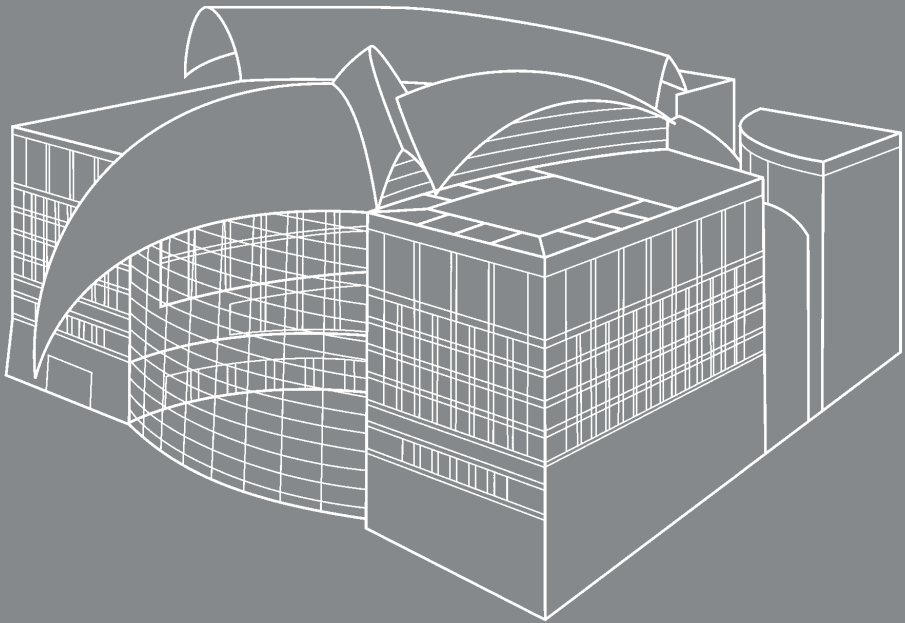




*Building for Peace
Groundbreaking Ceremony*



FOR THE HEADQUARTERS BUILDING
AND PUBLIC EDUCATION CENTER
OF
THE UNITED STATES INSTITUTE OF PEACE

JUNE 5, 2008



UNITED STATES INSTITUTE



Welcome from the Institute's Chairman and President



Today marks the beginning of construction of a facility that will give permanence and prominence to the work of the United States Institute of Peace.

We are deeply honored to welcome so many friends of the Institute to today's celebratory groundbreaking. Your support has made possible the

realization of a vision brought to life by Congress twenty-four years ago when it created the Institute—with a mission to advance the study and practice of non-violent conflict management.

The era of the Institute's creation—the Cold War—has given way to a time of new and unfamiliar challenges to international stability and our national security: failed states and humanitarian crises; the proliferation of highly destructive weaponry; terrorism; and sectarian conflicts driven by religious and ethnic extremism. Thanks to our broad charter, the Institute's dedicated staff have been able to develop innovative responses to many of these challenges.

In recognition of the Institute's contributions to our country's foreign affairs, Congress and the United States Navy have given us an extraordinary and historic building site. Here, on the edge of the National Mall, we can look out and see monuments to American leadership and the memorials to our great national sacrifices in war. There is surely no more inspiring vista for Americans committed to the cause of peace.

This wonderful gift of place and permanence humbles us with a sense of awesome responsibility, even as it inspires us to further advance the fulfillment of our national mission.

Thank you for celebrating with us the construction of this place for peacemaking.

J. Robinson West
Chairman of the Board

Richard H. Solomon
President

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Construction Site, May 15, 2008

Order of Events, June 5, 2008

WELCOME

The Honorable Richard H. Solomon
President, United States Institute of Peace

INVOCATION

Reverend Sidney Lovett
Inaugural Member of the Board of Directors, 1986–1991

PRESENTATIONS

The Honorable Nancy Pelosi
Speaker, United States House of Representatives

The Honorable Harry Reid
Majority Leader, United States Senate

INTRODUCTORY REMARKS

The Honorable J. Robinson West
Chairman of the Board of Directors, United States Institute of Peace

The Honorable George P. Shultz
Secretary of State, 1982–1989
Co-chairman, Building Campaign

PRESENTATION

The Honorable George W. Bush
President of the United States

CEREMONIAL SHOVEL-TURNING

CLOSING REMARKS

The Reverend Theodore M. Hesburgh
President Emeritus, University of Notre Dame
Co-chairman, Building Campaign

The Honorable J. Robinson West

*We are grateful for musical accompaniment provided by
the Washington Youth Choir and the United States Navy Band.*

The Building Site:

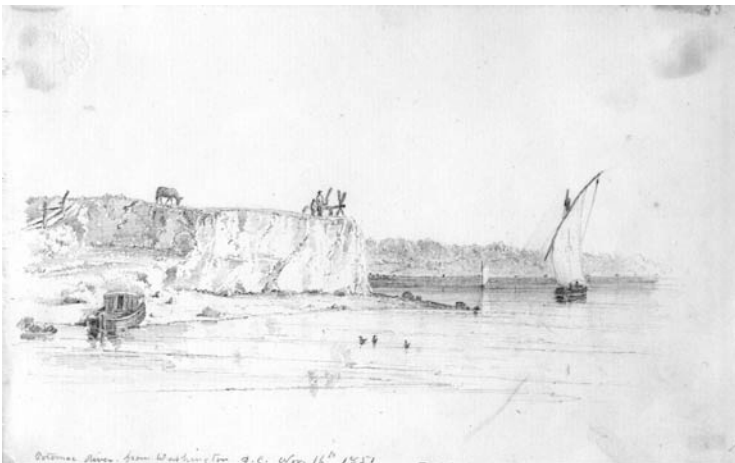
FROM PRESIDENTS TO PHYSICIANS TO PEACEMAKERS

The site of the future headquarters of the United States Institute of Peace has a rich history extending back to colonial times—even earlier than the day a young George Washington is said to have looked at the surrounding area and suggested it would be the perfect location for a federal city.

Just south of the site there once stood a rocky promontory overlooking the Potomac. This was the first solid ground on the marshy northern side of the river, and it was used as the starting point for surveys establishing property lines for early settlers.

In 1755 the British general Edward Braddock landed at the site with an expeditionary force sent from England to counter French incursions into the colonial territory. Braddock directed his ships down a deep tributary, Tiber Creek, that flowed where Constitution Avenue now runs. According to a report that appeared in the *Washington Star* in 1891, “Braddock himself, with his own personal retinue, got separated from the remainder of his party and landed on the northern shore of the river . . . at what is now the foot of Twenty-Fourth Street, Northwest, then a stretch of woods. Braddock’s vessel was drawn close up to shore and moored to a large boulder protruding from the bank...” Henceforth, the spot was known as “Braddock’s Rock.”

A few months later, Braddock headed north to Pennsylvania for a fateful—indeed, fatal—encounter with French and Indian forces. One of the few officers in Braddock’s force to escape with his life was his young aide, Major George Washington.



View of where the Tiber Creek met the Potomac River
Drawing from a sketchbook by Seth Eastman, American, 1851.
Boston Museum of Fine Arts

Forty-five years later, when Washington—by then president of the young republic—chose the surrounding area for the nation’s capital, Braddock’s Rock was quarried to be used for the foundations of the Capitol building and the White House. The land just north of the rock belonged to one Robert Peter, a merchant and Georgetown’s first mayor. Peter and several other landowners deeded part of their holding to the federal government “for the use of the United States forever.” The area between 23rd and 25th Streets and between E Street and the Potomac River was designated “Reservation Number 4.”

In the 1820s, President John Quincy Adams lobbied for a naval observatory to be built on Reservation Number 4. An amateur astronomer, Adams envisioned a laboratory able to precisely time the passage of the stars and thereby calibrate the United States Navy’s chronometers. In 1830, Adams’ hopes were realized, and over the next few decades the area became known as “Observatory Hill”—until 1893, when a new observatory was built on a site overlooking Massachusetts Avenue.

The site continued to attract presidential attention. During the Civil War, Abraham Lincoln arrived one night at the observatory to gaze at the moon through a relatively new invention, the refractor telescope. Lincoln was shown how to use the telescope by Asaph Hall. Sixteen years later, looking up from Observatory Hill through the world’s then-largest refractor, Hall discovered the two moons of Mars, Phobos and Deimos—the Greek words for “fear” and “dread,” sentiments that Hall’s presidential guest may well have found appropriate to the national mood in 1863.

More hopeful sentiments accompanied developments on and around Observatory Hill after the Civil War. In 1872, the Washington Canal, which city planner Pierre L’Enfant had envisaged as a shortcut between the Anacostia and Potomac Rivers, had become a garbage-clogged waterway that had fallen into disuse. Other challenges like fog and water-borne disease made for difficult working conditions near the canal. It was filled in and eventually became Constitution Avenue. On Observatory Hill itself, the domed observatory building became, first, the Naval Museum of Hygiene (1894–1902) and then the U.S. Naval Medical School and Naval Hospital (1902–17), where newly appointed medical officers were trained.

In the 1920s, the area around Observatory Hill—long known as “foggy bottom”—entered a period of decline. Working conditions in the swampy terrain grew so unhealthy that, by the 1930s, the surgeon general of the Navy, Charles E. Riggs, recommended razing every building on Observatory Hill. Despite these

unpromising circumstances, Riggs had faith in the work being done on what he referred to as “Humanity Hill.” He foresaw a brighter future for the site. As the Navy took over many of the buildings, the site came to be known as “Navy Hill.”

During World War II and the emerging Cold War, the government established the headquarters of the Office of Strategic Services in the central building in the Navy complex. The facility later became the first home of the Central Intelligence Agency. Parts of Navy Hill were once described in a government document as one of the most beautiful secret sites in Washington. It remains listed in the National Register of Historic Places for its 19th Century administration buildings and a 1904 statue of Benjamin Rush, a signer of the Declaration of Independence and surgeon general of the Continental Army during the Revolutionary War. Rush, together with Benjamin Banneker, an accomplished astronomer, mathematician and architect, published in 1792 the first formal proposal for the establishment of an official U.S. government peace institution—a “Peace Office,” to rank on an equal footing with the War Department.

George Washington himself had written a circular to the states in 1783 that “the adoption of a proper Peace Establishment” was “essential to the well being” and the very “existence of the United States as an independent power.” His early vision of a “peace establishment,” finally bore fruit two hundred years later when Congress passed legislation establishing the Institute of Peace in 1984. The institution has operated in rented commercial office facilities since 1986. In 1996 Congress—recognizing the Institute’s contributions to international conflict management—authorized the Navy to transfer jurisdiction of federal land—a portion of its Navy Hill facility—as the site of the permanent headquarters of the United States Institute of Peace.

In 2005 Congress authorized, and the Navy agreed to transfer, an adjacent parcel of land, including two brick structures housing the Navy’s Bureau of Medicine and Surgery, for use as the site of a professional training center in conflict management skills.

The building site of the Institute thus has historic roots to a presidential vision of a peace institution, and all elements of the Institute’s campus—the working offices of the headquarters facility, the professional training center, and the Public Education Center—will continue the tradition of exploration, education and training that has been maintained at the site for more than two hundred and fifty years.





A Symbol of Peace:

THE VISION OF ARCHITECT MOSHE SAFDIE

By virtue of its purpose and location facing the Lincoln and Vietnam Memorials the new headquarters of the United States Institute of Peace will become the symbol of peace on the National Mall.

Architectural symbols are illusory. The challenge of the design is to evoke a sense of harmony and serenity. It must evoke our longing for peace.

A series of white translucent shell-like elements, spherical and toroidal in their geometry, float above the structure, enclosing two atria that form the heart of the building. During the day, the roofs are white and opaque, evoking the image of the Jefferson Memorial—its gleaming white marble dome across the Mall. At night, the light within the building glows gently through the shells, adding to the capital skyline.

The building is a two-in-one structure. There are the working components of the headquarters—research, offices, and library—which are clustered around the north atrium facing the Potomac River. And, there is the public face, with the conference center, the Public Education Center, and Great Hall centered around and within the southern atrium facing the Lincoln Memorial.

Similarly, there are two entrances: the working portal facing 23rd Street within sight of the State Department; and a public entrance off the Mall on Constitution Avenue.

Consonant with the architectural heritage of Washington, D.C. and the monuments straddling the National Mall, the building is anchored by two symmetrical pavilions, set on axis to the Mall in the classical tradition. Constructed of limestone-colored precast concrete, they frame the building and contrast with the wing-like forms of the roofs hovering above.

The Great Hall, enclosed within the south atrium, opens onto a large terrace overlooking the Mall. A piazza and a series of gardens create a pastoral setting for the building, extending the landscaped parks of the National Mall across Constitution Avenue.

Creating a building that offers a creative and interactive working environment while also serving as a national icon is a daunting task. Underlying the design concept is the belief that this public building should be extroverted, the life within it transparent to the community. It is the activity within, the pursuit of peace, that ultimately will give the building its character.



The Work of the Institute of Peace:

FROM ANALYSIS TO ACTION

OUR MISSION

The United States Institute of Peace (USIP) is an independent, nonpartisan institution established and funded by Congress to increase the nation's capacity to manage international conflict without recourse to violence. Our goals are to help prevent and resolve violent conflicts, to promote post-conflict stability and development, and to increase peacebuilding tools and intellectual capital. We do this by empowering others with knowledge, skills, and resources, as well as by directly engaging in peacebuilding efforts around the globe.

OUR WORK

The Institute engages in a full range of activities, from research to training to operations in zones of conflict around the world. This unique integration of activities allows us to craft innovative and practical approaches to peacebuilding, as the following examples of our current work illustrate.

Rebuilding Iraq

The Institute understood early on that success in Iraq requires promoting reconciliation at the community and neighborhood levels, as well as at the national level. To this end, the Institute has trained several dozen Iraqi conflict resolution facilitators to be the core of a network that conducts its own training programs, maps fault lines within Iraqi society, and mediates local conflicts. Since then, these facilitators have engaged in over eighty peacebuilding projects, working at the local level to strengthen cross-sectarian and inter-religious relationships, and to help resolve conflicts.

Leveraging this success, USIP has committed to training and supporting 100 additional facilitators. This new cadre is comprised of Iraqis from many walks of life—tribal sheikhs, doctors, lawyers, and journalists—and includes a substantial contingent of women. It also reflects the ethnic and sectarian balance of Iraq: Christians and Muslims, Sunnis and Shiites, Kurds, Turkomans, and Arabs.

Peacemaking in Nigeria

Conflicts between Christians and Muslims in Nigeria, driven by a wide range of political, economic, and ethnic tensions, have caused thousands of deaths in recent years. In collaboration with the Nigerian Interfaith Mediation Centre, USIP helped

mediate the end of violence and the restoration of civil order in Yelwa and Dilimi. The Institute is currently expanding its efforts to the volatile Niger Delta, the site of Nigeria’s enormous oil reserves and its greatest social and ethnic upheaval.

Effective interfaith dialogue was crucial to the above successes, and the Institute has been a leader in this field. It produced the first book on interfaith dialogue and peacebuilding, the first publication on how to evaluate the impact of interfaith dialogue, and the first book on interfaith dialogue in the Middle East, covering Egypt, Lebanon, Jordan, and Israel. Drawing from this body of work, it also developed a methodology and checklist for conducting interfaith dialogue, as well as a training program to share these tools with clergy of all faiths.

Managing Conflicts in the Middle East

The Institute’s Muslim World Initiative has sought to prevent conflicts from escalating into violence in the Middle East and to chart a course for peaceful, political change. Through discreet, facilitated dialogue between a wide-range of opposition movements in the Arab world, USIP is encouraging the development of moderate, “middle ground” (“*Wasat*” in Arabic) leaders.

The Institute is also at the forefront of efforts to strengthen the capacity of Arab political parties, NGOs, professional associations, and social movements to build enduring alliances across ideological, religious, and political lines that encourage ruling elites to move beyond state managed political reforms toward more substantive democratization. Finally, through an active program of regional meetings and field research, USIP is helping American democracy promoters engage directly with leading agents for change in this critically important area.

USIP’S Operating Model – From Analysis to Action



Supporting Policymakers

The Institute regularly supports policymakers with independent, bipartisan analyses, policy options, and advice. Recent efforts include the Iraq Study Group, Task Force on the United Nations, and standing working groups on Afghanistan, Cote d'Ivoire (Ivory Coast), the Democratic Republic of Congo, Haiti, Iran, Iraq, Korea, Liberia, Syria, and Sudan.

Increasing Peacebuilding Capacity and Tools

The Institute has seeded the growing field of conflict management research, producing over 400 publications, including a seminal set of books on international mediation, guidelines on civilian-military interactions in hostile environments, a preeminent series on cross-cultural negotiating behavior, strategic frameworks for prevention and post-conflict operations, and field-defining textbooks on conflict management. Each year some 1,500 practitioners participate in Institute training programs, with an increasing number taking comparable courses online; and over a half a million American students and educators have learned about the challenges and opportunities of peacebuilding through USIP's programs.

Educating and Training

The Institute's Education and Training Center delivers courses on core conflict management skills, as well as best practices in conflict prevention, peacemaking, and post-conflict state-building. The Center's expansion, initiated in 2007, marked a watershed in the Institute's fulfillment of its Congressional mandate to provide "the widest possible range of education and training...to promote international peace and the resolution of conflicts among the nations and people of the world." The Center serves a wide-array of students, including professionals from government, the military, and nongovernmental and international organizations. Courses include a mix of theory and practice, with an emphasis on applied exercises. As the expansion proceeds, USIP will leverage twenty-four years of relevant experience, increase its portfolio of existing courses, expand the number of students served. Its programs will be housed in what is now buildings six and seven of the U.S. Navy's Bureau of Medicine and Surgery, which will be transferred to the Institute.



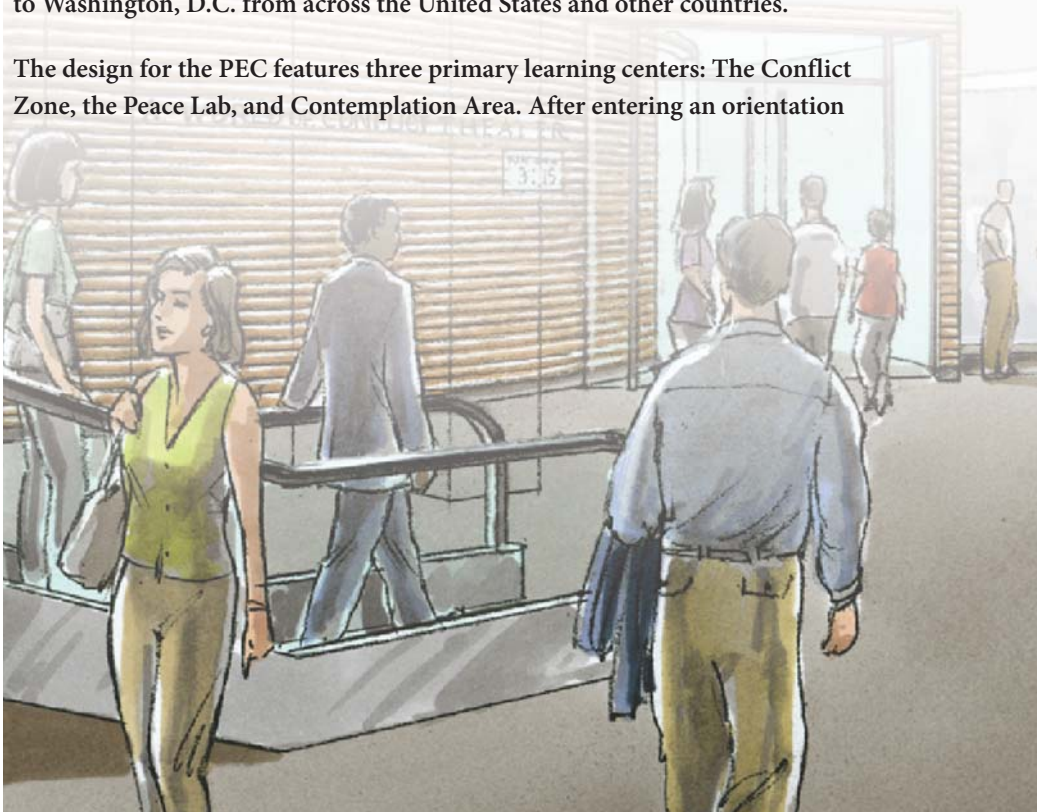
GEORGE P. SHULTZ GREAT HALL

The Public Education Center

A core component of the new permanent headquarters facility will be the Public Education Center (PEC)—a unique, interactive learning laboratory designed to give a practical context and history to our nation’s aspiration for peace. The PEC will explore issues that are fundamental to the work of the Institute. The Institute envisions the new Public Education Center as a transformative experience, a place to inspire and challenge young people to think about how they can contribute to the creation of a more peaceful world. Covering more than twenty thousand square feet on two floors, the Center will engage visitors through informational displays, multimedia exhibits, role-playing simulations, educational games, films, and other learning techniques.

The Institute anticipates that the Center will attract more than half a million visitors annually, an estimated 20–25 percent of whom will be students on organized field trips. The PEC experience will be designed to appeal to people from all walks of life. It is certain to become a destination attraction for visitors to Washington, D.C. from across the United States and other countries.

The design for the PEC features three primary learning centers: The Conflict Zone, the Peace Lab, and Contemplation Area. After entering an orientation



theater, visitors may meet people who have experienced war or that have been involved in resolving violent conflict. As visitors move into the Peace Lab, the exhibits will become progressively more interactive, with exhibits designed to engage critical thinking skills. Visitors will learn that a substantial and growing portfolio of techniques exist for managing conflict non-violently. The Contemplation Area is situated as the concluding experience. It will provide a meditative setting to allow visitors to reflect on their experience in the PEC and think about their own contributions to peacemaking.

The Public Education Center will provide an opportunity to expand the Institute's existing education programs, which have reached over a half a million students and educators from every state in the United States. A classroom will provide a venue for organized school groups' orientations or post-visit debriefings.

The PEC experience will not end when the visitor departs. The visit will begin a conversation on the vital importance of the work of USIP and other like-minded organizations. USIP's Education and Training Center is working in concert with educational associations to develop teaching modules, classroom materials, and other educational resources.





JIMMY CARTER

June 5, 2008

To Richard Solomon

Congratulations to you, the Board, and your staff on this great occasion to celebrate the groundbreaking for the new headquarters of the United States Institute of Peace.

The idea of a U.S. Institute of Peace was discussed almost since the founding of the Republic, but it was my privilege that the first concrete step to establish a commission to study such an institute was taken during my presidency. I devoted my presidency and so much of my work at The Carter Center to promote peace, and was honored to have received the Institute's Spark M. Matsunaga Medal of Peace.

The U.S. Institute of Peace stands as a monument to those who have dedicated their lives to preventing and resolving violent conflict. For all of them, this building on this site is a dream realized.

The new headquarters of the Institute of Peace celebrates peace-building, America's noblest and most ambitious task. The work that has been done by you, your Board, your staff, and all the people who are working for peace in the world is lifted today by this majestic building. I regret I could not be there with you in person, but I am there with you in solidarity of the just cause of peace.

Sincerely,

A handwritten signature in cursive script that reads "Jimmy Carter".

GEORGE BUSH

June 5, 2008

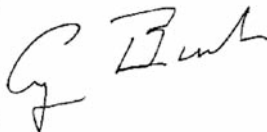
Dear Chairman West and President Solomon:

Barbara and I are delighted to extend our warm congratulations to the Institute of Peace as you break ground for your permanent headquarters facility. We wish we could join with you and your many supporters today to celebrate this important milestone in the Institute's growth, and to recognize the Institute's innovative contributions to our country's international relations.

Today the world faces a very different set of challenges to stability and progress than it did during the Cold War, which thankfully came to a peaceful end during my administration. Institute programs are helping our country deal with violent conflicts and civil war, the turmoil of failed states, and the humanitarian crises that dominate today's foreign policy agenda. You are helping to train professionals in the skills of non-violent conflict management. You are helping us to see the possibilities of peacemaking in the new world order.

As the Institute leadership, you have demonstrated a remarkable ability to adapt to new challenges confronting Americans. As President I was pleased to have nominated distinguished Americans to the Institute's Board of Directors. They, and their successors, are guiding the Institute's growth into a major national asset. You are an innovative institution that is helping change for the better the way we deal with the world. You have our encouragement and support.

Sincerely and with warmest regards,



The Honorable Richard H. Solomon
President
United States Institute of Peace
1200 Seventeenth Street, N.W.
Washington, D.C. 20036-3011

P. O. BOX 79798 • HOUSTON, TEXAS 77279-9798

PHONE (713) 686-1188 • FAX (713) 683-0801



WILLIAM JEFFERSON CLINTON

May 14, 2008

Hillary and I extend warm greetings to everyone gathered in Washington, D.C., for the groundbreaking ceremony of the headquarters and Public Education Center of the United States Institute of Peace.

It is fitting for the Institute of Peace to have a permanent presence in our nation's capital, within sight of our national war memorials. Its new home makes clear that while we will defend America's interests and ideals whenever and wherever they are threatened, we also know that the only enduring victory is peace.

As I said some years ago, and as my experience and recent events have continued to bear out, the real differences that now shape our world are not ethnic or religious; the dividing line today is between those who embrace peace and those who would destroy it; between those who look to the future and those who are locked in the past; and between those who open their arms and those who still clench their fists. The right side -- the only side -- of this line is the side of peace.

We are pleased that the new home of the Institute of Peace will stand not only as a symbol of America's commitment to peace, but also as a place that actively promotes the research, training, and engagement necessary to prevent and resolve potentially dangerous international conflicts. We also are grateful that the new Public Education Center will attract younger generations to the challenging work of peacemaking. In a world without walls, where borders don't stop much -- good or bad -- we all have a stake in this vital mission.

Congratulations to those whose efforts and vision have brought this facility to reality, and to the men and women who have contributed over the years to the Institute's outstanding record of converting innovative ideas into viable solutions for resolving conflicts around the world. May this new site bring renewed dedication and continued success to your important work.

Best wishes to all for a wonderful event.

Bill Clinton



The Building Campaign

The United States Institute of Peace has launched a campaign to seek an investment of \$186 million to build the permanent headquarters and Public Education Center. This new facility is a public-private partnership, in keeping with the Institute's mission to serve the federal government and the American people. The U.S. Congress has provided \$100 million towards this goal, and to date, over \$22 million has been raised from the private sector. The Campaign looks forward to engaging other generous donors to support this timely and historic project. We invite you to share in our work, to support in our goals, and to participate in this important building campaign.

A NATIONAL CENTER FOR PEACEMAKING A Message from the Campaign Co-Chairs

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 peacebuilding. 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.

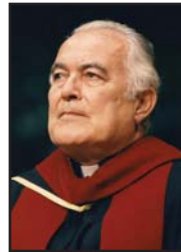
To advance its mission, the Institute has set an ambitious course to build a headquarters and Public Education Center on the National Mall in Washington, D.C. This is a building designed to inspire, teach and prepare future generations of peacemakers and to be a symbol of America's commitment to reducing 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 the Building for Peace Campaign of the United States Institute of Peace, we ask that you join us in supporting this most worthy project.

The Honorable George P. Shultz
U.S. Secretary of State, 1982–1989



The Reverend Theodore M. Hesburgh
President Emeritus, University of Notre Dame



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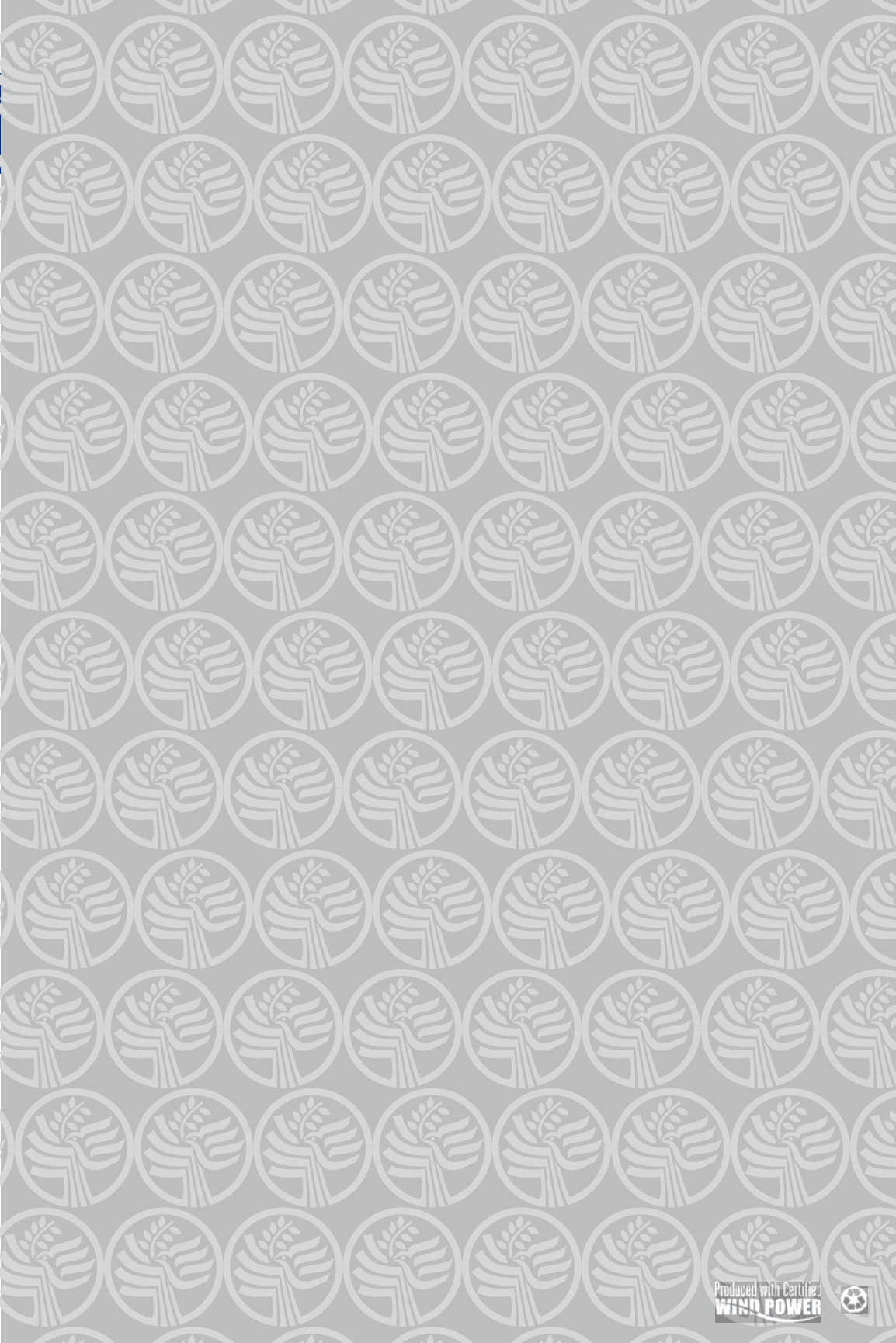
The Seal of the United States Institute of Peace



The seal of the United States Institute of Peace was created in 1987 and updated in 1990. The original seal incorporates five elements: the Institute's name; a dove; an oak tree; a world Mercator map grid and the colors of the United States flag. The dove was designed by George Washington and is incorporated into the weathervane perched atop his Mount Vernon home. The dove symbolizes the American commitment to the cause of peace.

Behind the dove is an oak tree. The tree, known originally as the "Peace Tree," grew from an acorn that was buried by native Americans almost one thousand years ago in present-day Connecticut. For centuries, the Suckiauke Indians used the tree as the site for peace councils. In 1687, colonists seeking freedom from Britain hid the grant of land from England, the Royal Charter, in the hollow of the "Charter Oak" tree to safeguard it from seizure by the British. The history of the oak tree thus symbolizes the complementary values of peace and freedom. The world Mercator map grid represented the international scope of the Institute's mandate.





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“Congress recognizes that the Institute has become an important national resource for education, training, and applied programs in the prevention, management, and resolution of international conflict.”

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