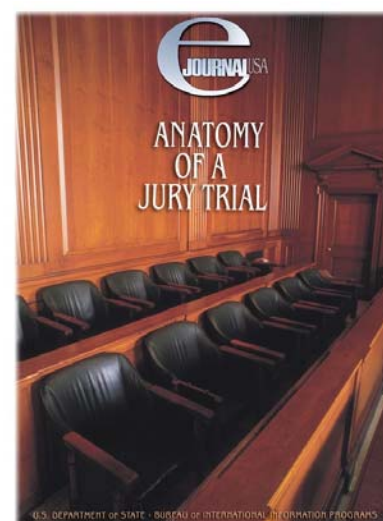
As part of President Obama's commitment to transparency, the U.S. government is using new technologies to help citizens access government records and other information. For example, the federal government has a Web site to educate people about the H1N1 flu virus.

HIGHLIGHT DOCUMENTS

3-1/H ANATOMY OF A JURY TRIAL

eJournal USA, Volume 14, Number 7.

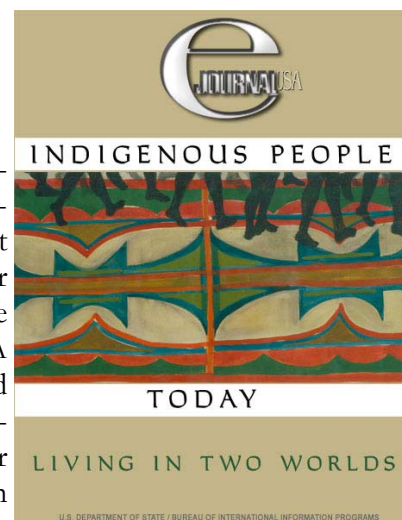
This issue in a sense cross-examines the U.S. jury system, with eyewitness testimony from jurors themselves, judges, a prosecutor, a defense lawyer, a witness, and a reporter. A point-counterpoint debate between Dutch and American law professors makes explicit the question the journal poses repeatedly: Is a jury trial the best way to arrive at justice when a crime occurs? We also probe the intersection between popular culture and the drama of the jury room through photos from the American Bar Association's list of best trial movies and an interview with a producer of the popular television show *Law & Order*.



3-2/H INDIGENOUS PEOPLE TODAY

eJournal USA, Volume 14, Number 6.

The June 2009 edition of eJournal USA provides insight into Native Americans and other indigenous peoples. Articles provide historical background and look at issues surrounding their languages and culture, their legal status, and how they are networking around the world. As the authors in this issue of eJournal USA make clear, indigenous people worldwide have endured a long history of conquest and colonialism. Native peoples in many lands were decimated or wiped out by war and disease, relocated against their will, their children taken to boarding schools to inculcate "civilized" values. European settlers, for the most part, did not understand or recognize the very different value systems and worldviews of indigenous people in colonized lands. In recent decades a number of governments have acknowledged the damage done over centuries to their Native peoples and sought to redress past wrongs.



3-3/UP

STARTING ANEW, ENGAGING WITH MUSLIMS WORLDWIDE (Remarks by President on a New Beginning)

President Barack Obama
White House, June 4, 2009.

America and Islam "overlap and share common principles - principles of justice and progress, tolerance and the dignity of all human beings," President Obama says in remarks at Cairo University on June 4. Read and comment on Obama's speech and learn more about Muslims in America. "We have the power to make the world we seek, but only if we have the courage to make a new beginning, keeping in mind what has been written," President Obama says in remarks at Cairo University. "There must be a sustained effort to listen to each other; to learn from each other; to respect one another; and to seek common ground," Obama said. "So long as our relationship is defined by our differences, we will empower those who sow hatred rather than peace, those who promote conflict rather than cooperation that can help all of our people achieve justice and prosperity. This cycle of suspicion and discord must end."

3-4/UP

THE UNITED STATES AND THE COUNTERINSURGENCY: The Peace Process in Pakistan

By Syed Manzar Abbas Zaidi
American Foreign Policy Interests, Vol. 31, No. 3, pp. 149-165.

The phenomenon of the Pakistani government's negotiated peace settlements with Taliban militants may seriously endanger stability in Afghanistan and Pakistan's tribal areas, simultaneously lending tremendous strength to the Taliban and Al Qaeda movements. The United States has raised serious reservations about this peace process, which it sees as a beacon for militants to regroup, resulting in renewed insurgency and terror attacks in Afghanistan and the Western Hemisphere in general. This article attempts to contextualize both the peace process negotiated by the Pakistani government with the militants and the policy of the United States regarding the process. Projections for a successful

counterinsurgency policy are articulated at the empirical level.

DEMOCRACY AND GLOBAL ISSUES

3-5/DGI

ARMAGEDDON IN ISLAMABAD

By Bruce Riedel
The National Interest, July/August 2009

The growing strength of the Taliban in Pakistan has raised the serious possibility of a jihadist takeover of the country. Even with the army's reluctant efforts in areas like the Swat Valley and sporadic popular revolution with Taliban violence, at heart the country is unstable. A jihadist victory is neither imminent nor inevitable, but it is now a real possibility in the foreseeable future. This essay presumes (though does not predict) an Islamic-militant victory in Pakistan, examining how the country's creation of and collusion with extremist groups has left Islamabad vulnerable to an Islamist coup. The origins of today's crisis of course lie in the war against the Soviet occupation of Afghanistan. The modern global jihad began in the Afghan refugee camps of Pakistan's frontier lands along the one-thousand-five-hundred-mile border between the two countries. Volunteers from across the Islamic world came to fight with the Afghans. According to a senior Inter-Services Intelligence Directorate (ISI) commander at the time, the ISI trained eighty thousand fighters from forty-three countries.

3-6/DG

CATCHING A WAVE

Elizabeth Rusch
Smithsonian, July 2009, pp. 66-71.

In this article, Rusch profiles electrical engineer Annette von Jouanne, head of the Wallace Energy Systems and Renewables Facility at Oregon State University, and one of the driving forces in the development of wave energy. By some projections, tapping the energy of the tides could meet 6.5 percent of U.S. electric power needs. Many researchers over the years have attempted to build devices to transform the energy of waves into electricity, but von Jouanne advocates simplicity in design to achieve the most dependable energy flow. Her current design now being tested is shaped like a flying saucer with a generating coil and a

sliding magnet assembly capable of generating a few kilowatts of electricity in a gentle wave. Building the device is only one design problem; a means to keep it anchored and consistently functioning in the tides is also challenging. The Oregon State researchers also need to avoid creating a device that could damage the seaside ecosystem.

3-7/DGI

CIRCULATION BOOST?

By Will Skowronski

American Journalism Review, June/July 2009.

Some newspapers are turning to easy-to-carry electronic readers as a way to attract and keep subscribers while cutting back on print and delivery costs. The New York Times, the Boston Globe and the Washington Post, already available via the Kindle, will pilot editions on a newer version of the device this summer. The papers will offer the subscriptions at a reduced cost to readers out of the home-delivery range who agree to long-term subscriptions. The Detroit Free Press and the Detroit News, which have already sharply cut back home delivery to save newsroom jobs, plan to rely on electronic editions even more -- and so far the readers have been receptive to the changes. Newspapers are taking electronic reading devices more seriously now that the technology is making them more user-friendly -- screens are more readable, displays larger and batteries last longer.

3-8/DGI

DUSK OR DAWN FOR THE HUMAN RIGHTS MOVEMENT?

By Sarah Mendelson

The Washington Quarterly, Vol. 32, No. 2, pp. 103-120.

December 2008 marked the 60th anniversary of the Universal Declaration of Human Rights and the conclusion, gathered through original interviews with activists, scholars, and critics of the human rights movement, that the consensus on human rights remains fragile.

3-9/DGI

THE GENIE'S OUT OF THE BOTTLE

By Carter Phipps

EnlightenNext, No. 44, June/August 2009, pp. 54-62.

Globalization has come under fire from many quarters

as an exploitative economic trend, but Dr. Thomas Barnett, a geopolitical strategist and author, regards globalization as the most unifying, progressive, and liberating force in human history. Barnett looks across the last century -- wars that raged over the Eurasian land mass for the first half of the 20th century are now virtually unthinkable as the bonds of trade, travel, and commerce have grown, he says. The places where violence still disrupts civil society are those largely untouched by globalization, Barnett tells Phipps in an interview. Barnett thinks that the economic and social trends that unfolded in the United States in the late 19th and early 20th centuries are playing out again in globalization. He predicts that the progressivism and the enrichment of the middle class that occurred at that time will also be the outcome of globalization.

3-10/DGI

GIVE UP ON DEMOCRACY IN AFGHANISTAN

By Andrew J Bacevich

The Atlantic Monthly, Vol. 304, No. 1, Jul/Aug 2009, 1p.

Denying terrorists sanctuary in Afghanistan does not require pacification-and leaving Afghans to manage their own affairs as they always have will reduce internal instability, while freeing up the resources to allow our own country to tackle other challenges more pressing than the quixotic quest to modernize Afghanistan.

3-11/DGI

PAKISTAN'S IDEOLOGICAL BLOWBACK

By Shibil Siddiqi and John Feffer (Ed)

Foreign Policy In Focus, June 29, 2009.

<http://fpif.org/fpiftxt/6215>

If the bucolic Swat valley, tucked into the Himalayas less than 100 miles from the capital city of Islamabad, is a bellwether for Pakistan's war against the Pakistani Taliban, the war is going badly. The Swat District -- an integrated part of Pakistan's North West Frontier Province (NWFP) as opposed to the autonomous Federally Administered Tribal Areas (FATA) -- has been beyond government control since 2007. In this period the Tehreek-e-Nifaz-e-Shariat-e-Mohammadi (Movement for the Enforcement of Mohammedan Islamic Law), a militant Pakistani Taliban group, thoroughly destroyed the threadbare state institutions that existed in the area. Most notably they targeted schools and the police force. Rebuilding these will take years.

Well-researched paper encompassing the ideological struggle underpinning the conflicts raging in Pakistan.

3-12/DGI

PAKISTAN ON THE BRINK

By Ahmed Rashid

The New York Review of Books, June 11, 2009

<http://www.nybooks.com/articles/22730?email>

To get to President Asif Ali Zardari's presidential palace in the heart of Islamabad for dinner is like running an obstacle course. Pakistan's once sleepy capital, full of restaurant-going bureaucrats and diplomats, is now littered with concrete barriers, blast walls, checkpoints, armed police, and soldiers; as a result of recent suicide bombings the city now resembles Baghdad or Kabul. At the first checkpoint, two miles from the palace, they have my name and my car's license number. There are seven more checkpoints to negotiate along the way.

3-13/DGI

THE SOCIAL MARKET ROOTS OF DEMOCRATIC PEACE

By Michael Mousseau

International Security, vol. 33, no. 4, Spring 2009, pp. 87-114.

The author, associate professor of international relations at Koc University in Istanbul, writes that democracy does not cause peace among nations. Rather, domestic conditions cause both democracy and peace. From 1961 to 2001, democratic nations engaged in numerous conflicts with each other, including at least one war, yet not a single fatal militarized incident occurred between nations with economies characterized by widespread public participation. In such contract-intensive economies, individuals learn to respect the choices of others and value equal application of the law; they demand liberal democracy at home and perceive it in their interest to respect the rights of nations and international law abroad. The consequences involve more than just peace: the contract-intensive democracies are in natural alliance against any challenges to the Westphalian system of law and order by state or nonstate actors. Because China and Russia lack contractualist economies, this economic divide will define great power politics in the coming decade. To address the challenges posed by China and Russia and secure their citizens from terrorism, the contract-intensive powers should focus their efforts on supporting global

economic opportunity, rather than on promoting democracy.

3-14/DGI

WILL AMERICANS TUNE TO AL JAZEERA?

By Christopher Helman

Forbes Magazine, July 13, 2009.

The Doha, Qatar-based Al Jazeera news network reaches 53 million Arabic language viewers and 140 million English language households in 100 countries. Starting on July 1, Al Jazeera English (AJE) will begin broadcasting in Washington, D.C., its first around-the-clock carriage in the U.S. outside of Toledo, Ohio and Burlington, Vermont. There, it will face a huge marketing hurdle – the perception that it is biased against the United States and Western Europe. The optimists believe the Obama era and an American interest in more global perspectives will reel in viewers, but conservatives say Al Jazeera is anti-American and has connections with al-Qaeda. Not so, according to Tony Burman, managing director of AJE, who says that network is on par with CNN International and BBC World in quality of programming. Furthermore, the government of Qatar, which owns the network, is relatively liberal, no enemy of the United States (it hosts the largest U.S. air base in the region) and allegedly exerts no censorship on the network. Burman believes the biggest hurdle will be to persuade cable companies like Comcast to carry AJE.

3-15/DGI

WINSTON CHURCHILL AND THE ISLAMIC WORLD: Early Encounters

By Warren Dockter

The Historian, No. 101, Spring 2009, pp. 19-21.

This account of Winston Churchill focuses on the British leader's early involvement with the Islamic world. The author notes that relatively little attention has been paid to this facet of Churchill's career, which is surprising, since as Colonial Secretary he was influential in the development of the Middle East. The journal begins with his early 1890s experiences in India and Afghanistan, to his involvement with the Anglo-Persian Oil Company as First Lord of Admiralty in 1911. The author chronicles Churchill's bravery during his stints as a soldier and war correspondent, which contributed to his 1900 election to the Parliament. Churchill saw first-hand the harsh tactics used by British military commanders in South Asia and Sudan, which he condemned in his writings. His interest

in Muslim culture could be seen in his appreciation of their warriors' motivation, and their opposition of Greek domination of Cyprus. The author notes that Churchill's attitude towards Islam was more complex than it is usually perceived, and is evidence of his nuanced geo-political world view.

INTERNATIONAL SECURITY

3-16/IS

AVOIDING A NUCLEAR CROWD

By Henry Sokolski

Policy Review, June/July 2009, No. 155.

Mostly, advances in military science. Since the Cold War, progress in computational science, digital mapping, and sensor and guidance technologies have significantly enhanced the precision with which weapons can be aimed. [...] the massive reduction in U.S. and Russian deployed tactical and strategic nuclear weapons and in the average yields of these weapons (see Figure 1).³ When policymakers call for more nuclear weapons reductions and increased nuclear restraint, then, they are hardly pushing against historical or technological trends.

3-17/IS

A COUNTERTERRORISM STRATEGY FOR THE OBAMA ADMINISTRATION

By Bruce Hoffman

Terrorism and Political Violence, Vol. 21, No. 3, July 2009, pp. 359-377.

Al-Qaeda is most dangerous when it has a safe haven from which to plant and plot attacks. It has acquired such a haven in Pakistan's Federal Administered Tribal Areas and its North-West Frontier Province and nearby areas, concludes terrorism expert Bruce Hoffman at Georgetown University. During 2008 al-Qaeda was able to re-group and re-organize in these lawless regions along the Afghan-Pakistan border, once again having a sanctuary in which it can operate, while marshalling its forces to continue its struggle with the U.S. The highest priority for the new administration and U.S. allies is to refocus on Afghanistan and Pakistan, Hoffman says; part of any counterterrorism strategy must include an understanding that al-Qaeda and its local affiliates cannot be defeated by military means alone. At its basic level, a new strategy

requires two major requirements — a military capability to systematically destroy and weaken enemy capabilities, and the means to break the cycle of terrorist recruitment and effectively counter al-Qaeda's information operations.

3-18/IS

CAN THE RIGHT WAR BE WON?: Defining American Interests in Afghanistan

By Steven Simon

Foreign Affairs, Vol. 88, No. 4, July/August 2009, pp. 130-137.

The Obama administration recently completed its 60-day review of U.S. policy toward Afghanistan and Pakistan. According to the president, "The core goal of U.S. must be to disrupt, dismantle, and defeat al-Qaeda and its safe havens in Pakistan, and to prevent their return to Pakistan or Afghanistan." The United States will pursue this goal, he explained, by carrying out five tasks: disrupting terrorist networks that are capable of launching international attacks; "promoting a more capable, accountable, and effective government in Afghanistan"; building up Afghan security forces that are "increasingly self-reliant"; nudging Pakistan toward greater civilian control and "a stable constitutional government"; and getting the international community to help achieve these objectives under an auspices. The premise of the strategy is that the turbulence in Afghanistan and Pakistan, if untamed, will lead to a nuclear 9/11.

3-19/IS

THE END OF PROPORTIONALITY

By Jonathan F. Keiler

Parameters, Vol. 39, No. 1, Spring 2009, pp. 53-64.

The author chronicles the worldwide misuse of the doctrine of proportionality, which is intended to keep national militaries from using more force than is necessary during a conflict. He begins by pointing out America's disregard of this principle in Iraq and Afghanistan until after major battles were over, noting that "the problem with the proportionality rule is its frequent and remarkable misinterpretation." Keiler cites examples of other countries ignoring the doctrine, such as Israel, which was the victim of an unprovoked raid in July of 2006, yet received condemnation from the UN, which labeled the Israeli response as "disproportionate." Keiler believes claims of disproportion can be made by weaker nations to delegitimize actions. According to the author, the doctrine does

not reduce warfare to attaining objectives and withdrawal. Keiler argues that the doctrine of proportionality is ambiguous and difficult to apply with any consistency. He suggests the U.S. military abandon the doctrine and adopt a principle prohibiting the use of force that is indiscriminate, wasteful, excessive, or unnecessary in achieving military objectives.

3-20/IS

FAITH AND FRAGILE STATES: Why the Development Community Needs Religion

By Seth Kaplan

Harvard International Review, Spring 2009, Vol. 31 No. 1.

Once upon a time most social scientists assumed that the global march of political and economic modernization would relegate religion to a purely spiritual domain. Today social scientists, as well as almost everyone else, have opinions about how religion shapes domestic and international politics. This surge of interest has focused chiefly on religion's capacity to inspire intolerance, extremism, and political violence. However, religion's potential to spur development is enormous. From the Congo to Pakistan, faith-based organizations (FBOs) are often the only locally organized groups working among the destitute, filling in for governments where governments are too feeble to provide even basic schooling and health care. In recent years, some international development agencies have enlisted FBOs to deliver various services in impoverished communities. Such schemes, however, see FBOs merely as cogs in a distinctly Western, top-down approach to development, and they ignore the potential of religion to play a major role in building stable, prosperous, and well-governed societies.

3-21/IS

FILM PIRACY, ORGANIZED CRIME, AND TERRORISM

By Gregory Treverton and others.

Rand Corporation, March 2009, 182 p.

According to this Rand report released earlier this year, the enormous profits to be made from film piracy have attracted the attention of organized crime worldwide, and to a more limited degree, terrorist groups. Although the researchers found no evidence that terrorists are widely involved with film piracy, they did uncover three cases where film piracy supported terror groups. Criminal penalties for counterfeiting and piracy are relatively light and prosecutions

sparse, yet the profits from these crimes can exceed that of drug trafficking. The danger, the authors say, is that more terrorist groups will tap into counterfeiting and piracy to underwrite their operations.

3-22/IS

THE GLOBAL WAR ON TERROR : A Narrative in Need of a Rewrite

By Jonathan Clark and others.

Ethics & International Affairs, Vol. 23 No. 2, Summer 2009.

The conservative Heritage Foundation, which had since the mid-1990s warned that bin Laden and the Taliban would prove a toxic mix, provided steady and optimistic support to the [George W. Bush] administration for both the Afghanistan and Iraq wars. Commentaries such as "Radical Islam vs. Islam" and "U.S.

3-23/IS

HOW IRAN COULD SAVE THE MIDDLE EAST

By Jeffrey Goldberg

The Atlantic Monthly, Vol. 304, No. 1; Jul/Aug 2009. pp. 66-68.

Not long after the "Mission Accomplished" phase of the Iraq War, the author attends a dinner in Ramallah, the capital of the rump state of Palestine, hosted by a sophisticated and aggressively secular leader of Fatah, the main faction of the Palestine Liberation Organization. The former Israeli prime minister Ehud Olmert, before leaving office, suggested that the future state of Palestine be built on 93 percent of the West Bank, and receive additional territory from Israel in a land swap. Martin Indyk recalls that Yitzhak Rabin argued at the beginning of the Oslo peace process "that Iran represented the real threat to Israel, and so it made sense for Israel to make peace with the Palestinians and their Arab allies in order to face together the threat from Iran."

3-24/IS

MISUNDERSTANDING PAKISTAN'S FEDERALLY ADMINISTERED TRIBAL AREA?

By Kimberly Marten

International Security, Winter 2008/2009.

Olivier Roy succinctly sums up our argument concerning the vitality and power of traditional Pashtun social structures and institutions when he argues, "There is no other choice, in the short term, than to build on the

traditional patterns of Afghan political culture instead of importing a ready made model of anything, including democracy." 7 What are needed are realistic, implementable approaches to this vexing problem. Marten's alternative policy proposal of "inspiration and revolutionary empowerment of the ordinary Pashtun populace" strikes us as unrealistic and lacking any practicable implication for Western policy. Such vague formulations perhaps sound good in academic seminars, but are impossible to put into practice on the hard rocky ground where the first sign of a very bad day is still a burst of gunfire. There are no easy answers to the catastrophe that has taken place in the FATA and the deadly danger that the situation there now poses to the West. What policymakers need is more understanding of Pashtun culture and a pragmatic approach based on what has worked in the past and less utopian rhetoric. We believe that our admittedly imperfect prescription offers the best chance in a severely limited field of options for preventing such a scenario, while granting that even with an optimal implementation, it will take decades to undo the damage of the past thirty years.

3-25/IS

THE MOST SUCCESSFUL ALLIANCE: Sixty Years of Collective Defense

By Kinga Goncz

American Foreign Policy Interests, Vol. 31, No. 2, pp. 90-99.

This article contains a brief, comprehensive history of NATO in the context of an analysis of Article 5 of the Washington Treaty and identifies the effects that the invocation of this article have had on the stability, functions, credibility, and growth of NATO since it was appealed to for the first time in response to the 9/11 attacks against the United States.

3-26/IS

PAKISTAN AND AFGHANISTAN: Beyond the Taliban

By Juan Cole

Political Science Quarterly, Vol. 124, No. 2.

The author analyses political and economic developments in contemporary Pakistan and Afghanistan. He argues that Western preoccupation with "crisis" and "radicalism" in Pakistan has caused observers to miss the success of an expanding white-collar middle class in demanding a rule of law and a return to civilian rule after nearly a decade of military dictatorship. He questions the idea that there is a purely military, and espe-

cially Western military, solution to the problem of Talibanism in northwest Pakistan and southern Afghanistan, analyzing the insurgency as several distinct groups driven in part by religious nationalism and anti-imperialism.

3-27/IS

TALKING WITH INSURGENTS: A guide for the perplexed

By Daniel Byman

Washington Quarterly, Vol. 32, No. 2, April 2009, pp. 125-137.

Talks with insurgents are often necessary to end conflicts between Afghanistan and the US, but they can also be politically costly, fail, and even backfire. Here, Byman talks about how to initiate talks with insurgents. Initiating talks with insurgents is difficult. Governments often hope to defeat insurgencies outright, and the decision to begin talks usually requires a government to admit that there is no immediate hope for that outcome, which is a politically and bureaucratically difficult step. Moreover, to minimize the chance that an offer of talks might be turned down in an embarrassing way, or viewed as "soft" by one's own side, governments have resorted to a host of methods for beginning engagement short of open and official talks. One way to talk without talking is simply to issue a series of declarations. This approach can be done in a less grandiose way, with officials granting interviews or otherwise encouraging media reports that convey their message on the conditions for negotiations.

3-28/IS

U.S. NUCLEAR POLICY: The Open Window for Transformation

By Joseph Cirincione

Harvard International Review, Vol. 31, No. 1, Spring 2009, pp. 42-46.

The author, former vice president of National Security and International Policy at the Center of American Progress as well as former director for non-proliferation at the Carnegie Endowment for International Peace, says that the U.S. has an opportunity to reshape its nuclear policy under the Obama administration. Cirincione says that President Obama needs to be bold in implementing a strategy that would reduce nuclear proliferation and also address the four categories of nuclear threats. Cirincione lists the four most critical threats -- first, the possibility of a terrorist group obtaining a nuclear weapon; second, the chance

of “an accidental, unauthorized or intentional” use of a weapon by a nuclear-armed state; third, the emergence of a new armed state; finally, the end of the Nuclear Non-Proliferation Treaty. The author says Obama recognizes the interrelation between these threats and has developed his nuclear policy accordingly. Cirincione, however, warns that damage caused by the Bush doctrine demands that Obama act quickly in implementing his policy.

3-29/IS

WHY HAS THE UNITED STATES NOT BEEN ATTACKED AGAIN?

By Dallas Boyd and others.

The Washington Quarterly, Vol. 31, No. 3, pp. 3-19.

The question of why the U.S. homeland has not been attacked again successfully has confounded policymakers and experts for more than seven years.³ Perhaps the most reassuring answer to the question is that U.S. and allied efforts have prevented further attacks. Several disrupted attacks seem to support this conclusion, among them the transatlantic airline plot of 2006, in which terrorists sought to bring down multiple passenger jets en route to the United States by using liquid explosives concealed in sports drinks. Yet, these reprieves concern only the handful of terrorists who have attempted to strike the United States since September 11. What of the operatives who have staged attacks in regions from Europe to Southeast Asia with regularity since then, or the foot soldiers who have been lured to the battlefields of Afghanistan and Iraq? What motivations, apprehensions, or directives have led them to strike outside the United States rather than within it?

ECONOMIC SECURITY

3-30/ES

CHINA’S SECRET WEAPON?

By Elizabeth Debold

EnlightenNext, No. 44, June-August 2009, pp. 36-38.

The author, a developmental psychologist, notes that much discussion on China and India has centered on which of the two emerging powers will step onto the world stage and forge a new era. Debold notes that

many claim it will be India, but her recent involvement in an independent girls’ school for daughters of newly affluent families from across South and East Asia have made her wonder if the reality is more complicated than that. She says that the school has had a recent influx of teenage girls from mainland China, and remarks that “what I saw in one Chinese student after another took my breath away ... they are unlike any I have ever worked with or known.” The Chinese girls, with barely a couple of months’ immersion into an English-speaking environment, despite broken grammar, have been fearless, taking risks, asking questions, making public presentations, jumping into role-playing exercises — “it’s like watching someone leap off a cliff and begin to soar through the air.” Debold says “this inner liberation ... suggests that this next generation of Chinese may truly give us a run for our money,” and that this spirit may be a more significant determinant than current political or economic conditions.

3-31/ES

THE END OF RATIONAL ECONOMICS

By Dan Ariely

Harvard Business Review, Vol. 87, No. 7, July 2009, pp. 78-984.

We are now paying a terrible price for our unblinking faith in the power of the invisible hand. We’re painfully blinking awake to the falsity of standard economic theory - that human beings are capable of always making rational decisions and that markets and institutions, in the aggregate, are healthily self-regulating. We are finally beginning to understand that irrationality is the real invisible hand that drives human decision making. In this article the author examines a small set of long-held business assumptions through a behavioral economics lens. The author says not only that companies can do a better job of making their products and services more effective, their customers happier, and their employees more productive but that they can also avoid catastrophic mistakes.

3-32/ES

LEADERSHIP IN A (PERMANENT) CRISIS

By Ronald Heifetz and others.

Harvard Business Review, Vol. 87, No. 7, July 2009, pp. 62-69.

It would be profoundly reassuring to view the current economic crisis as simply another rough spell that we need to get through. Unfortunately, though today’s mix of urgency, high stakes, and uncertainty will con-

tinue as the norm even after the recession ends. Crisis leadership has two distinct phases. First is that emergency phase, when your task is to stabilize the situation and buy time. Second is the adaptive phase, when you tackle the underlying causes of the crisis and build the capacity to thrive in a new reality. The adaptive phase is especially tricky. The danger in the current economic situation is that people in positions of authority will hunker down. They will try to solve the problem with short-term fixes. The adaptive phase of a crisis requires some new leadership practices: 1. Foster adaptation. 2. Embrace disequilibrium. 3. Generate leadership.

3-33/ES

MBAS GONE WILD

By Rakesh Khurana

American Interest, vol. 4, No. 6, July/August 2009.

The economic crisis that has befallen the U.S. has come about as result of the prevalence of a particular character type in American political, economic and social institutions -- the "loose individual", who isn't bound by norms of fairness and equity, writes Khurana, a professor at the Harvard Business School. "Outside of their intimates, their relations with others are anchored only in self-interest." The author contends that the economic collapse and an almost decade-long cascade of sordid revelations stretching from Enron to AIG are evidence that "too many loose individuals have been admitted to the inner sanctums of American capitalism." As to how they have come to exert such influence, Khurana points a finger at university-based business schools. When universities began instituting business schools during the U.S. Progressive era in the early 20th century, they sought to instill social values in future managers so that "large corporations would be run in the interests of society," Khurana writes. The commitment to the social good began to unravel after World War II, with the proliferation of dozens of new business schools and a lowering of academic standards. The final abandonment of attempts to teach ethical standards came in the late 1980s, Khurana believes. With business educators adopting the philosophy that "the sole purpose of the corporation is to maximize shareholder value," they taught their students that "managers and employees cannot trust one another, which in turn sets in motion a self-reinforcing cycle encouraging opportunism and cheating." Khurana calls for a revamping of business

education to create a new generation of business leaders who will help solve a critical problem, not cause it.

3-34/ES

PIRATES, THEN AND NOW: How piracy was defeated in the past and can be again

By Max Boot

Foreign Affairs, Vol. 88, No. 4, July/August 2009, pp. 94-107.

The author examines pirate activity in past centuries to see how nations dealt with the problem, and as a way to consider lessons and tactics that may be applicable now. The author, who is a fellow at the Council on Foreign Relations, notes that 17th-century governments initially hired private pirate hunters, but later committed more naval assets to the task. From 1650 to 1850 nations took other steps that included convoying merchant ships, chasing pirates on sea and land, blockading and bombing ports used by pirates, and occupying and dismantling pirate lairs. He notes that some suggest that shipping companies paying ransom to pirates should be denied the right to conduct business in the United States. Boot, meanwhile, advocates using private security firms to patrol alongside vulnerable ships, or, to have armed guards onboard.

3-35/ES

THE RACE TO ATTRACT MOBILE TALENT

By Ronald Skeldon

Current History, Vol. 108, No. 717.

"Migrations of skilled workers have traditionally been seen as a gain for the destination and a loss for the originating country. . . . Recent research, however, has thrown a question mark at such an easy conclusion."

3-36/ES

REVISITING THE FUTURE: Geopolitical Effects of the Financial Crisis

By Mathew Burrows and other

The Washington Quarterly, Vol. 32, No. 2, pp. 27-38.

Burrows and Harris discuss the geopolitical effects of the economic crisis. Drafters of the National Intelligence Council's 2025 report forecast potential effects of the ongoing financial crisis on the economy, the role of the state, and the shape of world order. The report highlighted the emergence of a multipolar global order with rising states like China and India economically overtaking most of the older Group of

Seven (G-7) powers by 2025. The US' traditional partners, Europe and Japan, would increasingly be challenged to maintain economic growth in view of their aging populations. While the rising states would want seats at the international high table, the report anticipated that they would be cautious about assuming global burdens, despite a packed agenda composed of new challenges like climate change and energy security in addition to growing threats such as nuclear proliferation and weapons of mass destruction (WMD) terrorism. Such was the world the NIC foresaw as the crisis unfolded.

3-37/ES

A SLOW BURNING-FUSE: A Special Report on Ageing Populations

By Barbara Beck

Economist, June 27, 2009.

Age is creeping up on the world; people are living longer and having fewer children. The consequences may be slow growth, low productivity and labor shortages as more people retire and fewer younger workers take their place, Beck writes. Most developing countries do not need to worry about ageing; even though disease has taken many lives, their populations are still young. Some countries are spending about eight percent of their gross domestic product on public pensions--some a lot more. In America, even with government programs for the retired, the majority of retirement households will have to rely on their own, often inadequate, savings to get by. The shift to older age groups also may have a profound effect on national security, as the shortage of young adults is likely to make some nations reluctant to commit the few they have to the world's defense efforts. Beck ends with a quote by Ronald Lee, director of ageing at the University of California-Berkeley: "We don't really know what population ageing will be like because nobody has done it yet."

3-38/ES

SURVIVING THE SLUMP: A Special Report on Business In America

By Robert Guest

Economist, May 30, 2009.

America's economic crisis began at the end of 2007 when Wall Street discovered that their tricks for disguising risks had vanished. Most executives are now seeing America's worst business climate ever and agreeing to pay cuts. In 1955 Time magazine's "man

of the year" was Harlow Curtice, the head of General Motors; today, GM is a byword for poor management. Americans who still have jobs worry about losing them. But, Guest writes, a more efficient bankruptcy process is making it easier for lenders to collect what they are owed and is allowing weak companies to die and the strongest to survive. He notes that some economists believe America will begin to recover later in 2009 or in early 2010; their rationale is that recession started earlier in America than elsewhere, the government's stimulus package is likely to work, and Americans have a natural competitive streak. While health care remains the most dysfunctional part of the U.S. economy, America is still the best place in the world to do business.

U.S. SOCIETY AND VALUES

3-39/SV

BIRTH OF A ROBOT

By Abigail Tucker

Smithsonian, Vol. 40, No. 4, July 2009, pp. 56-65.

The author writes that if a robot is ever going to be useful humans as portrayed on television or film, it can't be merely a vessel into which its inventors pour knowledge. It has to recognize humans individually, and identify our needs and changing circumstances, and it has to be able to deduce and reason. Researchers at the University of California at San Diego's Machine Perception Laboratory are building a robot that will develop those capabilities as a child does. They are borrowing from developmental psychology to do that, and attempting to create a computer with the capacity to acquire skills gradually in response to its environment. The article describes various intriguing prototypes researchers have experimented with, but also describes the human reactions to these creations on the part of the researchers, their friends and families.

3-40/SV

THE DEATH OF MACHO

By Reihan Salam

Foreign Policy, July/August 2009, pp. 65-70.

The author, a fellow at the New America Foundation, contends that "the era of male dominance is coming to an end." The current recession is having a disproportionate impact on males — more than 80 percent

of those who have lost jobs since November have been men. Three-fifths of college graduates in the United States are women. People are realizing that the aggressive, risk-seeking behavior of the “cult of macho” has proven to be destructive and unsustainable in a globalized world. The U.S. economic stimulus package is investing heavily in education, healthcare, and social services — all fields dominated by women. How this changing situation unfolds will depend on how men react. They can choose to adapt to the changes or they can resist. Resistance is personified in Russia, which is still adjusting to the fall of Soviet Union, and where a higher percentage of working-age women are employed than in nearly any other country, but at only half the wages previously paid men for the same work. China is also trying to contain the damage caused by the loss of manufacturing jobs and to manage the threat posed by the country’s massive male migrant population. Writes Salam, “the axis of global conflict in this century ... will be gender. We have no precedent for a world after the death of macho. But we can expect the transition to be wrenching, uneven, and possibly very violent.”

3-41/SV

INFOMANIA

By Carolyn Marsan

Government Executive, Vol. 41, No. 5, May 2009, pp. 34-42.

The author notes that as participatory government brings an onslaught of public comments online, agencies will need the right tools to make sense of it all. In 2008, the General Services Administration (GSA) had 214 million electronic communications with the U.S. public, and it expects that number to increase in 2009. Similar situations have developed at other government agencies as they realize that more and more of public opinion and commentary are going to be sustained through the new media. However, these new examples of social media have several challenges in adopting customer feedback techniques like those used in the private sector, such as asking citizens to rank their interests on various subjects. While federal agencies are new at gathering and analyzing public comments, private business is experienced in managing feedback by combining automated and manual processes, structured and unstructured data. Government agencies also have legal restrictions; they often have to negotiate standard terms of services with providers because the government is bound by multiple federal regulatory requirements.

3-42/SV

NOT SO HUDDLED MASSES: MULTICULTURALISM AND FOREIGN POLICY

McConnell, Scott

World Affairs, Vol. 171, No. 4, Spring 2009, pp. 39-50.

The author examines the connection between America’s immigration and foreign policy throughout U.S. history. Although Hispanics will make up a quarter of the American population by 2040, this does not guarantee a different foreign policy. Apart from the highly-mobilized Cuban émigré community, Latinos’ foreign-affairs activism remains modest since it is not clear that they have either the resources or the will to influence American foreign policy in a singular way; most new immigrant groups tend to vote Democratic. The author also analyzes the power of ethnic lobbies to exert influence upon U.S. policy.

3-43/SV

THE WRITER’S EYE

By T. A. Frail

Smithsonian, Vol. 40, No. 1, April 2009, pp. 84-89.

Eudora Welty, who was born 100 years ago, is one of the great figures in American literature; less well-known is that she was an avid amateur photographer before any of her written work was published. Her pictures, taken in Mississippi in the early-to-mid-1930s, show the rural poor and convey the worry of the Great Depression. Welty, notes the author, had a remarkable ability to put her subjects at ease, many of whom were African-American; her interest in photography and curiosity and empathy with her subjects inspired her future writings. Welty said that “photography taught me to be able to capture transcendence ... these were things a story writer needed to know.”