



THE UNITED STATES INSTITUTE OF PEACE

Building for Peace

THE UNITED STATES INSTITUTE OF PEACE HEADQUARTERS
AND PUBLIC EDUCATION CENTER CAMPAIGN



CASE STATEMENT | SEPTEMBER 2007

A National Center for Peacemaking



BUILDING A PERMANENT HOME FOR THE INSTITUTE IN OUR NATION'S CAPITAL WILL BE AN UNPARALLELED INVESTMENT IN THE PEACEFUL MANAGEMENT OF PRESENT AND FUTURE CONFLICTS.

The last century marked the most violent and destructive era in human history. Wars great and small cut short the lives of more than 100 million people. Events in recent years have signaled more violence and terror to come in a world where disputes are fueled by religious intolerance, widening ethnic divisions, failing states, terrorism, intractable territorial conflicts, and the uncontrolled proliferation of highly destructive weaponry.

Today societies and markets are interconnected in a way that was unimaginable half a century ago. Interethnic rivalries in far corners of the world may have seemed of little consequence to earlier generations. In the new century, however, even small conflicts risk growing to a scale that can destroy lives and economies around the world.

As the context of conflict has changed, so too must the tools of diplomacy and peacemaking. The contemporary world requires a new concept of national security – one that emphasizes preventing and managing international conflicts to *maintain* the peace so we minimize the need to use force to *restore* the peace.

The United States must be an international leader in non-violent conflict management. The world in conflict needs an organization committed to peacemaking: one that can deploy teams of specialists

to conflict zones; create and implement methods of resolving disputes before guns are drawn; and train leaders who can mediate conflicts and make civil societies work.

This challenge is being met by the independent, nonpartisan United States Institute of Peace. Established by Congress in 1984, the Institute works on behalf of the American people to prevent and resolve international conflicts, as well as to sustain the peace once violence has ended.

To advance its mission, the Institute has set an ambitious course to build a headquarters and Public Education Center on the National Mall in Washington, DC. This is a building designed to inspire, teach, train and prepare future generations of conflict managers and peacemakers and to be a symbol of America's commitment to reducing violent international conflict in the 21st Century.

If the United States is serious about peacemaking, the Institute must have a permanent home from which to serve the country and the international community. There can be no more timely and urgent project to command our commitment and energies. As honorary chairs of *Building for Peace: The United States Institute of Peace Headquarters and Public Education Center Campaign*, we ask that you join us in supporting this most worthy project.

The Honorable George P. Shultz
HONORARY CHAIR

The Reverend Theodore M. Hesburgh
HONORARY CO-CHAIR

Advancing Peace

No human aspiration is so universal as the desire to live in peace. Any nation that has suffered war knows well the terrible consequences of the failure to prevent violent conflict. Yet the skills necessary to avert war or deal with conflict without violence often lag far behind the desire to do so, and increased access to advanced weaponry makes every conflict that is not averted even more destructive.

The only way to reliably deter the violence is to develop and apply tools of conflict management and peacemaking – negotiation, mediation, coalition building, diplomacy, interfaith dialogue, education, economic development, training, and facilitation. For more than 20 years, the United States Institute of Peace has led the way in developing innovative approaches to peacemaking and adapting them to specific international conflicts based on best practices and lessons learned in applied conflict management.

The Institute, established in 1984 by Congress as an independent nonpartisan organization, is dedicated to advancing the cause of international peace. Its legislated mandate is to “strengthen the nation’s capabilities to manage international conflicts by peaceful means.” More than 120 countries have benefited from the Institute’s activities. Its work includes:

- Providing expert analyses of regional conflicts from multiple perspectives. Officials and executives in the public and private sectors use these analyses to inform policy and strategic decision-making.
- Supplying on-the-ground, operational support in conflict zones around the world, most recently in Afghanistan, the Balkans, Colombia, Indonesia, Iraq, the Palestinian territories, Liberia, Nigeria, the Philippines, Rwanda and Sudan.
- Conducting cutting-edge research on the dynamics of conflict.
- Identifying best practices and developing innovative programs on the prevention, management, and resolution of conflict.
- Providing professional/practitioner training in the skills of conflict management and resolution.
- Educating new generations of students and professionals about conflict management techniques.
- Supporting officials in the administration, Congress, and in the international community with analyses and nonviolent policy options.
- Informing the public about current conflicts and approaches to their prevention, management, and resolution.



AN INSTITUTE TRAINING WORKSHOP ON CONFLICT RESOLUTION AND CUSTOMARY LAW IN NYALA, SOUTH DARFUR, SUDAN, HELD IN PARTNERSHIP WITH THE GREAT FAMILY ORGANIZATION, A LOCAL NONGOVERNMENTAL ORGANIZATION, INCLUDED TWO-PERSON ROLE PLAY FOR SENIOR TRIBAL LEADERS AND OTHER MEMBERS OF SOCIETY.

Making Peace Actionable



The Institute's unique status as an independent nonpartisan national organization fosters innovation, agility, and flexibility. Its nonpartisan status promotes even-handed assessments and problem solving. Building on these strengths, over the past two decades the Institute has developed extensive practical know-how. For example, in the last several years, the Institute:

- Sponsored unofficial dialogues between Iranians and Americans focused on three key sources of tension between Iran and the West: human rights, religious extremism, and Iran's nuclear aspirations. During a time when no formal diplomatic relations exist between the two countries, these "Track II" efforts are keeping communication channels open and helping to clarify positions on difficult issues.
- Developed an online collection of more than 4,000 pages of al-Qaeda manuscripts, including training manuals, fatwas and other source documents, at a time when researchers and military analysts have been hindered by limited access to such documents. U.S. government and academic analysts are using the database to better understand al-Qaeda's organization, motivations, training procedures, and operational techniques.
- Evaluated the constitution-making efforts of 18 countries, exploring how the process can encourage national dialogue and the consolidation of peace. With this knowledge, the Institute has assisted constitution-making processes in a number

of countries emerging from conflict, including Iraq, Afghanistan, Rwanda, and the Democratic Republic of Congo.

- Developed a path-breaking three-volume collection of rule of law documents and analyses on transitional justice. This work has been used in the design of truth commissions, war crimes trials, and compensation regimes from the Balkans to Guatemala to Sri Lanka. The Institute was a key resource in developing the South African Truth and Reconciliation Commission, and it has provided direct assistance to some 20 nations in their efforts to achieve justice and social renewal.
- Recognized that neither Sudanese nor international efforts have stopped the violence in Darfur. In response, the Institute engaged at the local level by training senior tribal leaders in the skills of conflict resolution, with a number of them participating in negotiations that produced the May 5, 2006 Darfur Peace Agreement.
- Supported training workshops in Iraq that help promote women's rights. Women have now been elected to the National Assembly and others have been selected for cabinet positions.
- Recognized that, at a time when religion is often seen as a source of conflict, the potential for engaging religious leaders as peacemakers has been largely neglected. The Institute has developed programs to strengthen the peacemaking capacity of religious leaders and faith-based organizations in many nations, including Nigeria, Guatemala, Israel and Palestine.
- Played a leadership role in strengthening relations between military forces and civil organizations involved in peacekeeping and humanitarian operations in countries emerging from conflict so that both groups can work to achieve common goals.



For more than 20 years, the Institute has been developing the experience and capacity to play a leading role in bringing together disparate participants in international conflict management efforts – to share ideas, exchange information, and coordinate actions.

The Institute is flexible. It is agile. It is innovative. In order to fulfill its mission and expand the use of conflict management skills around the world, the Institute is constructing a headquarters that can support the wide range of activities critical to its work. These include: promoting research and innovation in the field; convening communities committed to peacemaking; and helping teach new generations and train professionals in the skills of conflict management. The building will be a working embodiment of America's resolve to seek and apply peaceful solutions to international conflicts.

Inspiring New Generations of Peacemakers

Studies repeatedly indicate that Americans do not want war. Yet most people are not aware of viable alternatives to managing conflict without violence. The Institute has devoted considerable resources to changing this perception through its education programs. Its work in high schools and universities has touched the lives and minds of well over half a million students and educators in every U.S. state and numerous countries abroad.

The Institute has trained high school teachers and college and university faculty through intensive courses on conflict management and peacemaking. It has worked with hundreds of educational institutions to develop and distribute effective teaching and curricular materials. Its annual National Peace Essay Contest has motivated more than 75,000 high school students to explore the challenges of international peacemaking and inspired many of these students to pursue careers in conflict management.



A prominent Public Education Center will be an essential part of the Institute's building project. The Center will engage visitors through a variety of exhibits and multi-media techniques to understand the importance of conflict management and peace making to our national security. The Public Education Center will reach at least as many people in one year as the Institute has thus far reached in its 23-year history.

The Site

AT THE WAR AND PEACE CORNER OF THE NATIONAL MALL

Congress has given the Institute one of the most prominent tracts of land in Washington, DC on which to build its new headquarters. The building will be located on Constitution Avenue and 23rd Street, N.W., at the northwest corner of the National Mall. The site faces the Lincoln Memorial and is adjacent to the Korean War and Vietnam Veterans memorials. Indeed, the building, juxtaposed among these war memorials, will become one of the most important symbols for peace for the 21st Century. It will be among the first buildings that visitors to Washington, DC will see as they enter the city from the west.

This area of the National Mall is a must-visit location for tourists and is one of the most prominent and recognizable vistas in the country. A section of Washington, DC that has been dedicated to memorializing war will soon place an equal focus on promoting the skills to prevent future wars and conflicts.

This spectacular location represents an unprecedented opportunity to create a lasting public presence for peacemaking. The Institute must build a working symbol for peace that will rekindle America's sense of commitment to a less violent future.



- | | | |
|--|-----------------------|-----------------------------------|
| 1 KENNEDY CENTER | 4 LINCOLN MEMORIAL | 9 FDR MEMORIAL |
| 2 U.S. INSTITUTE OF PEACE HEADQUARTERS AND PUBLIC EDUCATION CENTER | 5 VIETNAM MEMORIAL | 10 WASHINGTON MONUMENT |
| 3 STATE DEPARTMENT | 6 KOREAN WAR MEMORIAL | 11 U.S. HOLOCAUST MEMORIAL MUSEUM |
| | 7 WHITE HOUSE | 12 JEFFERSON MEMORIAL |
| | 8 WWII MEMORIAL | |

The Architect and Headquarters Design

Through a nationwide competition, world-renowned architect Moshe Safdie and his firm Moshe Safdie and Associates, were chosen to design the new facility. Safdie achieved early recognition for his Habitat '67 project, the major theme exhibition of the 1967 World Exposition in Montreal. He and his team have gone on to design structures of major symbolic impact, among them the Yad Vashem Holocaust Museum and the Yitzhak Rabin Center for Israel Studies, both in Israel, and the Sikh National Museum in India's Punjab state.

The dramatic design for the Institute's headquarters and Public Education Center will create a public vision of the possibilities of peacemaking. The building's roofs form a dramatic series of wing-like elements. Constructed of steel frame and white translucent glass, the structure's exterior will gleam in daylight and glow from within at night. The building will be a certified Leadership in Energy and Environmental Design (LEED) structure.

The building will be a five-story, 154,000 square-foot structure. It will have three interconnected core components, forming a collegial environment supportive of the free exchange of ideas and innovative programming that are critical to the Institute's work.



THE PUBLIC EDUCATION CENTER



Dedicated to increasing public understanding, especially among students and teachers, of international conflicts and their prevention, management, and peaceful resolution, the center's goals are to:

- Raise awareness about the nature of international conflicts.
- Educate visitors about nonviolent approaches to conflict management.
- Feature the Institute's work in regions of conflict around the world.
- Attract young people to careers in international affairs and conflict management.
- Encourage public discussion about international conflicts and global affairs.

The center will use multimedia exhibits, simulated games, films, lectures, and other techniques to engage visitors. It will comprise at least 20,000 square feet of exhibit space within the headquarters building.

The center will also house an outreach program to teachers, students, and others nationwide who can gain virtual access through electronic programming even if they cannot visit the center in person. Teaching modules and other educational resources will be developed and online materials will be made available to the public. Distance learning and webcasts will also bring the center's learning experience to remote audiences.

The award-winning exhibit design firm Christopher Chadbourne & Associates has been chosen to design the Public Education Center. The Chadbourne team has done the exhibit design for many high-profile projects, including George Washington's home at Mount Vernon, The National Museum of the Marine Corps, Chicago's Museum of Science and Industry, and the Smithsonian's National Museum of American History.

THE CONFERENCE CENTER



A principal strength of the Institute is its convening power. Thus, a focal point of the headquarters will be a conference center that will include:

- A 230-seat auditorium and a 65-seat briefing room for conferences, symposia, public lectures, film screenings, and addresses by heads of state and other international leaders.
- Mid-size meeting rooms for educational and training programs.
- Small meeting rooms for policy deliberations and dialogues among parties to conflicts.

- Advanced information and communication technologies.
- State-of-the-art technology for simultaneous interpretation and translation
- Enhanced broadband Internet services to support the Institute's expanded use of webcasting to a wired global audience.

THE WORKING SPACES

The building's three upper floors will house the Institute's programmatic and administrative staff, research fellows, a research library, and archives.

The Institute employs more than 150 people with its congressionally funded program budget. More than half of these are among the world's top specialists on regional studies, strategic analysis and peace and conflict resolution. These experts come from the government, military, NGOs, academia and the private sector. Three-quarters of the staff have operational experience; two-thirds have worked in the research sector; and almost forty percent have both operational and research experience.

The Institute also recruits an annual class of research fellows from around the world who work in residence at the Institute. Fellowships are awarded to outstanding scholars, policymakers, practitioners, and journalists through a competitive fellowship program.



A Public-Private Partnership

The total cost to design, construct, and equip the Institute's headquarters and Public Education Center is \$180 million. In 2004, Congress demonstrated its commitment to the Institute's work by contributing \$100 million toward the construction costs. With this support secured, the Institute launched a five-year capital campaign in January 2005 to raise from private sources the \$80 million needed to complete the project. The campaign's goals include:

- \$42 million to complete construction and equip the headquarters.
- \$25 million to design and build the public education center.
- \$8 million campaign operating costs.
- \$5 million contingency fund.

The Institute has established the Endowment of the United States Institute of Peace, a 501c(3) District of Columbia non-profit corporation, to oversee the project and accept funds from private sources.

The Institute is now seeking leadership gifts from individuals, corporations, and foundations. These commitments will set the pace for other donors and ensure the success of this unprecedented fundraising effort. Naming opportunities within the building and on its exterior grounds are available.

Groundbreaking is currently scheduled to occur in the fall of 2007, and the headquarters is expected to open in the first half of 2010.

A Legacy for Peace

Few philanthropic opportunities make lasting and profound contributions that will benefit present and future generations, both in our country and around the world. Helping establish a permanent home for the United States Institute of Peace is such a unique opportunity. Support of this project will resonate for decades in the expanded work and peacebuilding impact of the Institute's work.

More than ever, we must show the world—and ourselves—that as a nation we can promote peace as effectively as is our capacity to wage war. Building a permanent home for the Institute in our nation's capital will be an unparalleled investment in the peaceful management of present and future conflicts. Few organizations offer the potential represented by the Institute for saving lives and resources and decreasing suffering around the world.

FOR ADDITIONAL INFORMATION ABOUT THE INSTITUTE OR THE
*Building for Peace: The United States Institute of Peace Headquarters
and Public Education Center Campaign*, PLEASE CONTACT:

Office of Development
Endowment of the United States Institute of Peace
1200 17th Street, NW
Washington, D.C. 20036

(202) 429-4177

www.usip.org



MORE THAN EVER, WE MUST SHOW THE WORLD —
AND OURSELVES — THAT AS A NATION
WE CAN PROMOTE PEACE AS EFFECTIVELY
AS IS OUR CAPACITY TO WAGE WAR.

