



PERRY  
WORLD  
HOUSE  
UNIVERSITY of PENNSYLVANIA

2020-21

**Connect  
Connecting  
Connected**

01.

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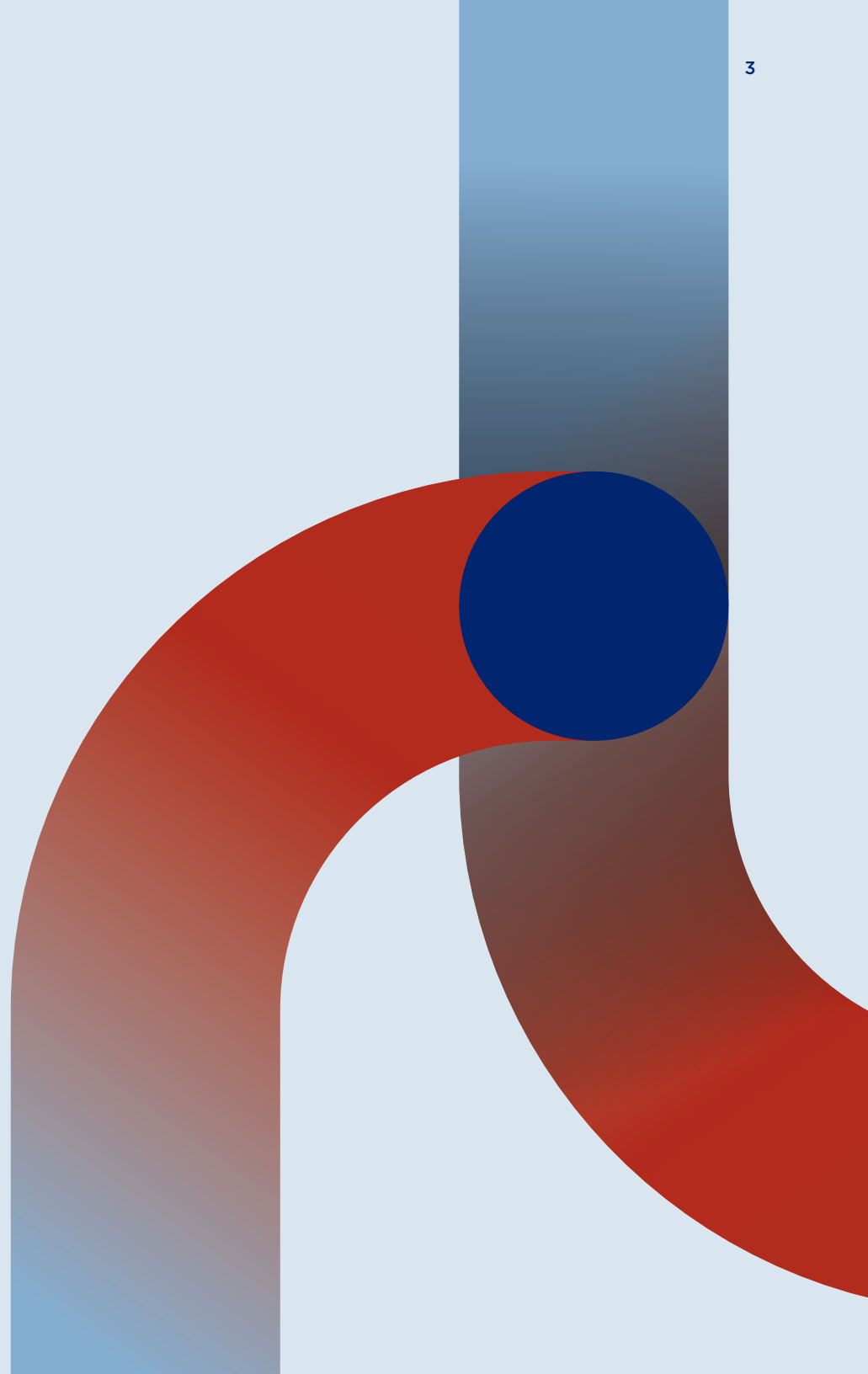
## About Perry World House's First Five Years



As COVID-19 raged around the world in early 2020 and led to the suspension of in-person operations on the leafy campus at the University of Pennsylvania and elsewhere, the pandemic also crystallized how connected Perry World House had become in only five years of operation. Even as the doors to our physical space closed, we remained connected—and made new connections—in many other ways: **our events went virtual, our student programs continued via Zoom, and our ideas spread by reports, tweets, news articles, and broadcasts around the world.**

Five years after our grand opening, Perry World House is far more than a glass and limestone building on campus. Our relationships run deep along Locust Walk—into classrooms where our visiting fellows lecture, dorm rooms where students participate in our latest events, and labs where faculty and postdoctoral fellows are working on crucial advances in their fields.

From there, they continue outward—along Amtrak's Northeast Corridor to government offices in Washington and UN headquarters in New York, beamed via satellites to policy centers around the world, and included in articles in *The New York Times*, *International Security*, and *The Economist*.



This spring, another class of graduating seniors left Penn better informed about, and better connected with, global affairs due to our events, visitors, research, and programs.

**Current students have learned about one of the most consequential global events in recent history by speaking with Perry World House visitors working on the front lines of public health.**

These connections are also why policymakers and practitioners turn to Perry World House for answers on this era's thorniest challenges. Our faculty and fellows have been asking hard questions over the last five years—What are the best ways to integrate refugees into host countries? How should we determine the right approach to space policy? Why was the world caught off guard by a pandemic?—seeking answers in time for debates happening in global capitals around a changing world.

Even amid the pandemic, Perry World House has made new connections. Since March 2020, we have gone virtual, bringing the engagement and hospitality that have made us so essential at Penn to a wider community. This past academic year, our programming reached more people around the world than ever before, as nearly 8,000 people participated in our events. We've found new ways to conduct research, host workshops and events, and engage with students. These changes have allowed us to not only continue making vital contributions to Penn and the world, but also to increase our connections and impact far beyond Locust Walk.



As we enter the second half of our first decade, Perry World House will maintain and deepen these connections, and make new ones, as we carry out our critical mission. Our work—including our two research themes, *The Future of the Global Order: Power, Technology, and Governance* and *Global Shifts: Urbanization, Migration, and Demography*—will connect Penn with leaders from around the world to develop and advance innovative policy proposals. At the same time, we will continue to connect students from all of Penn's 12 schools with the knowledge and opportunities to help them live, work, and thrive in the world today.

# Five Years of Perry World House in Numbers

**252**

Global Order and  
Global Shifts  
research outputs  
produced

**78**

Visiting Fellows and  
Visiting Scholars

**75**

Graduate  
Associates

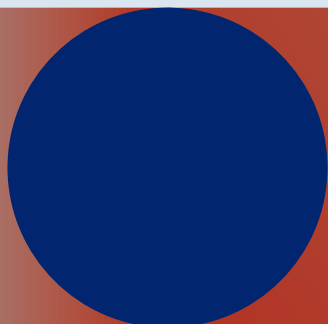
**650+**

Events held

**109**

Undergraduate  
World House  
Student Fellows

In just five years—  
**10 semesters**, more than  
**650 events**, **78 visiting  
fellows**, and **1 pandemic**—  
Perry World House has  
helped Penn students,  
faculty, and alumni  
experience, understand,  
and impact the world.



## Message from the President

“In the past year, Perry World House hosted **24 visiting fellows and scholars**; published **59 reports** and thought pieces from our policy workshops and colloquia; and put together **53 public events** attended by over **7,500 virtual visitors**. At a moment in history when global connections and cooperation were more important than ever, Perry World House showed us just how much could be done.”



Dear Friends,

It seems like such a short time ago that we were dedicating the award-winning Perry World House building, which so skillfully blends historic renovation and new construction in an eye-catching design that speaks to the what-was-old-is-new-again ethos of global affairs. And yet already, five years have passed.

And what a five years it has been! Should any evidence for the vital need for such a center of study and research into the world's most pressing global challenges be asked, we only have to point to how much has transpired in just half a decade. In 2016, issues ranging from climate change to pandemic disease to global supply networks were often discussed in academic circles but too frequently ignored in the popular media. Today, it is impossible not to acknowledge that the world's problems are our problems, and profound global challenges must be addressed by every nation and each society.

I am so proud to say that over the course of the last five years, Penn's Perry World House has been doing just that. The numbers speak for themselves. Even amid the COVID pandemic and unprecedented restrictions in travel and in-person conferences, deep connections to the world were made and maintained. In the past year, Perry World House hosted 24 visiting fellows and scholars; published 59 reports and thought pieces from our policy workshops and colloquia; and put together 53 public events attended by over 7,500 virtual visitors.

**At a moment in history when global connections and cooperation were more important than ever, Perry World House showed us just how much could be done.**

And we look forward to so very much more to come, especially as the world evolves into a new post-pandemic order. More than 400 years ago, Shakespeare wrote, "What's past is prologue; what to come, / In yours and my discharge." For good or bad, we are the makers of our own destinies. Perry World House is committed to the understanding that it is a shared destiny we face, and only through cooperative global action may we hope to prevail.

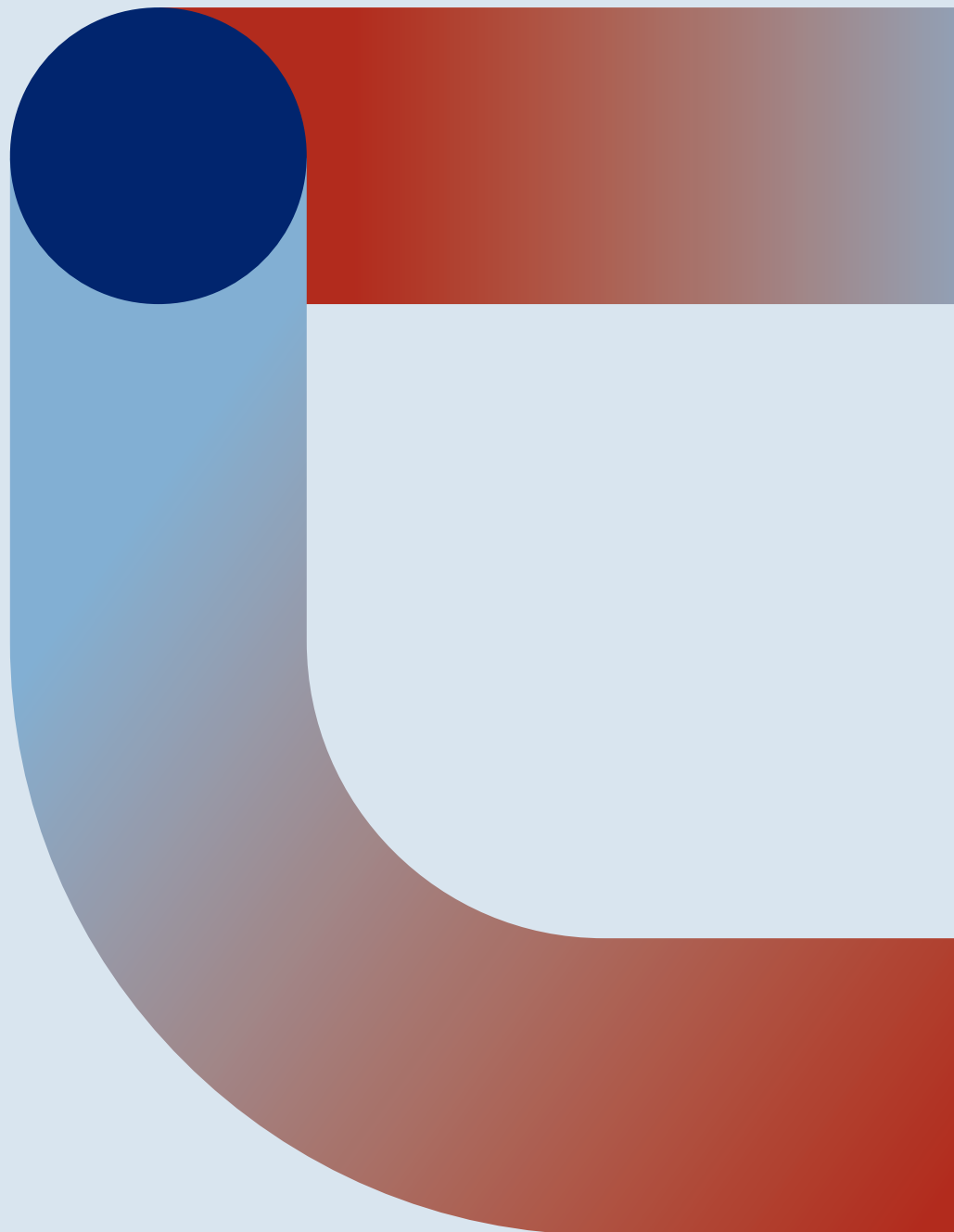
Speaking not just as Penn's president, but as a citizen of our world, I am so very grateful to all of the students, scholars, faculty, and staff who have made Perry World House so vital and so successful in so few years.



With warmest wishes,  
**Amy Gutmann**  
**President**

## Message from the Interim Provost

“In this year of a global pandemic, it was more important than ever – yet also more challenging than ever – to sustain these connections. Responding quickly to these changes, Perry World House valiantly forged connections across every part of the world, traveling virtually from Beijing to Norway to Kiribati – and even taking us into outer space with Japanese astronaut Naoko Yamazaki.”



Dear Friends,

At Penn, we are sustained by our connections – personal and virtual, geographical and intellectual. Every day, our faculty, students, and staff connect with each other – and with distinguished global leaders – across our campus and around the world. These conversations connect ideas across disciplines, as they bring together our twelve Schools and fulfill one of our key University goals: to bring the world to Penn and Penn to the world.

In this year of a global pandemic, it was more important than ever – yet also more challenging than ever – to sustain these connections. Responding quickly to these changes, Perry World House valiantly forged connections across every part of the world, traveling virtually from Beijing to Norway to Kiribati – and even taking us into outer space with Japanese astronaut Naoko Yamazaki. We learned this year about the impact of drone technology, the future of the UN, the Islamic revival in Egypt, and the roles of music and food in international diplomacy. In particular, Perry World House continued to focus on two of the world's most urgent challenges: climate change and the COVID-19 pandemic. This year's events explored multiple dimensions and implications of the pandemic, from vaccines and nursing to female refugees and global mobility, while sustaining PWH's long-standing emphasis on global climate change, including a session on global green recovery and a keynote address from Patricia Espinosa, Executive Secretary of the United Nations Framework Convention on Climate Change.

Perry World House – which celebrated its grand opening in September 2016 – now looks ahead to its next five years with more focus and relevance than ever.

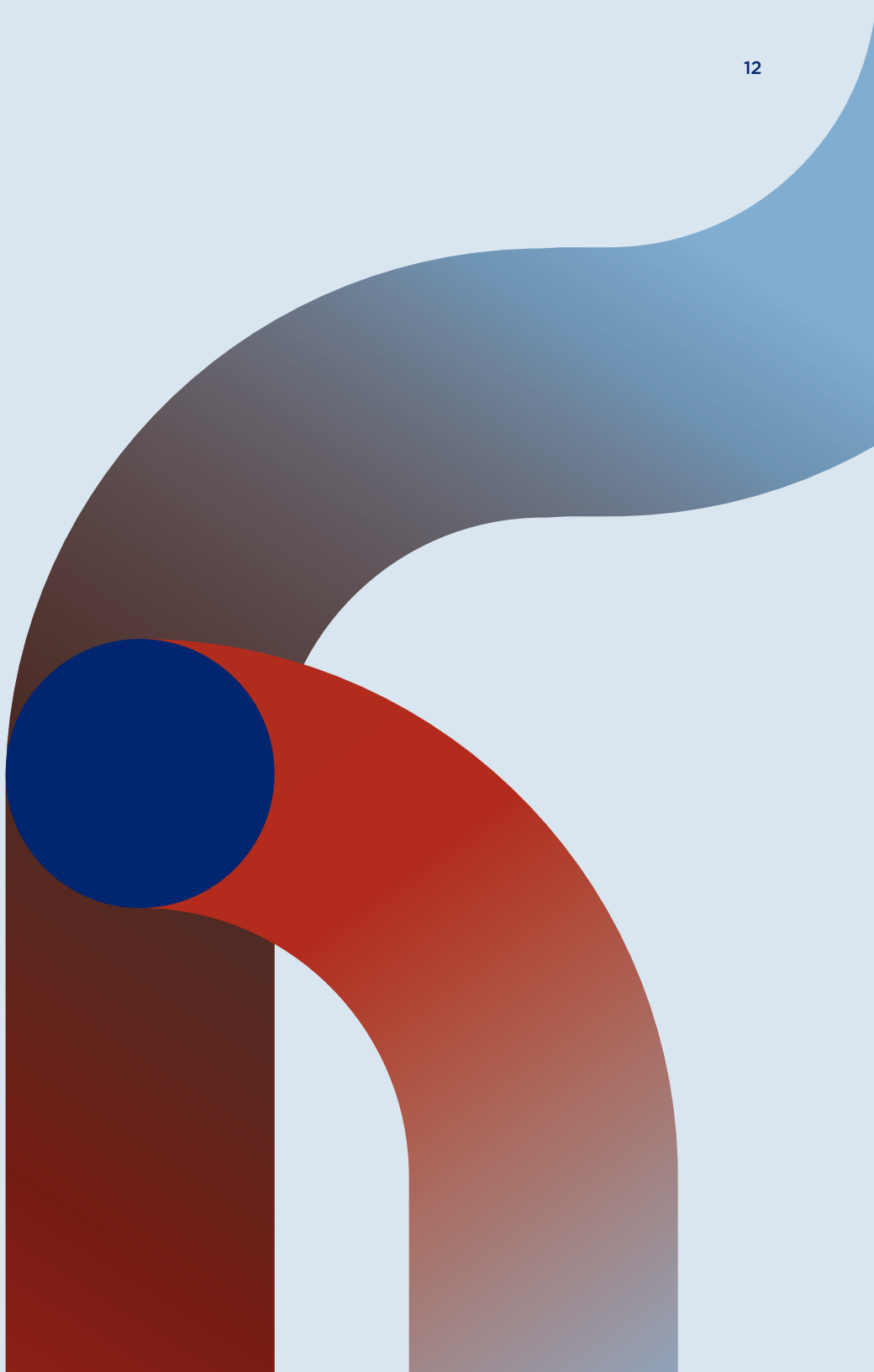
**As the world begins to recover from a shared pandemic, we must examine how to try to forestall the next pandemic, while also re-imagining the future of our global partnerships.** How will the world best reestablish non-virtual connections? How will our collaborations and alliances change, and what are the essential aspects that will stay the same? I greatly look forward to PWH's continued leadership, vision, and creativity as we connect together to explore these questions in the years ahead.



Sincerely,  
**Beth A. Winkelstein**  
**Interim Provost**

## Message from the Director

“Each year at Perry World House, we have found ways to build on our work of bringing Penn’s knowledge to bear on global policy’s most pressing questions, and this year was no different. As Perry World House celebrates its fifth anniversary in the fall of 2021, we look forward to continuing this work and celebrating what we have accomplished with our partners and friends.”



Dear Friends,

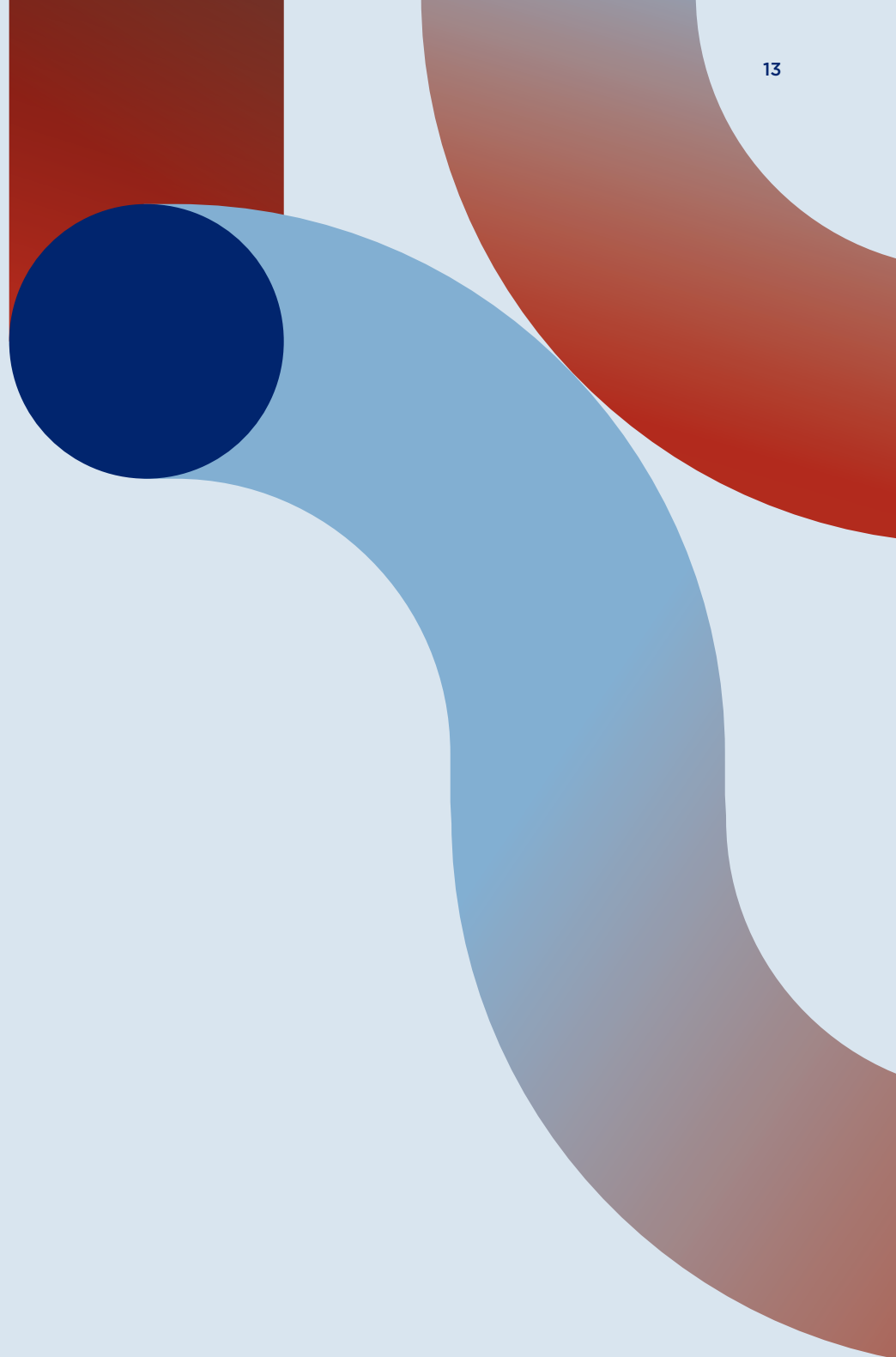
Five years ago, I joined President Amy Gutmann, supporters Richard and Lisa Perry, and many others at the grand opening of Perry World House. It was a landmark moment for those of us at Penn interested in global affairs.

Perry World House symbolized the university prioritizing policy-relevant research, events, and programs. If you had asked me, as the confetti fell to the ground, whether Perry World House would, in just a few years, host former and future heads of state, see its ideas published in books and major newspapers, and send hundreds of students better informed into the world, I would have believed you. When Penn puts its mind, its resources, and its faculty and staff into something, it succeeds.

And less than four years later, when those doors closed in March 2020, and Penn suspended in-person operations at Perry World House and elsewhere, if you had told me that we would not just remain connected but thrive, I would have believed you then, too. **The team we have built, and the connections we have made in our first years, helped us not just continue our activities but also increase our impact.**

In the last year, we've hosted events with hundreds of guests, seen a visiting fellow publish a best-selling book, garnered attention with our innovative ideas, and congratulated numerous stakeholders who were called to serve in the highest levels of the U.S. government.

For that reason, I'm particularly proud of this annual report. During a year in which some people rarely left their homes, we were privileged to continue to bring a wide variety



of visitors to Perry World House and the wider world via our virtual activities. Former President of the Republic of Kiribati Anote Tong served as our Distinguished Global Leader-in-Residence, sharing his perspective on the realities of climate change and ocean conservation. Japanese astronaut and space policy expert Naoko Yamazaki engaged Penn students, faculty, and alumni, discussing the rapidly changing activity in the space domain. Capricia Penavic Marshall, who served as U.S. Chief of Protocol in the Obama administration, offered the Perry World House community valuable insights on how to leverage the power of diplomacy to forge stronger relationships in our everyday lives and in times of crisis.

Each year at Perry World House, we have found ways to build on our work of bringing Penn's knowledge to bear on global policy's most pressing questions, and this year was no different. **As Perry World House celebrates its fifth anniversary in the fall of 2021, we look forward to continuing this work and celebrating what we have accomplished with our partners and friends.**

Thank you for staying connected with Perry World House, and we look forward to welcoming you back on campus.



Sincerely,  
**Michael C. Horowitz**  
Director, Perry World House



02.

Our Purpose

Over the last five years, the importance of climate change has become even clearer and more deeply connected to our work. This past year, Perry World House created a Climate Action Research Group (CARG) made up of policy experts drawn from across the university and around the world.

The group's driving questions focus on how communities can participate more meaningfully in climate policymaking and on how solutions from localities can scale to the state, national, and global levels.



Over the last year, CARG connected the academic and policy worlds in the area of climate change. Perry World House visiting fellows proved central to this work, bringing perspectives from city and national governments, the private sector, and the United Nations to brainstorm solutions and provide feedback on works in progress, as well as to incorporate these research insights into their day-to-day work.

The impact of CARG and other Perry World House initiatives over the last year demonstrates how connected Perry World House has become in just five years. Whereas in 2016, Perry World House was a new institution on campus and in the global policy world, by 2020 we had become a go-to venue and partner for the best ideas—and not a moment too soon, as the pandemic challenged so many facets of life and global affairs and as climate change grew more dire.

**Our climate work is just one example of how so many on campus and in global capitals know of Perry World House—and what we can do.** That momentum continued to build despite the pandemic. Even virtually, Perry World House convened leading scholars and policymakers to discuss some of the most critical issues of today, including climate change and human displacement, the militarization of space, the future of transatlantic relations, and more. We continued to engage with students and prepared them to be well-informed, contributing global citizens. Our success makes clear that Perry World House will remain a connected player at Penn and in global affairs for years to come.



Even virtually, Perry World House convened leading scholars and policymakers to discuss some of the most critical issues of today, including climate change and human displacement, the militarization of space, the future of transatlantic relations, and more.

# Leadership

## Michael C. Horowitz

**Michael C. Horowitz is Director of Perry World House and Richard Perry Professor at the University of Pennsylvania.**

He is the author of *The Diffusion of Military Power: Causes and Consequences for International Politics* and the co-author of *Why Leaders Fight*. He won the 2017 Karl Deutsch Award given by the International Studies Association for early career contributions to the fields of international relations and peace research. He has published in a wide array of peer-reviewed journals and popular outlets. His research interests include the intersection of emerging technologies such as artificial intelligence and robotics with global politics, military innovation, the role of leaders in international politics, and geopolitical forecasting methodology. Horowitz previously worked for the Office of the Undersecretary of Defense for Policy in the U.S. Department of Defense. He is a senior fellow for defense technology and innovation at the Council on Foreign Relations. Professor Horowitz received his Ph.D. in government from Harvard University and his B.A. in political science from Emory University.



# Leadership

## LaShawn R. Jefferson

**LaShawn R. Jefferson is Perry World House's Deputy Director.**

She brings to Perry World House over two decades of legal and policy advocacy, strategic planning and communications, and research and writing on women's international human rights through civil-society organizations and philanthropy. She joined Perry World House after almost seven years at the Ford Foundation, where she worked to advance women's human rights globally and in the United States through field building and investments in the areas of rights advocacy, strategic communications and engagement, intersectional leadership and analysis, research, and capacity building. For 14 years, she also held several leadership positions at Human Rights Watch, a global human rights organization, where she led their women's rights research and advocacy work, providing strategic and intellectual guidance to the work on women's international human rights, crafting and executing long-term advocacy strategies, and representing Human Rights Watch at the highest levels of national and international fora. She is the author of many reports on a variety of issues confronting women around the world and has written op-eds and articles that have appeared in *The Wall Street Journal* and *The International Herald Tribune*. Jefferson received a B.A. from Connecticut College and an M.A. in international relations and Latin American studies from Johns Hopkins School of Advanced International Studies.



# Michael Weisberg

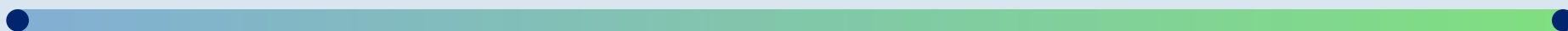
**Michael Weisberg is Senior Faculty Fellow and Director of Post-Graduate Programs at Perry World House, as well as Professor and Chair of Philosophy at the University of Pennsylvania.**

He serves as Editor-in-Chief of *Biology and Philosophy*, is an advisor to the UN Framework Convention on Climate Change's Nairobi Work Programme, and directs Penn's campus-wide transdisciplinary research in the Galápagos. He is the author of *Simulation and Similarity: Using Models to Understand the World* and *Galápagos: Life in Motion*, as well as a contributing author to the Intergovernmental Panel on Climate Change's 6th Assessment Report. Much of Weisberg's research is focused on how highly idealized models and simulations can be used to understand complex systems. He also leads efforts to better understand the interface between humans and wildlife, between humans and the climate system, and how scientific issues are understood by communities in the Americas and in East Asia. Weisberg received a B.S. in chemistry and a B.A. in philosophy from the University of California, San Diego, in 1999, and continued graduate study in philosophy and evolutionary biology at Stanford University, earning a Ph.D. in philosophy in 2003.

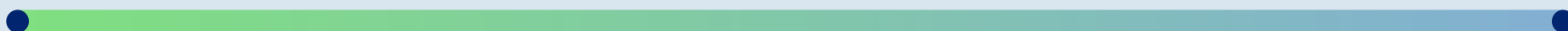


# Staff

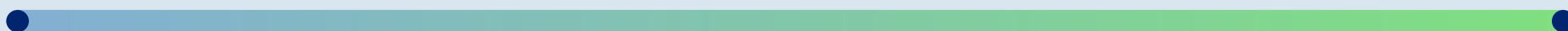
Julia Ciocca • Research Fellow



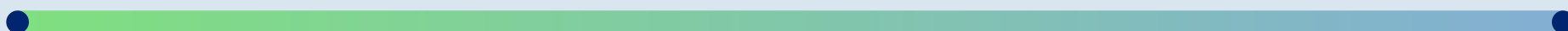
John Gans • Director of Communications and Research



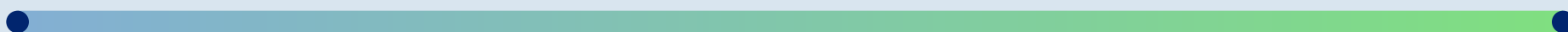
Lisa Jourdan • Events and Building Operations Director



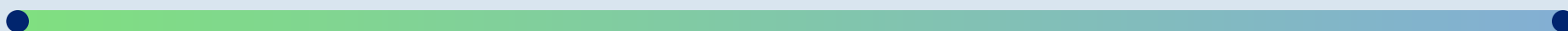
Lauren Kahn • Research Fellow



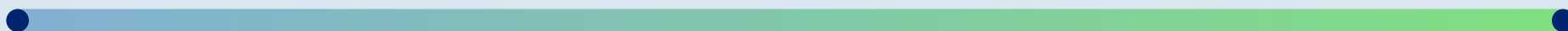
Alice Krainock • Communications Manager



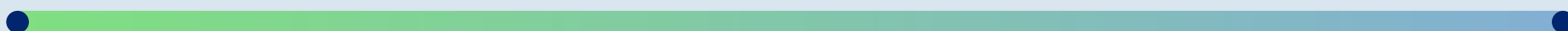
Jocelyn Perry • Global Shifts Program Manager



Christian Ruhl • Global Order Program Manager



Jasmine Wallack • Assistant to the Directors



Michaela Winch-Peterson • Business and Administrative Coordinator

# Our Supporters

## Individuals

University trustee and Penn alumnus **Richard C. Perry, Wharton** class of 1977, and **Lisa Perry** championed the idea and construction of Perry World House. In the five years since, the Perrys have remained deeply engaged, attending events, mentoring students and visitors, and enthusiastically cheering our successes.

In addition, Penn donors support Perry World House operations—our events, programming, and fellowships. For example, the **Wolk Family** supported the Wolk Family Distinguished Visiting Fellowship of **Alexander “Sandy” Vershbow**, a former U.S. Ambassador to NATO, Russia, and the Republic of Korea.

## Institutional

Our ongoing relationship with **Carnegie Corporation** of New York allows us to convene interdisciplinary workshops, promote policy-relevant research, and advance efforts to connect with Penn faculty and courses. In addition, **Open Philanthropy** supported our recent geopolitical forecasting report (January 2021) and continued research on the topic.

03.

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Our People




In the weeks after Joe Biden's election in November 2020, he began to assemble a team to rebuild the U.S. government and revitalize American foreign policy. The president-elect sought to demonstrate that "America is back" on the global stage with some of the most experienced and credentialed foreign policy leaders in the United States.




Because Perry World House has welcomed a who's who of the U.S. foreign policy community to Penn over the last five years, it came as no surprise that Biden turned to many of those who have spent time on Locust Walk to build his team.

Secretary of State Antony Blinken worked closely with Perry World House in a previous role as Managing Director of the Penn Biden Center for Diplomacy and Global Engagement, including the Penn-Biden Dialogue, which served as a major element of our 2017 and 2018 Global Order Colloquia. National Security Advisor Jake Sullivan was one of the first guests at Perry World House in 2016. Special Presidential Envoy for Climate John Kerry, a former U.S. Secretary of State, spoke at our 2019 Global Order Colloquium, while Director of National Intelligence Avril Haines visited with our graduate associates in early 2020. Nominee for Representative of the United States to the Office of the United Nations and Other International Organizations in Geneva Bathsheba Crocker, Under Secretary for Arms Control and International Security Ambassador Bonnie Jenkins, and State Department Counselor Derek Chollet also served as Visiting Fellows.

Perry World House Fellows, including those we hosted virtually during the 2020–2021 academic year, are our core connections to the world. They are selected for the depth and uniqueness of their experience, and passion for and ability to influence scholarly discussion and policy. Should our Fellows return to government or policymaking, they also will bring experience, knowledge, and relationships developed on Locust Walk with them into their conversations and work.



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## 2020–2021 Visitors



### Susan Biniaz

Susan Biniaz is a former Deputy Legal Adviser at the U.S. Department of State, where she had responsibility for a wide range of international law issues. From 1989 until early 2017, she was the lead lawyer, as well as a negotiator, for all the major climate agreements, including the Paris Agreement. Since serving as a Fellow, Biniaz has returned to service in the U.S. government.

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### Dan Bodansky

Dan Bodansky is Regents' Professor at the Sandra Day O'Connor College of Law at Arizona State University. He served as Climate Change Coordinator at the U.S. State Department from 1999 to 2001. His book, *The Art and Craft of International Environmental Law*, received the 2011 Sprout Award from the International Studies Association as the best book that year in the field of international environmental studies.

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### Mark Budolfson

Mark Budolfson is an Assistant Professor at Rutgers University in Environmental Health Sciences, Population-Level Bioethics, and Philosophy. He is also an Associate Member of the Princeton University Climate Futures Initiative (since 2014) and a Faculty Affiliate at the University of Vermont Gund Institute for Environment (since 2018).



## Derek Chollet

Derek Chollet served in senior positions during the Obama administration at the White House, State Department, and Pentagon, most recently as U.S. Assistant Secretary of Defense for International Security Affairs. His book, *The Middle Way: How Three Presidents Shaped America's Role in the World*, was published in 2021 by Oxford University Press. Before returning to government service as Counselor of the U.S. State Department, he was Executive Vice President and Senior Advisor for Security and Defense Policy at The German Marshall Fund of the United States.



## Dominique Day

Dominique Day is the Chair of the UN Working Group of Experts on People of African Descent, a fact-finding body mandated by the UN Human Rights Council to investigate and report on the situation of people of African descent globally. She is a human rights attorney who also leads DAYLIGHT | Rule of Law • Access to Justice • Advocacy, an access-to-justice platform. Internationally, her policy and capacity-building work focuses heavily on racial justice.



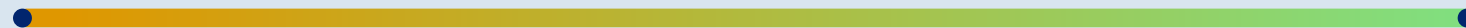
## Chuck Hagel

Chuck Hagel was the 24th U.S. Secretary of Defense, serving from February 2013 to February 2015. He is the only Vietnam veteran and the first enlisted combat veteran to serve as Secretary of Defense. Prior to his leadership at the Pentagon, Hagel served two terms in the U.S. Senate (1997-2009) representing the state of Nebraska.



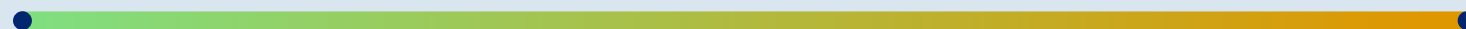
## Lolita K. Jackson

Lolita Jackson is the Executive Director of Communications & Sustainable Cities for Sustainable Development Capital, LLP, a London-based climate finance and investment firm. She previously worked for the New York City Mayor's Office for 15 years in a variety of roles, and until March 2021, she served as the Special Advisor for Climate Policy & Programs, where she was the climate diplomat and lead for the administration regarding global work on divestment and climate finance. Jackson is a 1989 alumna of the University of Pennsylvania's School of Engineering and Applied Science.



## Jesse M. Keenan

Jesse M. Keenan is an Associate Professor and social scientist within the faculty of the School of Architecture at Tulane University in New Orleans, Louisiana. Keenan's research focuses on the intersection of climate change adaptation and the built environment, including aspects of design, engineering, regulation, planning, and financing.



## Michelle Leighton

Michelle Leighton is Chief of the Labour Migration Branch for the International Labour Organization, leading the global program on labor migration and mobility related to migrant workers and refugees. She serves as an expert on the UN Framework Convention on Climate Change's Warsaw International Mechanism Task Force on displacement related to climate change. Leighton is a former member of the World Economic Forum Global Agenda Council on Migration, was a U.S. Fulbright Scholar, and held the Munich Re Foundation Chair on Social Vulnerability at the UN University Institute for Environment and Human Security.



## H.R. McMaster

Lieutenant General H.R. McMaster (Ret.) was the 26th National Security Advisor of the United States from 2017 to 2018. He is the Fouad and Michelle Ajami Senior Fellow at the Hoover Institution at Stanford University. He served as a commissioned officer in the U.S. Army for 34 years before retiring as a Lieutenant General in June 2018. McMaster is the author of the award-winning book *Dereliction of Duty: Lyndon Johnson, Robert McNamara, the Joint Chiefs of Staff and the Lies that Led to Vietnam* and of *Battlegrounds: The Fight to Defend the Free World*.

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## Martin O'Malley

Martin O'Malley was Mayor of Baltimore from 1999 to 2007 and Governor of Maryland from 2007 to 2015. As mayor, O'Malley established a data-driven system of performance management, "Citistat," that earned Baltimore the Innovations in Government Award from Harvard's Kennedy School of Government and led him to be named "one of America's top five big city mayors" by *Time* magazine. He is the author of two books, including *Smarter Government: How to Govern for Results in the Information Age* (November 2019).

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## Capricia Penavic Marshall

Capricia Penavic Marshall is President of Global Engagement Strategies, LLC, which advises international, public, and private clients on issues relating to the nexus of business and cultural diplomacy and Ambassador-in-Residence at the Atlantic Council in Washington, D.C. Marshall is the author of the recently published book *Protocol: The Power of Diplomacy and How to Make It Work for You*. She served as White House Social Secretary in the Clinton administration from 1997 to 2001 and U.S. Chief of Protocol in the Obama administration from 2009 to 2013.



## Musonda Mumba

Musonda Mumba is the Director for The Rome Centre for Sustainable Development under the UN Development Programme (UNDP), in close collaboration with the Italian government's Ministry of Environment and Ecological Transition. Before joining UNDP, Mumba was the head of the UN Environment Programme as well as its Terrestrial Ecosystems Programme, and she served in various roles at the United Nations over a period of 12 years.

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## Henri-Paul Normandin

Henri-Paul Normandin served as Ambassador of Canada to Haiti as well as Ambassador and Deputy Permanent Representative to the United Nations. He worked for several years in China and also managed a portfolio of programs in Africa, Latin America, and Southeast Asia. While involved in a range of international issues from rural development to peacekeeping, Normandin spearheaded innovative undertakings in the field of democracy, human rights, environment, and most lately in urban diplomacy with the city of Montréal. He is currently a Fellow at Institut d'études internationales de Montréal.

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## Clay Risen

Clay Risen is a reporter on the obituaries desk at *The New York Times*. He is the author of *The Crowded Hour: Teddy Roosevelt, the Rough Riders and the Dawn of the American Century*, a *New York Times* Notable Book of 2019 and a finalist for the Gilder-Lehrman Prize in Military History. His other recent books include *The Impossible Collection of Whiskey* (October 2020) and *Single Malt: A Guide to the Whiskies of Scotland* (October 2018).



## Mauricio Rodas

Mauricio Rodas served as the Mayor of Quito, Ecuador, until 2019. He was the hosting mayor of the UN Habitat III Conference in 2016, acted as world Co-President of the United Cities and Local Governments Organization, and was a member of the boards of the Global Covenant of Mayors for Climate and Energy, C40 Cities Climate Leadership Group, and the International Council for Local Environmental. He is a Senior Fellow of the Adrienne Arsht-Rockefeller Foundation Resilience Center and a Distinguished Fellow on Global Cities at the Chicago Council on Global Affairs.

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## Trudy Rubin

Trudy Rubin is the foreign affairs columnist for *The Philadelphia Inquirer* and a member of the Inquirer's editorial board. In 2019, Rubin received the Overseas Press Club of America's Flora Lewis Award for Best Commentary in international affairs. In both 2017 and 2001, she was a finalist for the Pulitzer Prize in commentary. She is the author of *Willful Blindness: The Bush Administration and Iraq*.

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## Robert M. Scher

Robert M. Scher is the Head of International Affairs for bp America. He has over 25 years of experience in senior global affairs and national security roles in and outside of the U.S. government, most recently serving as the Assistant Secretary of Defense for Strategy, Plans, and Capabilities in the Pentagon from 2014 to 2017. Prior to becoming Assistant Secretary, Scher held a series of progressively more senior roles at the U.S. Departments of Defense and State.



## Heli Tiirmaa-Klaar

Heli Tiirmaa-Klaar is Ambassador-at-Large for Cyber Diplomacy at the Estonian Ministry of Foreign Affairs. She started her work in Tallinn in September 2018 as Estonia's first Cyber Ambassador. Before returning to Tallinn, Tiirmaa-Klaar was Head of Cyber Policy Coordination at the European External Action Service (EEAS). Shortly before joining the EEAS, she worked as a Cyber Security Policy Adviser to NATO, where she drafted and negotiated the first comprehensive NATO Cyber Defense Policy in 2011.

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## Anote Tong



Throughout his three terms as President of the Republic of Kiribati, Anote Tong was forced to confront a bleak, all-but-unthinkable future: unless radical adaptation measures are undertaken, many will be displaced from Kiribati due to climate change. His country may need to resettle its people—not as climate change refugees but as citizens who migrate with dignity. Since leaving office, he has continued to speak about the realities of climate change, the urgency of the issues, the complexity of the causes and possible solutions, and the stark simplicity of the consequences should we fail to act.

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## Alexander Vershbow



Alexander “Sandy” Vershbow is a Distinguished Fellow at the Atlantic Council’s Scowcroft Center on Strategy and Security in Washington, D.C. He was Deputy Secretary General of NATO from 2012 to 2016, the first American to hold that position. A career diplomat since 1977, Vershbow served as U.S. Assistant Secretary of Defense for International Security Affairs (2009–2012), U.S. Ambassador to the Republic of Korea (2005–2008), U.S. Ambassador to Russia (2001–2005), and U.S. Ambassador to NATO (1998–2001). He also held numerous senior positions in Washington, including Special Assistant to the President for European Affairs at the National Security Council (1994–1997) and U.S. State Department Director of Soviet Union Affairs (1988–1991).





## Alexander S. Vindman

Alexander S. Vindman was most recently the Director for Eastern Europe, the Caucasus, and Russia on the National Security Council. Prior to retiring from the U.S. Army, he served as a Foreign Area Officer with assignments in Moscow, Russia, and for the Chairman of the Joint Chiefs of Staff as a Political-Military Affairs Officer. While on the Joint Staff, he co-authored the National Military Strategy Russia Annex and was an author for the Global Campaign for Russia.

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## Koko Warner

Koko Warner manages the impacts and vulnerability subdivision at the UN Climate Secretariat. She guides the adaptation knowledge hub, the Local Communities and Indigenous Peoples Platform. Previously, she founded and directed the Munich Climate Insurance Initiative and directed research on environmental migration and social resilience at UN University in Bonn. The International Council of Science named Warner among the top 20 women making waves in the climate change debate.

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## Naoko Yamazaki

Naoko Yamazaki is an astronaut and space policy expert. In 1999, she was selected as an astronaut candidate and went on to qualify as a Soyuz-TMA Flight Engineer in 2004 and NASA Mission Specialist in 2006. On April 5, 2010, Yamazaki was aboard Space Shuttle *Discovery* as part of the crew of STS-131, an assembly and resupply mission to the International Space Station. Yamazaki retired from the Japan Aerospace Exploration Agency in 2011 and has served as a member of the Japan Space Policy Committee since 2012, a Chairman of “Sorajo (Women in Aerospace)” under the Japan Rocket Society since 2015, and a representative Director and Co-Founder of the Space Port Japan Association since 2018.

04.

Our Research



In late January 2021, the world was in a state of transition. The Biden administration had just begun in Washington, marking a sharp departure from the previous administration. COVID-19 vaccinations were beginning to be administered in the United States and in other advanced economies, creating some hope the pandemic's end was in sight. Russia was convulsed by major protests in the aftermath of the poisoning of opposition activist Alexei Navalny. And a military coup in Myanmar was about to get underway to overthrow a democratically elected government.



At such a dynamic moment, many of those interested in transatlantic relations tuned into a Perry World House virtual event on how the U.S.-European partnership would evolve in the years ahead. The event was supported by the Shapiro Global Workshop on Geopolitics Fund and Carnegie Corporation of New York. Participants at this “Leaders’ Roundtable” on transatlantic security included the Baroness Catherine Ashton, former E.U. High Representative for Foreign Affairs and Security Policy; Dr. Karen Donfried, the President of the German Marshall Fund of the United States, which partnered with Perry World House on the event; Secretary Chuck Hagel, former U.S. Secretary of Defense; Lt. General H.R. McMaster (Ret.), former U.S. National Security Advisor; and Ambassador Heli-Tiirmaa-Klaar, Estonia’s Ambassador-at-Large for Cyber Diplomacy. Perry World House Wolk Distinguished Visiting Fellow Ambassador Alexander “Sandy” Vershbow chaired the panel.

**The discussion explored specific issues confronting the transatlantic community, but it also erupted into disagreement.** After the panelists weighed in on European defense spending and burden-sharing, changes in transatlantic relations under the Biden administration, and the threat of aggressive actions by Russia, the conversation turned to an audience question about re-entering the Joint Comprehensive Plan of Action, or “Iran Deal.” McMaster cautioned that “we have to be careful not to delude ourselves” about the Iranian regime. Ashton, who played a pivotal role in negotiations surrounding Iran’s nuclear program, replied that the “greatest delusion” was to believe that the U.S. withdrawal from the Iran Deal under the Trump administration was a victory.

In the lively but respectful discussion that ensued, McMaster and Ashton touched on the trustworthiness of the Iranian regime, issues of transparency and inspections, and the urgency of preventing Iran from possessing nuclear weapons. Such vigorous debates on the most pressing global issues of our time, Perry World House's Michael C. Horowitz noted in his closing remarks for the panel, are exactly why **Perry World House exists: to have “real and serious discussions about what foreign policy and national security issues and transatlantic relations should look like in the future.”**

The panel was a demonstration of Perry World House's breadth and depth, as we connected leaders from both sides of the Atlantic and across the political spectrum in one discussion. But even more, the fiery debate that broke out was proof of concept. Perry World House could convene experts in a way that informed people new to the topic and challenged even those who had been working on it for years. It was a special moment, and a revealing one about the transatlantic relationship and Perry World House's connections.

The event, as well as the related workshop, and others like them were held to help Penn's faculty and scholars and leading minds around the world shape global policy. Our Global Innovation Program, which includes our two research themes, *The Future of the Global Order: Power, Technology, and Governance* and *Global Shifts: Urbanization, Migration, and Demography*, promotes basic and interdisciplinary research, and develops and advances innovative policy proposals about some of the world's most challenging problems. Through workshops, colloquia, public events, reports, and other outputs, our two research themes drive the work of Perry World House on everything, including transatlantic relations, climate change, migration and borders, space policy, and more.

# Global Shifts: Urbanization, Migration, and Demography

Aside from transatlantic relations, Perry World House supported research into understanding how human movements were changing and evolving during the pandemic and as a result of climate change. Even amid strict restrictions on human movement around the world, the number of displaced people worldwide continued to grow, reaching over 82 million by the end of 2020. This research theme identifies and advances evidence-based policies that promote people-centered, humane, sensitive, dignified, gender-responsive, and prompt attention to people experiencing these “global shifts.”



## 2020 Global Shifts Colloquium: Seeking Refuge in the Climate Emergency

Rescheduled from spring 2020 due to the COVID-19 pandemic, Perry World House convened our Global Shifts Colloquium: *Seeking Refuge in the Climate Emergency*, in September 2020. Experts from around the world met virtually over four days to examine the underlying challenges, debates, and global policy solutions to prepare for and respond to climate-induced human displacement. While much has changed in the world since March 2020, when we originally scheduled this event, the complex and interrelated issues related to climate change and climate-induced displacement remain as urgent as ever. Three keynote conversations anchored the 2020 Global Shifts Colloquium, featuring renowned policymakers from diverse backgrounds, both geographically and institutionally: former President Anote Tong of Kiribati, who has become an activist for his country and other small island nations; the Honorable Chuck Hagel, former U.S. Secretary of Defense; and Executive Secretary Patricia Espinosa, who leads the UN Climate Change Secretariat. We also convened a workshop for academic researchers and policymakers. **These expert discussions unraveled key debates, challenges, and issues around how climate change may affect human migration; what adaptation measures are needed; and how to develop and promote these urgent adaptation reforms.**

## 2021 Global Shifts Colloquium: Locked Down: Global Mobility and COVID-19

The 2021 Global Shifts Colloquium: *Locked Down: Global Mobility and COVID-19*, brought together academics and policymakers from around the world to analyze how the COVID-19 pandemic has affected global mobility and how to mitigate its negative consequences. Over the course of a two-day academic workshop, participants looked at the efficacy of policies implemented during the COVID-19 pandemic and how they might be improved in case of future pandemics. To close the colloquium, the UN High Commissioner for Refugees (UNHCR) Filippo Grandi delivered a keynote address about COVID-19's impacts on refugees and the UNHCR's work, in conversation with NPR's Deborah Amos.

## Workshops

### Climate Change and Geopolitics

The fields of international relations, international security, and geopolitics lack a clear and coherent set of organizing principles to guide scholarly thinking on the effects and implications of climate change. At the same time, U.S. government agencies are beginning to mainstream climate-related risks and issues into policy planning. This virtual workshop in June 2021 brought together scholars and policymakers to facilitate interdisciplinary dialogue and better integrate academic insights into policymaking processes.

### COVID-Induced Crises and Refugee Women's Livelihoods Promoting Access to Income, Housing, and Healthcare in Global South Cities

This April 2021 workshop convened academics, policymakers, and women refugee activists from around the world to generate new understandings of how urban refugee women have experienced the economic impacts of the COVID-19 pandemic and how to improve women refugees' access to dignified lives.

## Selected Publications

- *Locked Down: Global Mobility and COVID-19 Report*
- *Climate Change and Geopolitics Blog*
- *Seeking Refuge in the Climate Emergency Report*



## Borders and Boundaries Project



The Borders and Boundaries Project at Perry World House continues to research how political life both affects and is affected by international borders and border security policies. Professor Beth A. Simmons, Andrea Mitchell University Professor of Law, Political Science and Business Ethics, leads research teams studying border politics across a variety of different research areas. These include: a geo-spatial analysis of whether, where, and why some states choose to project their presence at international border crossings; a textual analysis of the discourse surrounding international borders; and an investigation of how public opinion is both shaping and shaped by border policies around the world.

Perry World House Postdoctoral Fellows play a major role in the project. Looking ahead to 2021–2022, Rick McAlexander will continue to lead the effort to organize the team's data on state presence at border crossings, and incoming Postdoctoral Fellows will be working on borders and economic transactions—specifically, how cross-border trade is influenced by border structures that may deter, hinder, or facilitate trade. The Borders and Boundaries project also connects with the rest of Perry World House's work. For example, we connected Heli Tiirmaa-Klaar, a Global Order Visiting Fellow and Estonia's Cyber Ambassador, with Professor Simmons and graduate student Rachel Hulvey, to advance their innovative work on the “Cyber Borders” project, which examines concepts of territoriality, statehood, and sovereignty in cyberspace.

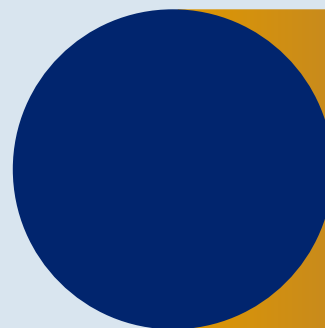
## Border and Boundaries Project Conference



The 2021 Conference on International Borders in a Globalizing World was held virtually on April 29–30. This year's virtual conference included six border-focused academic panels on infrastructure and enforcement, territory and conquest, and cross-border migration, in addition to a closing discussion.

### Selected Publications

- *Local Elected Officials' Receptivity to Refugee Resettlement in the United States*
- *Border Orientation in a Globalizing World*



## Great Powers and Urbanization Project



The Great Powers and Urbanization Project, or GPUP, is a collaboration of global leaders in international and urban affairs, working together to explore how foreign policies are constructed, global governance reformed, and stakeholders represented in an era of competition and urbanization, including both the physical growth of urban areas and the increase in the number of people living in cities or other urban spaces. The project includes: Perry World House, the University of Melbourne's Connected Cities Lab, the Chicago Council on Global Affairs, the Argentine Council for International Relations (*Consejo Argentino para las Relaciones Internacionales*), the Barcelona Centre for International Affairs (CIDOB), and the African Centre for Cities.

## Convenings

### **Geopolitics and Urbanisation in the Asia-Pacific, Connected Cities Lab**

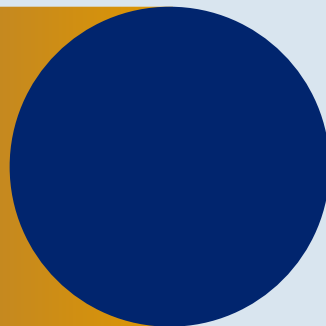
Focusing on cities across the Asia-Pacific, this June 2021 session depicted the geopolitical complexity of the region, which includes starkly different urban realities in different places, when it comes to the intersection of multilateral and international politics with urban development.

### **Geopolitics and Urbanisation in Africa, African Centre for Cities**

This seminar in May 2021 focused on cities across Africa, exploring how different urbanization challenges and opportunities take on particular inflections due to the relationships between local, regional, and international scales on the continent. The workshop reflected on the tremendous need and opportunity for cities to engage in geopolitical processes.

### **Cities and Great Powers Perspectives from Latin America, Argentine Council for International Relations, City of Buenos Aires, and Chicago Council on Global Affairs**

In March 2021, this seminar convened experts from around the world to discuss Latin American perspectives on cities and great powers, particularly the effects of COVID-19 on cities in the region, as well as how lessons from cities around the world might be applied to this context.



### **Cities in Global and Regional Governance: From Multilateralism to Multistakeholderism?, CIDOB**

Cities have been advocating for a seat at the global table for decades, but their capacity to influence at the international level is still limited. In October 2020, CIDOB's Global Cities Programme brought together Great Powers and Urbanization Project partner institutions, city diplomacy practitioners, and other experts for a digital seminar to discuss the changing role of cities in global and regional governance.



# The Future of the Global Order: Power, Technology, and Governance

The Global Order theme at Perry World House continued its inquiry into some of the most pressing global issues at the intersection of power, technology, and global governance around the world this year. **The theme successfully launched a new research project on “Emerging Technologies and Global Politics,” which has already made its mark as an innovative and influential research hub through work like a new report on geopolitical forecasting, immigration preferences of AI researchers, and more.**

At a pivotal moment for the global order—a global pandemic, a transition in the White House, and growing geopolitical tensions around the world—the Global Order theme explored innovative solutions for problems new and old, starting with the annual Global Order Colloquium, which this year focused on the future of global governance at the United Nations on its 75th anniversary. The Global Order Colloquium was made possible by the generous support of Carnegie Corporation of New York, the Elliot and Harriet Goldstein Private Foundation and Jesse Friedlander, and Paritosh V. Thakore (W’86) and Hemal Mirani (G’97, WG’97).

## Global Order Colloquium: The UN at 75: Coronavirus and Competition

Over the course of three days in October 2020, the 2021 Global Order Colloquium virtually convened leaders from across the world to discuss the United Nations at 75 and the future of global governance in an age of great power competition and at a moment of worldwide crisis. We explored these issues in-depth through four keynote conversations, featuring Dr. Mark Suzman, CEO of the Bill and Melinda Gates Foundation, one of the largest donors to the World Health Organization and a key player in the race for a COVID-19 vaccine; Ambassador Samantha Power, the former U.S. Ambassador to the UN; Dr. Gro Harlem Brundtland, former World Health Organization Director-General and Prime Minister of Norway; and a panel of global leaders comprising Baroness Catherine Ashton, the former European Union High Representative for Foreign and Security Policy who helped lead the P5+1 negotiations with Iran; Ambassador Irina Bokova, former Bulgarian Minister of Foreign Affairs and 10th Director-General of the UN Educational, Scientific, and Cultural Organization; and Ambassador Arun Singh, the former Indian Ambassador to the United States.



## Workshops

### **A Strategic Roadmap for Reentry, 2021 and Beyond: U.S. Institutional Commitments in a New Geo-Strategic Environment**

Held on October 15 and 16, 2020, this virtual workshop followed on the colloquium's discussions of global governance and challenges to multilateralism through a partnership with the Brookings Foreign Policy Program. The workshop assessed the state of U.S. engagement with the multilateral order and developed principles and a roadmap for re-engagement for the next administration, especially given the realities of U.S.-China competition.

### **Transatlantic Disruption: Challenges and Opportunities**

This virtual workshop in January 2021, identified opportunities amid the variegated challenges facing the transatlantic alliance from both without and within. Focusing on nuclear deterrence, transatlantic investment policy, and energy and climate change, the workshop took a deep dive on these critical but often neglected issues. As one panelist put it after the workshop: "Excellent idea of staying away from hackneyed topics and, instead, focusing on complex areas like investment where real knowledge is scarce but essential."

### **The New Space Age: Beyond Global Order**

The final workshop of the 2020–2021 academic year focused on space policy in an age of increasing geopolitical competition and public-private partnerships. In May 2021, participants at this virtual workshop discussed the crucial role of space in global politics through panels on national security, international law, public-private cooperation, and the space economy. Moving beyond over-hyped issues of asteroid mining or space colonization, the participants at this workshop instead focused on the challenges of keeping the commons of space sustainable, the threat of orbital debris, and the importance of space traffic management, as well as finding new possible avenues for creative thinking on global governance—including revisiting oft-neglected or forgotten agreements like the Moon Treaty.

## Selected Publications


- *COVID-19 and the Future of the Global Order*
- *The UN at 75: Coronavirus and Competition: Report and Thought Pieces*
- *A Strategic Roadmap for Reentry 2021 and Beyond: U.S. Institutional Commitments in a New Geostategic Environment: Report and Thought Pieces*
- *Transatlantic Disruption: Challenges and Opportunities: Report and Thought Pieces*

## Emerging Technologies and Global Politics Project



The Emerging Technologies and Global Politics Project is researching how a new generation of technologies is shaping global affairs, from how economies and societies function to the way that militaries will operate. This interdisciplinary, multi-method effort is led by Director and Richard Perry Professor Michael C. Horowitz and is composed of research teams studying the intersection of emerging technologies and global politics across a variety of different research areas.

### Selected Publications

- *Keeping Score: A New Approach to Geopolitical Forecasting*
  - *The Immigration Preferences of Top AI Researchers: New Survey Evidence*
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## Working Group: Predictive Intelligence Assessment Methods (PRIAM)



Building on the success of the *Keeping Score* report, and with the continued support of Open Philanthropy, Perry World House launched a working group of top experts from academia, industry, and government, focused on how to implement proven forecasting methods in government.

The monthly meetings of the working group, in addition to sub-group meetings on government, communications, and research, have been helping to drive forward Perry World House's work on this important topic and answer questions such as: What is the best way to communicate probabilistic forecasts to busy policymakers? Where within the U.S. government would a new forecasting initiative find its most natural home? What can other governments learn from the success of the COSMIC BAZAAR program in the United Kingdom? What research needs to be done to continue to improve the effectiveness and usability of these methods?

In addition to the working group, Perry World House has been conducting interviews with policymakers to assess their experience with forecasting methods and openness to the implementation of new forecasting initiatives in the U.S. government. The results of this work will inform future outputs on forecasting.

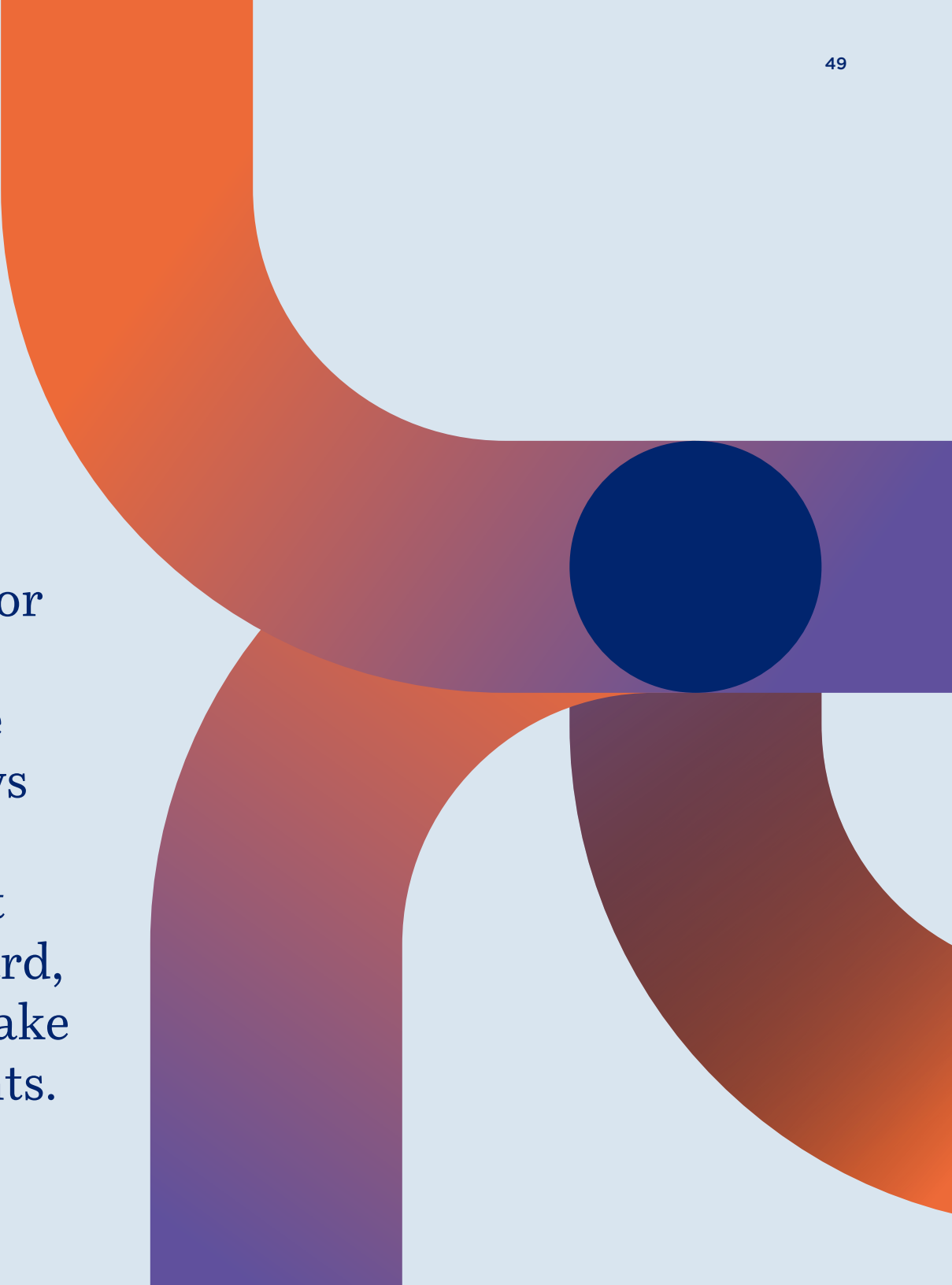
05.

Our Ideas





The COVID-19 pandemic made all of us reconsider how we think about the future. Last summer, as one of the first projects of our new Emerging Technologies and Global Politics Project, our Director Michael C. Horowitz and several Perry World House staff and our visiting fellows began to ask how the U.S. government would connect the dots better going forward, specifically how officials make forecasts about future events.



**Based on interviews with current and former officials, Perry World House specifically sought to determine whether crowdsourcing—including prediction polls, team competitions, and other methods—could improve forecasting by the U.S. intelligence community.**

The report found that when used alongside other existing approaches, crowdsourcing can significantly improve current analytic technique in intelligence community forecasting. The report, which received clicks from readers wanting to learn more about connecting the dots into the future, was well received. Policymakers in Washington explored its policy recommendations, *The Economist* featured its conclusions in an article, *Lawfare* published a piece on the findings, and the report was discussed and distributed at the German Marshall Fund's Brussels Forum—a renowned transatlantic policy meeting. Open Philanthropy, which supported the work, agreed to a second grant to explore the report's implications.



**Additional Perry World House ideas and analysis included:**

***How to Reimagine Our Cities as Hubs of Biodiversity Conservation and Resilience***, by Mauricio Rodas and Lena Chan, *World Economic Forum*

***Why the U.S. Needs a Space Czar***, by Julia Ciocca, Lauren Kahn, and Christian Ruhl, *Defense One*

***The Color of Denial***, by Dominique Day, *Perry World House*

***How the U.S. Government Can Learn to See the Future***, by Julia Ciocca, Michael C. Horowitz, Lauren Kahn, and Christian Ruhl, *Lawfare*

***How Oil and Gas Companies Can Fight Climate Change***, by Noah McQueen, *Kleinman Center for Energy Policy*

***The Perils of Overhyping Artificial Intelligence***, by Julia Ciocca, Michael C. Horowitz, and Lauren Kahn, *Foreign Affairs*

***How to Move from a Wish List to a National Plan in Adapting America's Infrastructure***, by Jesse M. Keenan, *Thomson Reuters Foundation News*

***In Russia, It's Not Navalny vs. Putin. It's Democracy vs. Authoritarianism***, by Alexander Vindman and Garry Kasparov, *The Washington Post*



***Prosecuting Asian-American Scientists for Espionage Is a Shortsighted Strategy***, by Alicia Lai, *Scientific American*

***The Biden Administration Is Planning for Climate Migration. Do Americans Support Helping Climate Migrants?***

by Sabrina B. Arias and Christopher W. Blair,  
*The Washington Post*

***Now 60 Years Old, the Peace Corps Can Be More Than a Cold War Artifact***, by Lacy Feigh, *The Washington Post*

***How the WTO Changed China: The Mixed Legacy of Economic Engagement***, by Yeling Tan, *Foreign Affairs*

***How Joe Biden Can Use Confidence-Building Measures for Military Uses of AI***, by Michael C. Horowitz and Lauren Kahn,  
*Bulletin of the Atomic Scientists*

***The Military's Allegiance to the Constitution Should Comfort Americans***, by Jesse Hamilton, *Tampa Bay Times*

***AI and International Stability: Risks and Confidence-Building Measures***, by Michael C. Horowitz and Paul Scharre,  
*Center for a New American Security*

***The United States Must Marshal the 'Free World'***,  
by Alexander Vindman, *Foreign Affairs*

***Who's Prone to Drone? A Global Time-Series Analysis of Armed Uninhabited Aerial Vehicle Proliferation***, by Michael C. Horowitz, Joshua A. Schwartz, and Matthew Fuhrmann

***Policy Approaches to Climate Migration: Lessons from Latin America and the Caribbean***, by Pablo Escribano, *Lawfare*

***The Case for Climate Reparations***, by Mimi Sheller,  
*Bulletin of the Atomic Scientists*

***Climate Change as an Unconventional Security Risk***,  
by Cullen Hendrix, *War on The Rocks*

***Shaky Hands in the Oval Office***, by John Gans, *Just Security*

***The Death and Life of Terrorist Networks***, by Christopher Blair, Erica Chenoweth, Michael C. Horowitz, Evan Perkoski, and Philip B.K. Potter, *Foreign Affairs*

***When AI Is in Control, Who's to Blame for Military Accidents?*** by Julia Ciocca and Lauren Kahn,  
*Bulletin of the Atomic Scientists*

***Trump Has Sold Off America's Credibility for His Personal Gain***, by John Gans and Alexander Vindman,  
*The New York Times*

## Events

**Over the last year, Perry World House hosted 53 public events attended by almost 8,000 people.** Each of these numbers represents connections made between Perry World House, the Penn community, and scholars and policy practitioners around the world through our virtual programming.

Even during the pandemic, Perry World House continued to innovate on the format of our events, such as our Global Lens cultural affairs program. For example, we partnered with the Culinary Diplomacy Project on a virtual event titled “Culinary Diplomacy: One Bite at a Time,” where celebrity chefs from the Food Network cooked along with a Syrian-American activist and discussed the power of food to bring people together. To better connect with viewers at home, we shared the ingredient list with registrants before the event so they could cook along as they learned about diplomacy, conflict, and soft power.

Moreover, Perry World House remained a go-to source for information about the pandemic. For instance, we partnered with vaccine expert Paul Offit and with Katalin Karikó and Drew Weissman, the scientists who helped discover the technology behind the novel mRNA vaccines. They reassured viewers about the safety and efficacy of the vaccine that they helped to invent and discussed how mRNA technology may forever change how humanity interacts with pathogens. The event and others like it were a demonstration of the attributes that make Perry World House’s approach to global challenges successful: accessible, interdisciplinary, and policy relevant.



## The World Today



***Securing the World: Emerging Threats and American Defense Policy*** with Chuck Hagel and Trudy Rubin

***U.S.-China Relations and the Biden Administration***, with the Penn Center for the Study of Contemporary China

***Better Dead Than Red? The Enduring Legacy of the Red Scare***, with Clay Risen

***The Next Pandemic?*** with Frederic Bushman and Susan Weiss

***The Shot Felt 'Round the World: What's Next for COVID-19 Vaccines***, with Katalin Karikó, Paul Offit, and Drew Weissman

***Law, Not War: From the Nuremberg Tribunals to Today***, with Ben Ferencz and Zeid Ra'ad Al Hussein

***Worst-Case Scenarios: Thermonuclear War*** with William Perry and Rachel Bronson

***Defending Cyberspace Through Diplomacy***, with Heli Tiirmaa-Klaar and Duncan B. Hollis

***Bristol and Beyond: A Mayor on the World Stage***, with Marvin Rees

***COVID-19's Gender Bias: A Pandemic of Unequal Proportions***, with Kelley Currie

***The Paris Agreement: Five Years Later***, with Susan Biniaz, part of Penn Climate Week

## Global Lens



***Hard Beats and Soft Power: Music in International Diplomacy***, with Lolita K. Jackson, Andras Simonyi, and Alexander Vershbow

***The Ministry for the Future: Climate Change and Speculative Fiction***, with Kim Stanley Robinson

***Culinary Diplomacy: International Cooperation, One Bite at a Time***, with Amanda Freitag, Marc Murphy, and Ed Beetar

## Book Talks



***The Man Who Ran Washington***, with Peter Baker and Susan Glasser

***China's Western Horizon: Beijing and the New Geopolitics of Eurasia***, with Daniel S. Markey

***The Drone Age: How Drone Technology Will Change War and Peace***, with Michael J. Boyle

***Battlegrounds: The Fight to Defend the Free World***, with Lt. Gen. H.R. McMaster (Ret.)



## Other Events



***Launching Into the New Space Age***, with Naoko Yamazaki

***The Future of Transatlantic Security: Leaders' Roundtable***, with the German Marshall Fund of the United States

***COP26: Glasgow and a Global Green Future***, with the Kleinman Center for Energy Policy, the Scottish Government, the Just Transition Commission, and the St Andrew's Society of New York

***Networking the World***, with Capricia Penavic Marshall

***Designing for Risk and Resilience: Lessons from Hurricane Sandy for a COVID World***, with the Penn Institute for Urban Research, the McHarg Center, and the Kleinman Center for Energy Policy

***For the People: Public Service in 21st-Century America***, with Alexander Vindman and Susan Glasser

## Seminar Series

Every Wednesday during the school year, we hosted a virtual seminar where faculty affiliates, postdoctoral fellows, visiting fellows, and others shared their policy-relevant research for feedback from the Perry World House community. This year, Postdoctoral Fellows Michael Franczak and Francesca Parente managed the program.

**Sessions covered a variety of topics and presenters, including:**

***Slow Harms and Citizen Action: Environmental Degradation and Policy Change in Latin American Cities***, with Veronica Herrera, Assistant Professor of Urban Planning, UCLA

***Mass Protests and Ethnic Armies: How Coup Proofing Impacts Military Defection***, with Kristen Harkness, Senior Lecturer in International Relations, University of St. Andrews

***From Pluribus to Unum? Statebuilding and the Imagined Community in 19th Century America***, with Melissa Lee, Assistant Professor of Politics and International Affairs, Princeton University and Lightning Scholar, Perry World House

***Border Orientation and Public Health***, with Beth Simmons, Andrea Mitchell University Professor of Law, Political Science and Business Ethics, University of Pennsylvania; Michael Kenwick, Assistant Professor of Political Science, Rutgers University; and Gino Pauselli, Ph.D. Student, University of Pennsylvania

***Climate Policy, Health, and International Equity***, with Mark Budolfson, Assistant Professor of Environmental Health Studies, Population-Level Bioethics, and Philosophy, Rutgers University; Visiting Scholar, Perry World House

***In Defense of the Inter-American Court of Human Rights***, with Francesca Parente, Postdoctoral Fellow, Perry World House



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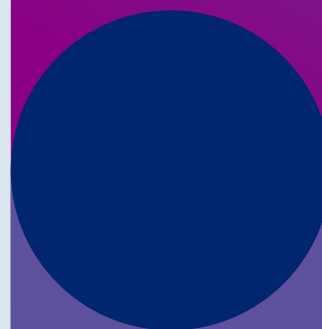
Our Students  
and Programs



## In April 2021, Perry World House Student Fellows, our undergraduate affiliates, went to war, or at least tried not to.

The students formed three teams participating in a crisis simulation focused on the Taiwan Strait. The simulation, which was produced by the Center for Strategic and International Studies, consisted of three rounds in which the students were given an overview of the situation, intelligence reports, and information on how the Chinese responded to their decisions after each round. The objective of the crisis simulation was to connect the simulated dots and to prevent nuclear escalation. Because each of the teams played independently of each other, they all had different outcomes, with some coming to diplomatic solutions and others falling into conflict. These differences allowed for the students to have a productive post-session discussion about what happened and why.

The crisis simulation was one example of how our Global Exploration Program connects students with the world. For those interested in understanding and shaping international affairs, they can garner the knowledge, relationships, tools, and opportunity to do so. We have developed programs that help undergraduate and graduate students experience and engage with the trends that are shaping the world they will study, work, and live in.



# World House Student Fellows

The World House Student Fellows Program is a unique, experiential learning opportunity—and Perry World House’s flagship undergraduate engagement initiative.

This year, 30 fellows from Penn’s four schools met virtually each week. They met with Alexander Vershbow, the former U.S. Ambassador to Russia and South Korea and the former Deputy Secretary General to NATO; Anote Tong, the former President of Kiribati; and Dominique Day, Chair of the UN Working Group of Experts on People of African Descent, to explore and analyze a range of global issues throughout the year.

In addition to meetings, Student Fellows worked together in groups on yearlong policy projects. As part of the fellowship program, the Student Fellows broke into smaller teams to collaborate on a policy-relevant research project on a particular global issue they identified under faculty supervision.

## **This year, the policy projects included:**

***The NATO-Turkey Relationship: Envisioning Future Prospects amidst Growing Rifts***, by Archit Dhar, Zuha Noor, Sam Orloff, Andrew Orner, Gabriella Rabito

***The Distribution of COVID-19 Vaccines: A Geopolitical and Strategic Analysis of Southeast Asia***, by Rachel Lambert, Carisa Shah, and Josh Weiner



***Reducing Precarity for Female Domestic Migrant Workers in the Kafala System***, by Abenezer Mechale, Carlos Montes, Gloria Mpundu, Natasha Napolitano, and Claire Sliney

***The Trust Deficit: Restoring Confidence in the European Union and African Union***, by George Hollyer, Annie Hsu, Cara Mahoney, Andrea Makamba, and Vita Raskeviciute

***Surveillance Capitalism: Reconceptualizing User Privacy in a New Era of Data Commodification***, by Ali Khambati, Sarah Ko, Chonnipha (Jing Jing) Piriyalertsak, Chinaza Ruth Okonkwo, and Guilherme Grupenmacher

***Facing the Future: Leveraging Punjabi Social Networks to Grow a Sustainable Tomorrow***, by Ben May, Jimena Nestares, Sriram Tolety, Gabrielle Utomo, and Kevin Xu



## Graduate Associates

Meanwhile, Perry World House's Graduate Associates Program, which included 30 graduate students from all 12 of Penn's schools, worked virtually to better understand how to use their expertise and training to influence global policy. In seminars with John Gans, Visiting Fellow Derek Chollet, and Visiting Fellow Clay Risen, and a range of guest speakers, Associates come to understand what tools are best for influencing the issues they care most about.

This year, associates met with Ezekiel J. Emanuel, the Vice Provost for Global Initiatives; Chuck Hagel, the former U.S. Secretary of Defense and former U.S. Senator; Trudy Rubin, foreign affairs columnist at *The Philadelphia Inquirer*; Capricia Penavic Marshall, the former Chief of Protocol in the Obama administration; and others. They learned how to brief policymakers, write a budget, lobby Congress, work with the media, and apply science to policy.

The associates also published. Several wrote opinion pieces on their areas of expertise in local newspapers, including in *The Washington Post*, *The Tampa Bay Times*, *Scientific American*, and other outlets. Others worked with Perry World House as workshop rapporteurs—taking notes, distilling the wisdom of experts, and writing policy-relevant reports based on the discussions held virtually at Perry World House this year.

## Undergraduate Essay Prize

This year, we also launched our first-ever Undergraduate Essay Prize. The goal of the prize is to spotlight the most robust and insightful undergraduate writing and analysis about the ways policy can address contemporary world challenges. The winning entries were:

***Polar Preferences: Authoritarian and Democratic Preferences in International Cyber Law***, by Abby Baggini

***River Deep, Dams High: China's Activities in the Mekong River***, by Chonnipha (Jing Jing) Piriyaletsak

***Seeking Refuge in Detention***, by Gabriella F. Rabito

***Wixárika (Huichol) Pilgrimage to Wirikuta: Global Shifts Inclusive of Indigenous Voices in the Regional, National, and International Discourse on Land-use and Policy***, by Emrys Stromberg

# House Committee

In addition to the graduate associates and student fellows, **Perry World House's House Committee continued to provide a hub for Penn's internationally oriented student groups and their leaders to engage with Perry World House and forge connections with one another and with the global policy world.** The House Committee remains one of Perry World House's most valuable ties to the diverse perspectives of Penn student groups and student leaders, with representatives from Penn's Latinx Coalition, Asian Pacific Student Coalition, Penn Association for Gender Equality, Engineers without Borders, and many more.

To strengthen the House Committee's ties with Perry World House, House Committee representatives this year had even more opportunities for in-depth conversations with Perry World House experts on issues relevant to their student groups. In private meetings and virtual coffee chats, they discussed careers in journalism and international affairs with Visiting Fellow Trudy Rubin of *The Philadelphia Inquirer*, learned about the importance of women's rights in the global human rights regime with Perry World House Deputy Director LaShawn R. Jefferson, joined a coffee chat with Visiting Fellow and Japanese astronaut Naoko Yamazaki, and much more.



07.

Our Support  
for Scholars



**Few of Perry World House's connections are as deep as those with scholars at Penn and around the world. This support aims to promote understanding of global affairs and to generate new ideas and new ways of thinking that are vital for the future of global affairs.**

In fall 2020, Michael Weisberg, Perry World House Senior Faculty Fellow and Professor of Philosophy, and John Gans, Director of Communications and Research, launched a pilot program meant to connect interested Penn faculty more deeply with the global policy world. In a series of conversations with high-profile guests, Gans walked nearly two dozen participants through how to think about and make an impact.

Two Perry World House visitors were featured discussants. Zeid Ra'ad Al Hussein, Perry World House Professor of Practice of Law and Human Rights at the Carey Law School, discussed the international policy community from the view of a former ambassador and UN High Commissioner on Human Rights. Visitor Clay Risen, a former *New York Times* opinion editor, explained the art and science of writing op-eds for policy audiences.

In addition to the policy impact seminar, Perry World House supported and connected with scholarship in other ways.





# Lightning Scholar

## Melissa Lee

**Melissa Lee, an Assistant Professor of Politics and International Affairs at Princeton University's Department of Politics and the Princeton School of Public and International Affairs, was the 2020-2021 Lightning Scholar.** This program brings untenured, but tenure-track, faculty at either the assistant or associate professor level from around the world to Philadelphia for a semester or year of writing, fellowship, and connecting the academia and the policy world.

Lee studies foreign subversion, alongside the international and domestic politics of statebuilding and state capacity. Much of her work examines how external actors disrupt political order and shape the development of the state. Lee's first book, *Crippling Leviathan: How Foreign Subversion Weakens the State*, was published in 2020. Lee received her Ph.D. in political science from Stanford University and B.A. in political science from the University of California, San Diego. In 2016, she received the American Political Science Association's Helen Dwight Reid award for best dissertation in the field of international relations, law, and politics.



# Faculty Affiliates

This year, Perry World House deepened its connections with Penn faculty through our Faculty Affiliate program. This initiative provides opportunities for collaboration between faculty members across all of Penn's 12 schools and Perry World House.

## This year, faculty affiliates included:

### **Daniel Aldana Cohen,**

Assistant Professor of Sociology,  
School of Arts and Sciences

**Zeid Ra'ad Al Hussein,** Perry World House Professor of Practice of Law and Human Rights, Carey Law School

**Catherine Bartch,** Associate Director of Latin American and Latinx Studies, School of Arts and Sciences

**Brian Berkey,** Assistant Professor, Wharton School

**Eugenie L. Birch,** Lawrence C. Nussdorf Chair of Urban Research and Education, Weitzman School of Design and Faculty Lead, Global Shifts

**Matthijs Bouw,** Associate Professor of Practice, Weitzman School of Design

**William Burke-White,** Professor of Law, Carey Law School

**Andrew Carruthers,** Assistant Professor of Anthropology, School of Arts and Sciences

**Fernando Chang-Muy,** Thomas O'Boyle Lecturer in Law, Carey Law School

**Billy Fleming,** Wilks Family Director, Ian L. McHarg Center, Weitzman School of Design

**Julia Gray,** Associate Professor of Political Science, School of Arts and Sciences

**Michael C. Johanek,** Senior Fellow, Graduate School of Education

**Michael Jones-Correa,** President's Distinguished Professor of Political Science, School of Arts and Sciences

**Hans-Peter Kohler,** Frederick J. Warren Professor of Demography, School of Arts and Sciences

**Mitchell A. Orenstein,** Professor of Russian and East European Studies, School of Arts and Sciences

**Sharon M. Ravitch,** Professor of Practice, Graduate School of Education

**David Reibstein,** William Stewart Woodside Professor, Wharton School

**Nicholas Sambanis,** Presidential Distinguished Professor of Political Science, School of Arts and Sciences

**Anastasia Shown,** Lecturer, School of Social Policy and Practice

**Beth Simmons,** Andrea Mitchell University Professor of Law, Political Science and Business Ethics, Carey Law School

**Steven Weitzman,** Abraham M. Ellis Professor of Hebrew and Semitic Languages and Literatures, School of Arts and Sciences

## Postdoctoral Fellows

Our Postdoctoral Fellows Program sits at the heart of Perry World House, as these Fellows advance academic research, shape global policy, strengthen student education, and enrich campus life. In addition, the program expands the pipeline of new scholars—and deepens the connections with and among them—working on critical global issues. In addition to pursuing their own academic research, the fellows, who spend a year on campus, serve as advisers for undergraduate students pursuing yearlong policy projects and help shape Perry World House colloquia, workshops, and other programming.



### Michael Franczak

Michael Franczak is a historian of U.S. foreign policy and the global economy. His articles have appeared in a number of academic and popular outlets, including *Diplomatic History*, *Cold War History*, *Foreign Policy*, and *Boston Review*. Franczak's first book, *North-South: Global Inequality and American Foreign Policy in the 1970s*, is forthcoming in 2022 from Cornell University Press. Before coming to Perry World House, Franczak was a Henry Chauncey '57 Postdoctoral Fellow in International Security Studies at Yale University, where he also taught in the History Department. He earned his Ph.D. in history from Boston College and B.A. from the University of Michigan.



## Shae A.C. Frydenlund

Shae A.C. Frydenlund received her Ph.D. in human geography from the University of Colorado, Boulder. Her research on gender and labor in the Rohingya diaspora has been funded by the National Science Foundation. Frydenlund has published papers in *Geoforum*, *Journal of Cultural Geography*, and *Himalaya: Journal of the Association of Nepal and Himalaya Studies*. She received her M.A. in geography from the University of Colorado, Boulder, and a B.A. from Colgate University.



## Meg K. Guliford

Meg K. Guliford is a Penn Provost Postdoctoral Fellow in residence at Perry World House. Her broad research agenda reflects an interest in political violence, conflict processes, and U.S. foreign policy. Her research has been supported by the U.S. Institute of Peace and the Eisenhower Institute. Guliford's career in the federal government began as a Presidential Management Fellow for the U.S. Marine Corps Headquarters and has included a civilian deployment to Iraq and work for the Institute for Defense Analyses and the Under Secretary of Defense for Intelligence. Guliford received her Ph.D. in international relations from Tufts University's Fletcher School of Law and Diplomacy. She received her M.P.P. from the Harvard Kennedy School and a B.A. from the University of Pennsylvania.



## Richard J. McAlexander

Richard J. McAlexander is working with Beth Simmons, the Andrea Mitchell University Professor of Law, Political Science and Business Ethics, on Perry World House's Borders and Boundaries Project, which examines how political life both affects and is affected by border-security policies. His primary interests are in political violence, terrorism, nonviolent resistance, imperialism, and the evolution of international borders. McAlexander's book project, *The Politics of Anticolonial Resistance: Violence, Nonviolence and the Erosion of Empire*, studies how the British Empire responded to different forms of resistance in its colonies. McAlexander received his Ph.D. in political science from Columbia University, holds an M.A. in history from Temple University, and has a B.S. from Drexel University.



## Francesca Parente

Francesca Parente was previously a Postdoctoral Fellow at the Niehaus Center for Globalization and Governance at Princeton University. Parente's dissertation analyzes compliance with rulings of the Inter-American Court of Human Rights and focuses primarily on the domestic political incentives for noncompliance that exist in Latin America when current governments are asked to confront the human rights abuses of the past. Parente received her Ph.D. in political science from the University of California, Los Angeles, and her B.A. from the University of Virginia, where she was also an Echols Scholar.



## Lauren Pinson

Lauren Pinson was a Postdoctoral Fellow with the Perry World House Borders and Boundaries Project in 2019–2020 and continued for a second year. In her first year, Pinson conducted research on government responses to illicit trafficking and public opinion on border issues.

She previously worked as a Senior Researcher and Project Manager at the National Consortium for the Study of Terrorism and Responses to Terrorism, and as a Visiting Researcher at the Peace Research Institute in Oslo. Pinson received her Ph.D. in political science from Yale University and earned a MPA and B.A. from the University of Georgia.



## Andrea Restrepo-Mieth

Andrea Restrepo-Mieth earned her Ph.D. in city and regional planning from Cornell University. Her work combines insights from urban planning and political science to improve the equitable and sustainable provision of local public goods and basic services in cities and metropolitan areas in the Global South. Professionally, Restrepo-Mieth has consulted for the World Bank, worked as a researcher for the Center for Sustainable Asian Cities (Singapore), and held short-term positions at UN-Habitat (Laos) and the Asian Development Bank (Cambodia). In addition to her doctorate, Restrepo-Mieth holds an M.P.P. from the Lee Kuan Yew School, National University of Singapore and a B.A. from State University of New York at New Paltz.

## Workshop Grants, Course Grants, and International Visitors Grants

Perry World House offers a broad range of grant and fellowship opportunities for students and scholars alike—these deepen our connections to Penn’s classrooms as well as cutting-edge research. Each academic year, we provide a variety of opportunities for Penn faculty and scholars, and experts from around the world, to work with us. Together, we advance research on policy-relevant global topics.

### Global Policy Course Enrichment Grants

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Perry World House’s Course Enrichment Grants, part of our support from Carnegie Corporation of New York, are designed to build bridges between classes in the Penn curriculum and the world of global policy. The program helps Penn faculty make a course more policy-relevant by supporting the design of a new course, curricular redesign of an existing course, guest speakers from relevant policy communities, the development of policy-oriented case studies, or other creative connections with the policy world.



## Penn Faculty Workshop Grants

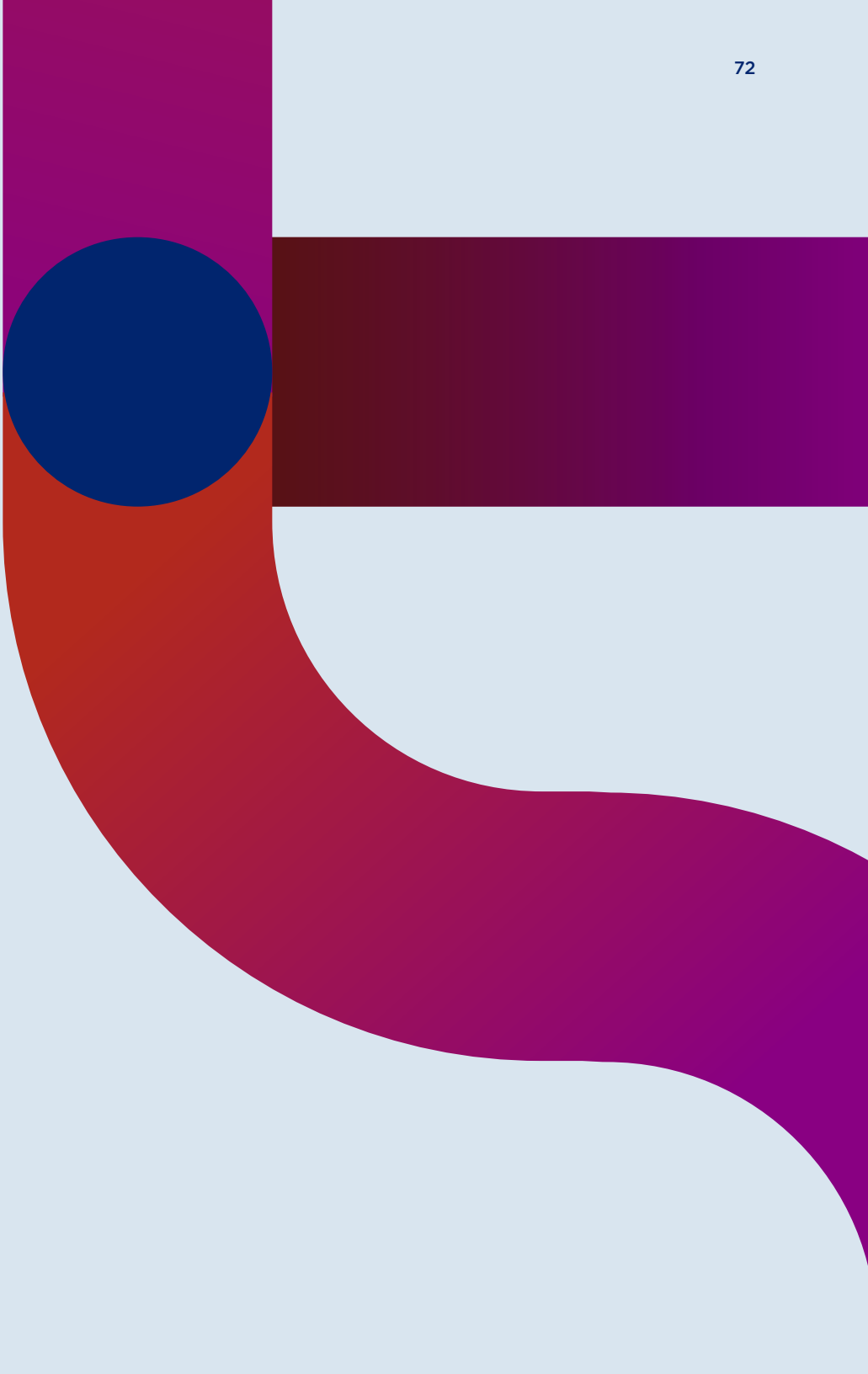


Our Penn Faculty Workshop Grants are designed to encourage collaboration between Penn faculty and Perry World House on one- to two-day academic workshops with support from Perry World House of up to \$20,000. These grants can be rewarded to any Penn faculty members from any school or department to create a workshop that will advance knowledge and policy engagement in the global space.

## International Visitors Grants



Perry World House's International Visitors Grants expand and deepen Penn's connections with international policy and thought leaders around the world by providing a platform, audience, and academic environment for them to share their expertise, generate new ideas, and broaden their work. This grant program offers funding of up to \$3,500 to faculty, research centers, institutes, programs, students, and student groups to bring international policy visitors to Penn from abroad. With this program, we foster greater exposure of Penn students and faculty to interdisciplinary international research and policy engagement, and target leaders who embody our mission of bridging research and policy.





08.

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Our Partnerships



In the March/April issue of *Foreign Affairs*, the preeminent outlet for analysis and debate of foreign policy, economics, and global affairs, the University of Oregon's Yeling Tan published an essay on how little economic engagement has changed China. The piece created a stir, stoking debate online and traffic to the *Foreign Affairs* website. But it also connected novel scholarship with policy audiences in a way that forced many to rethink central assumptions about China's rise and the future of the world.

Perry World House knew Tan's essay would connect. It was awarded the 2019–2020 Perry World House–*Foreign Affairs* Emerging Scholars Policy Prize. The contest encourages scholars to translate their own academic work to be more accessible to policymakers in positions of influence and to advance policy debates on significant issues in global affairs. Since 2019, we've partnered with *Foreign Affairs* to select and publish these essays.

In addition to working with *Foreign Affairs*, Perry World House continues to work with partners in Washington, including the Brookings Institution and The German Marshall Fund of the United States, in Philadelphia and on campus.

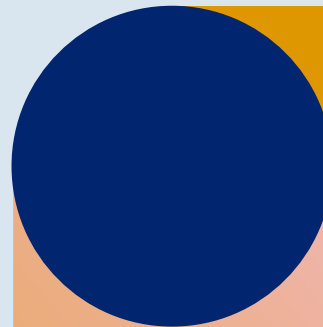
## Philadelphia Partners

Philadelphia is central to Perry World House's work, as illustrated by the name given to the principles for multilateralism in the *Strategic Roadmap for Re-Entry 2021 and Beyond* report: The Philadelphia Principles. Despite the pandemic, Perry World House continued to stay in touch virtually with its partners throughout the city. For instance, Perry World House experts published "The Future of Military Applications of Artificial Intelligence: A Role for Confidence-Building Measures?" in *Orbis*, the journal of the Philadelphia-based Foreign Policy Research Institute. Perry World House continues to promote its events with partners and to forge new connections, as we did when co-promoting Japan-related policy events with the Japan Society of Greater Philadelphia. We even connected directly with Philadelphians in their homes and kitchens through the Global Lens collaboration with the Culinary Diplomacy project, which encouraged viewers to cook along at home as celebrity chefs discussed the power of food and culture in bridging global divides. We also continued to liaise with the City of Philadelphia's Offices of Immigrant Affairs and Sustainability around our work on climate change, migration, and inclusive cities.

## Campus Partners

We connected with partners across campus to host virtual events throughout the year. One instance was our Global Career Month, where we worked with Penn Abroad, the Center for Undergraduate Research and Fellowships, the Christopher H. Browne Center for International Politics, and the Global Human Rights Certificate Program to organize expert advice panels for students interested in pursuing a career or further study in the global affairs arena.

Additional partnerships on campus flourished through Perry World House's Visiting Fellows program. For instance, Perry World House partnered with Penn's Center for East Asian Studies for a coffee chat with Visiting Fellow Naoko Yamazaki to discuss the role of women in Japan's aerospace program, the future of Japanese space infrastructure, and U.S.-Japan cooperation on space. Perry World House also set up meetings for Yamazaki with the Department of Physics and Astronomy's Astro Journal Club and various lectures in classes across Penn's campus.





P E R R Y W O R L D H O U S E



09.

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Our Year to Come:  
Preview of 2021-2022

In 2021–2022, Perry World House will continue to build on its existing connections and make new ones.

We will welcome new visitors, build out a new outpost, and nurture new partnerships. It will be an exciting year, one in which we'll continue to pursue our mission in new ways.



## New Lightning Scholar

In March, Perry World House announced that Jane Vaynman, Assistant Professor of Political Science at Temple University, will be the 2021-2022 Lightning Scholar. Vaynman, who received her Ph.D. in government from Harvard University and a B.A. in international relations from Stanford University, is the Co-Founder of the Nuclear Studies Research Initiative at the Johns Hopkins University School of Advanced International Studies' Henry A. Kissinger Center for Global Affairs, a project that promotes intellectual exchange and cross-fertilization for emerging nuclear research in policy, history, and political science. She has also held positions at the Council on Foreign Relations, the Elliott School of International Affairs, the U.S. Department of State, and the Carnegie Endowment for International Peace. From 2006-2007, Vaynman was a Fulbright Fellow at the Carnegie Moscow Center.

## New Grant on Remoteness, Bias, and Decision-Making in Space

Building on our space workshop in May 2021, Perry World House was awarded a grant by the U.S. Air Force's Office of Scientific Research. This funding will support research into how potential bias in perceptions of space and remoteness impact strategic decision-making. This research will be interdisciplinary, drawing from sources and methods in order to develop a comprehensive understanding of how potential biases in conceptions of space and misperceptions of remoteness can influence decision-making.

## Expanded Forecasting Work

Perry World House will expand its work in the forecasting space through continued research and interviews with senior policymakers with the support of Open Philanthropy, the PRIAM working group meetings, future reports and other outputs, and a forthcoming Global Order Colloquium focused on "How to See the Future: Forecasting and Global Policy."

## New Work at the Penn Biden Center for Diplomacy and Global Engagement

In fall 2021, Perry World House will begin overseeing the team and programming at the Penn Biden Center for Diplomacy and Global Engagement in Washington, D.C. Although the plans for the space are still developing, the location and people at the center will bolster Perry World House's connections to the U.S. capital and allow Penn faculty, students, and fellows to build their own.

## Deeper Faculty Engagement

Based on the success of our previous faculty fellows, this program will deepen the collaboration between faculty members across all of Penn's 12 schools and Perry World House by providing robust support for global-policy relevant faculty research and engagement.

## New Diversity, Equity, and Inclusion (DEI) Initiative

Perry World House is working on a new initiative that will help to ground our work and internal practices in equity, fairness, and inclusion, strengthening us institutionally and making our work more effective. We have identified three priority areas for developing and implementing practices to advance DEI at Perry World House—programmatic initiatives; external collaborations with visitors from the Global South, the local community, and U.S. peer institutions; and institutional initiatives, including internal practices and staff development.



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