THE INSTITUTE FOR PEACE & DIPLOMACY

is a non-profit and non-partisan North American international affairs think tank operating in the United States and Canada dedicated to promoting dialogue, diplomacy, prudent realism, and military restraint—principles we believe are the four cornerstones of sustainable peace in an increasingly complex and dynamic international system.

Founded in 2019, the Institute (IPD) encourages policymakers, and leaders in government, civil society, and business community to adopt a more restrained and open-minded approach in managing the strategic challenges and geopolitical risks of the 21st century.

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Year in Review

In 2021, IPD engaged a multitude of international experts from think tanks, prominent and renowned senior officials, public intellectuals, business leaders, and journalists to share their insights with the Institute’s audiences in North America and beyond.

IPD endured the online transition over the course of 2021. Through its digital channels, we sustained and accelerated our global outreach, engaging a broad range of experts from every continent. Moving forward, as pandemic restrictions are lifted, IPD is adopting a hybrid model of virtual and in-person programming. This transition enables the Institute to leverage its growing online base, bringing together international scholars and practitioners in a cost/time-efficient model.

The Institute's activities in 2021 have included research publications, expert roundtables, policy workshops, Chatham House discussions, and briefings of officials. IPD also inaugurated two annual policy conferences in 2021 including its Middle East Strategy Forum (MESF) and East Asia Strategy Forum (EASF).

In collaboration with the Canadian Department of National Defense, IPD has since held MESF 2022, the Institute’s first post-pandemic in-person conference of defence and foreign policy leaders in Ottawa. With the Department’s continued support, IPD will host
Our work in 2021 spanned subjects across IPD’s four research programs. US-China competition, the Middle East’s security architecture, Canada’s foreign policy amid a shift to a multipolar order, China’s rise and its implications in the Indo-Pacific region, and the negotiations to revive the Iran nuclear deal were a few of the topics IPD analyzed through our research publications, online webinars, and conferences in 2021.

Over the next several pages, learn more about our activities in the past year.

At IPD, we aim to inspire constructive dialogue on critical security and geopolitical issues between key stakeholders and among intellectuals and experienced practitioners with diverse views. We believe that through this approach to debate, discussion and dialogue, we can better inform Canadian and American policymakers of the strategic challenges they face in their decision-making on the world stage.

— Bijan Ahmadi, Executive Director, IPD
2021 Events

Access and learn more from our public programming calendar by clicking each event.

**FEBRUARY**

US-China Relations Under the Biden Administration
PANEL WEBINAR ▶

Prospects for Iran-GCC Rapprochement in the Biden Era
PANEL WEBINAR ▶

Privacy and Passenger Biometrics: New Developments & Perspectives
PANEL WEBINAR ▶

The Role of Agriculture in Canada-China Relations: Sharon Sun
INTERVIEW ▶

Assessing Canada-China Relations: Challenges & Opportunities
PANEL WEBINAR ▶

**MARCH**

Vaccine Diplomacy in the Middle East
PANEL WEBINAR ▶

**APRIL**

China’s BRI Investments & Its Impact on North Atlantic Interests
INTERVIEW ▶

A Multi-Partisan Consensus on Canada’s National Interests?
PANEL WEBINAR ▶

Canada’s Middle Power Status: Dr. Zachary Paikin
INTERVIEW ▶

**MAY**

Cooperating with China on Climate: Ex-Ambassador Guy Saint-Jacques
INTERVIEW ▶

China’s Development & Its Impact on Canada-China Relations
PANEL WEBINAR ▶
2021 CONTINUED

**MAY**

INAUGURAL 2021 MIDDLE EAST STRATEGY FORUM · MESF

CONFERENCE

**JUNE**

Rethinking Canada’s Contribution to European Security

PANEL WEBINAR

Global Aviation Post-COVID: Institutional Considerations, Political Risks & New Competitive Landscapes

PANEL WEBINAR

**JULY**

Geopolitics of Asia & Chinese Perceptions of Security in the Multipolar World

PANEL WEBINAR

Canada-US Relations in a Shifting World Order

PANEL WEBINAR

**AUGUST**

What’s Next for Afghanistan?

PANEL WEBINAR

Impasse or Turning Point? Canada-China Relations at a Crossroads

PANEL WEBINAR

**SEPTEMBER**

The Sino-American Split—At Sea with a Broken Compass: Ex-Ambassador Chas Freeman

INTERVIEW

**OCTOBER**

American & Chinese Exceptionalism & ‘The New Cold War’ Rhetoric: Dr. Claes Ryn

INTERVIEW
2021 CONTINUED

OCTOBER

After the Two Michaels: How Should Canada Navigate the US-China
PANEL WEBINAR

Can Sanctions Succeed: Reflecting on a Decade of Financial Coercion
PANEL WEBINAR

NOVEMBER

China’s Place in Canada’s Vision of a ‘Rules-Based Order’
PANEL WEBINAR

INAUGURAL 2021 EAST ASIA STRATEGY FORUM · EASF
CONFERENCE

Demystifying 5G, Cyber Security and Hi-tech Regulatory Regimes: Dr. Ken Urquhart
INTERVIEW

Prospects for the Iran Nuclear Talks
PANEL WEBINAR

DECEMBER

How Will Strained Ties With China Affect Multiculturalism in Canada?
PANEL WEBINAR

Keeping the Skies Safe: Prospects for Global Cooperation
PANEL WEBINAR

The Impact of Strained Ties With China on Canadian Universities
PANEL WEBINAR

Should the US Seek to Contain China?
DEBATE

In partnership with the Quincy Institute for Responsible Statecraft, IPD co-sponsored a debate on US China policy between scholars John Mearsheimer and David Kang.
The Institute held its inaugural edition of the Middle East Strategy Forum (MESF) on May 19-20, 2021. Due to pandemic restrictions, the conference was organized virtually. MESF 2021 probed issues including great power competition in West Asia, Canada’s defence engagement strategy towards the region, nonproliferation, and more.

Supported by partners including the Quincy Institute for Responsible Statecraft, IPD was proud to initiate Canada’s only annual conference on the geopolitics of the MENA region and its implications for the North Atlantic bloc.

Review highlights, special guests, and more from 2021 in the leadup to MESF 2022 in Ottawa which was organized with the support of the MINDS program at the Canadian Department of National Defence in May 2022.

We strongly believe that including and engaging diverse voices from various countries—while we may strongly disagree with them—is crucial to understanding and deconstructing the rapidly changing regional security architecture. More importantly, it helps our decision-makers in Ottawa and Washington DC get a better sense of strategic debates that are happening in other countries that concern our national interests at home and abroad.

— Younes Zangiabadi, Executive Vice President, IPD
(Top Left) Panel: ‘The Future of Diplomacy and Engagement in the Middle East’; (Top Right) Keynote: Chas Freeman, Former US Ambassador to Saudi Arabia; (Middle Left) Denise Natali, Former US Assistant Secretary, Department of State; (Middle Centre) Keynote: General David Petraeus, Former Director, Central Intelligence Agency; (Middle Right) Barbara Slavin, Atlantic Council; (Bottom Left) Keynote: Colonel Lawrence Wilkerson, Former Chief of Staff to Secretary of State Colin Powell; (Centre Right) Panel: ‘Pathways to Manage Non-Proliferation’. 
MESF in Reach

8,200+ Post-Conference Viewers  46 Speakers & Keynotes  12 Countries

With speakers hosted from a dozen countries, MESF 2021 heard from key guests and dignitaries including but not limited to:

David Petraeus  
Former Director, Central Intelligence Agency & Former Commander, US Central Command

Chas Freeman  
Former US Ambassador to Saudi Arabia & Assistant Secretary of Defense for International Security Affairs

Denise Natali  
Former US Assistant Secretary, Bureau of Conflict & Stabilization Operations, Department of State

Ebtesam Al-Ketbi  
President, Emirates Policy Centre; Member, Consultative Commission, Gulf Cooperation Council

Abdulaziz Sager  
Chairman, Gulf Research Center; Consultative Board Member, Geneva Center for Security Policies

Andrew A. Michta  
Dean, College of International & Security Studies, George C. Marshall European Center for Security Studies

Sergio Marchi  
Former Canadian Minister of International Trade & Ambassador to the World Trade Organization

Ferry de Kerckhove  
Former Canadian Ambassador to Egypt; Senior Fellow, Graduate School of Public & International Affairs, University of Ottawa

Dania Thafer  
Executive Director, Gulf International Forum
IPD’s inaugural East Asia Strategy Forum (EASF) was held on Nov 17-18, 2021. It convened high-level policymakers, diplomats, foreign policy experts, and business leaders to discuss the geopolitics, strategic thinking, and economic trajectory of East Asia and the Pacific.

Review highlights, special guests and more from 2021 as IPD prepares to host EASF 2022 in Ottawa with the support of the MINDS program at the Canadian Department of National Defence this coming November.

Read our conference report to learn more key insights from EASF 2021.

"It is vital that Canada's foreign policy leaders not only establish a Canadian vision of its interests in Asia, but one that is based on an informed understanding of what regional stakeholders are truly demanding. The Forum is a step in the right direction, and it is critical that this exercise continues if Canada and its allies including the United States are to grasp not only areas where their interests align with those of Asian partners, but recognize where what they have to offer may have to change."

— Johnsen Romero, Research Associate, IPD
EASF in Reach

7,220+

Post-Conference Viewers

38

Speakers & Keynotes

8

Countries

With veteran diplomats, retired defence officials, development scholars, and foreign policy leaders, EASF 2021 hosted a number of key guests including but not limited to:

Nobushige Takamizawa
Former Deputy Secretary-General, Japanese National Security Secretariat; Former Japanese Ambassador to the Conference on Disarmament

Geoff Raby
Former Australian Ambassador to China, APEC, & the World Trade Organization; former Deputy Secretary, Department of Foreign Affairs & Trade

Elina Noor
Director, Political-Security Affairs, Asia Society Policy Institute

David Dollar
Former Country Director for China, World Bank; Senior Fellow, Brookings Institution

Sarah Kutulakos
Executive Director & Chief Operating Officer, Canada China Business Council

Douglas Macgregor
Retired US Army Colonel; Former Senior Advisor to US Secretary of Defense Christopher Miller

Jeffrey Sachs
Director, Center for Sustainable Development, Columbia University; former Special Advisor to UN Secretary-General

Victor Gao
Vice-President, Center for China & Globalization
IPD has continued to build on the work of its four core research programs throughout 2021.

Focused on priority geographies or thematics, each program has given rise to dedicated publications and expert discussions ranging from Canadian foreign policy to the changing global order.

IPD has also augmented its program areas with special initiatives and research projects that address timely developments or strategic issues.

With regular articles, policy briefs, white papers, newsletters, and more, review the Institute’s special projects in 2021. The following pages also include highlights from IPD’s year in publications, recommendations, and analysis from our experts and contributors.
2021 Special Projects

Current Landscape of US-China Relations
This research series examined the deterioration and future of Sino-American relations and sought to identify paths for de-escalation. It produced 3 publications and 5 expert discussions with guests including former US Assistant Secretary of Defense for International Security Affairs Chas Freeman and Eurasia Group’s Managing Director for Global Technology Paul Triolo.

Canadian Election 2021
This project gathered top Canadian thinkers to provide analyses on the foreign policy dimension of the 2021 federal election.

China Strategy Project
This ongoing project aims to identify and explore targeted areas of potential consensus that can underpin a unified national strategy for dealing with China. Since launching in 2021, it has produced 6 publications and 5 expert discussions with more forthcoming.

Through its growing network of senior fellows and experienced advisors, IPD has sought to create a hub for strategically minded Canadian researchers and foreign policy experts to revisit some of the fundamental pillars of Canadian foreign policy—pillars which may have served Canada well for decades but, in some respects, appear increasingly outdated. We have additionally organized numerous conferences and webinars exploring the evolution of great power relations and various regional security complexes—and what these developments imply for Canada over both the short and long term.

— Zachary Paikin, Research Fellow, IPD
Publications

Economic Sanctions: A Failed Approach
September 2021

On the Brink: Averting a New Cold War Between Washington and Beijing
November 2021

Why Did the Taliban Win?
August 2021

Outlook for Vienna Nuclear Talks
July 2021

Ebrahim Raisi’s Foreign Policy Views
June 2021

Why Did the American State-Building Enterprise in Afghanistan Fail?
October 2021

Canada-China Relations: The Case For Prudence
October 2021

Canada and the Great Power Triangle in the 2020s
May 2021

Is Canada Still a Middle Power?
April 2021

A Better Arena for Competition: Climate
April 2021

— and more.
Metrics

The Institute and its network achieved several milestones in 2021. Review our year, exposure, and impact by the numbers:

- **2 Conferences**
  - To be held annually in hybrid format

- **33 Experts**
  - Leaders, advisors, and fellows

- **50+ Events**
  - Broadcast and Chatham House

- **58 Press Citations**
  - Quotes, references, and interviews

- **47 Press Articles**
  - Media articles and op-eds

- **57 Publications**
  - Briefs, reports, papers and more

Social media metrics as of December 31, 2021:

- **37.4k Viewers**
  - YouTube

- **3.3k Followers**
  - LinkedIn

- **1.9k Followers**
  - Twitter

- **4.9k Subscribers**
  - Newsletters
Media Presence

Interventions and commentaries from IPD’s experts in international media grew significantly over 2021. Review our year in quotations, public op-eds, podcast and broadcast interviews, as well as primetime panels in Canadian and international press outlets.

As seen on:

BBC  
TRTWORLD  
ALIAZEERA  
Deutsche Welle  
VOA  
CBSN
Interviews & Podcasts

» Canada’s complicated relationship with China
iAffairs Canada · Policy Talks
ft. Advisor Wenran Jiang

» Alberta and provincial orders on Chinese university collaborations
CBC · As It Happens
ft. Advisor Wenran Jiang

» L’impact du retrait des troupes américaines de l’Afghanistan sur le Canada
Radio-Canada · Y a pas deux matins pareils
ft. Research Fellow Zachary Paikin

» Le Canada n’a pas de plan de match pour ses politiques étrangères
QUB Radio · Benoit Dutrizac
ft. Advisor Jocelyn Coulon

» Chinese-Canadian relations after ELXN2021
Unpublished Cafe
ft. Executive Director Bijan Ahmadi

» As tensions flare between Taiwan and China, what will it take to keep the peace?
CBC · The Current
ft. Advisor Wenran Jiang

— and more.

Quotations

» Iran nuclear talks resume — will they yield results?
Deutsche Welle
ft. Vice President Younes Zangiabadi

» A fifth foreign affairs minister for Trudeau starts another ‘new beginning’
The Hill Times
ft. Advisor Jocelyn Coulon

» Iran’s tipped top diplomat no friend of US, Israel or JCPOA
Asia Times
ft. Executive Director Bijan Ahmadi

» Democrats pressure Biden on US backing for Saudi war in Yemen
The Intercept
ft. Senior Fellow Max Abrahms

— and more.
Raisi’s economic plan lacks rhyme or reason
Asia Times
ft. Vice President Younes Zangiabadi

Canada’s envoy to Beijing summoned home for high-level talks as Western sanctions hit China
Globe & Mail
ft. Advisor Wenran Jiang

China sentenced Canadian Robert Schellenberg to die. Will Meng Wanzhou’s release spare his life?
CBC News
ft. Advisor Wenran Jiang

«Le Canada à la recherche d’une identité internationale»: un Canada isolé du monde?
Le Devoir
ft. Advisor Jocelyn Coulon

New ideas sought for nuclear talks with Iran
Deutsche Welle
ft. Vice President Younes Zangiabadi

Biden’s Syria airstrikes test US role as world’s police, get bipartisan support – and criticism
USA Today
ft. Senior Fellow Max Abrahms

Jeux de Pékin: la pression monte sur Ottawa pour un boycottage
Le Journal de Montréal
ft. Advisor Jocelyn Coulon

The rise of jihadist groups in Africa
The New Arab
ft. Senior Fellow Max Abrahms

— and more.
Articles & Op-eds

A more independent Canadian foreign policy requires embracing bilingualism

Globe & Mail
by Research Fellow Zachary Paikin

The bitter saga of Meng Wanzhou and the two Michaels is finally over. Now come the tough questions

Toronto Star
by Advisor Wenran Jiang

The West must expect strategic continuity from Ebrahim Raisi’s Iran

The National Interest
by Executive Director Bijan Ahmadi, Vice President Younes Zangiabadi, & Research Director Arta Moeini

La Chine, partenaire ou adversaire

L’actualité
by Advisor Jocelyn Coulon

Strengthening Canada’s Arctic: why Canada needs to prioritize dialogue and cooperation in the North

The Hill Times
by Research Associate Alexandra Slobodov

Biden must revive ‘Six Plus Two Group’ to successfully exit Afghanistan

The National Interest
by Vice President Younes Zangiabadi

To end Ethiopia’s War, Biden needs to correct course

Foreign Policy
by Senior Fellow Ann Fitz-Gerald

Justin Trudeau face à l’affrontement États-Unis–Chine

Le Devoir
by Advisor Jocelyn Coulon

Sanctions showdown: What happens if the Iran talks fail?

The National Interest
by Executive Director Bijan Ahmadi

As threats become more complex, traditional approaches to national security no longer suffice

Toronto Star
by Senior Fellow Ann Fitz-Gerald

Time for Canada to leave Iraq

The Hill Times
by Executive Director Bijan Ahmadi & Research Associate Pouyan Kimiayjan
The ‘liberal international order’ is neither universal nor exceptional

**The National Interest**

by Research Director Arta Moeini & Research Fellow Christopher Mott

A non-partisan commission is what Canada needs to address the emerging national challenges presented by climate change

**Globe & Mail**

by Senior Fellow Ann Fitz-Gerald

A reunified Korea could be a formidable power in East Asia

**Responsible Statecraft**

by Research Fellow Christopher Mott

Assumer sa part de responsabilité dans la crise ukrainienne

**Le Devoir**

by Senior Fellow Jean-François Caron

— and more.

Ottawa’s 5G policy a stress test for Canada-China relations

**The Hill Times**

by Research Associate Johnsen Romero

How Japan’s new prime minister sees competition with China

**The National Interest**

by Research Associate Pouyan Kimiayjan

La guerre au terrorisme, un échec stratégique et moral

**L'actualité**

by Senior Fellow Jean-François Caron

La coalition anti-Chine a fait long feu

**La Presse**

by Advisor Jocelyn Coulon

Co-operation, pragmatic engagement the path forward for Canada’s Arctic foreign policy

**The Hill Times**

by Research Associate Alexandra Slobodov

As seen in:
IPD grew its expertise by leaps and bounds in 2021. In the fall of 2021, it welcomed its first fellowship cohort, adding a dozen fellows to its ranks and programs.

The Institute also continued to add to its bench of advisory board members including former ambassadors, academic leaders, and more. Each brings long and established records in public service, diplomacy, or scholarship to strengthen IPD’s organizational and decision-making structure.

Review our full roster of fellows, advisors, and researchers as IPD continues to expand its network of contributors and affiliates.

"IPD is fast becoming a leading hub of realist grand strategy research and analysis in North America. As a non-partisan and independent institute, IPD has commissioned and led various critical studies on the future of the international system and emerging trends amid structural shifts to the postwar order. By producing analytic briefs, white papers, and in-depth monographs, IPD researchers and fellows have been on the front lines of inquiry about the rise of multipolarity, the decline of liberal international order, the global system of alliances, the concept of middle powers, and the discontents of indiscriminate securitization."

— Arta Moeini, Research Director, IPD
Executive Leadership

Bijan Ahmadi
Executive Director

Younes Zangiabadi
Executive Vice President

Arta Moeini
Research Director

Advisors & Fellows

Max Abrahms
Senior Fellow

Jon Allen
Advisor

David Carment
Senior Fellow

Jean-François Caron
Senior Fellow

Marco Cesa
Senior Fellow

Margaret Cornish
Advisor

Jocelyn Coulon
Advisor

David Dewitt
Advisor
Luciano Zaccara
Advisor

Stephen Smith
Associate Fellow

Ahmad Farid Tookhy
Senior Fellow

Michael Vlahos
Senior Fellow

Haig Sarafian
Advisor

Alan Whiteside
Advisor

Research & Support Staff

Pouyan Kimiayjan
Research Associate

Alexandra Slobodov
Research Associate

Johnsen Romero
Research Associate

Coleman Hopkins
Research Assistant
Engagements

Over the course of 2021, IPD consulted, hosted, and engaged with over 160 foreign policy practitioners through participation in its roundtable events, digital seminars, and Chatham House discussions as well as guest contributions through its publications.

Robert Ross: Professor, Boston College; Associate, Fairbank Center for Chinese Studies, Harvard University
Rachel Esplin Odell: Research Fellow, East Asia Program, Quincy Institute for Responsible Statecraft
Jeffrey Reeves: Vice President, Research, Asia Pacific Foundation of Canada
Barbara Slavin: Director, Future of Iran Initiative, Atlantic Council
Hossein Mousavian: former Iranian Ambassador to Germany; Research Scholar, Woodrow Wilson School of Public and International Affairs
Ebtesam Al-Ketbi: Founder and President, Emirates Policy Center
Ilan Goldenberg: Director, Middle East Security Program, Center for New American Security
Abdullah Baabood: Chair of the State of Qatar for Islamic Area Studies and Visiting Professor, School of International Liberal Studies, Waseda University
Ellen McClain: Former Deputy Assistant Secretary, US Department of Homeland Security
John P. Wagner: Former Deputy Executive Assistant Commissioner, Office of Field Operations, US Customs and Border Protection
Paul Clark: Vice President, InterVISTAS Consulting Inc.
Sharon Zhengyang Sun: Trade Policy Economist, Canada West Foundation; Distinguished Fellow, Asia Pacific Foundation of Canada
Paul Evans: HSBC Chair in Asian Research, School of Public Policy and Global Affairs, University of British Columbia
Senator Yuen Pau Woo: Former President and CEO, Asia Pacific Foundation
Graham Shantz: President, Canada China Business Council; former Assistant Deputy Minister, Asia Pacific, Global Affairs Canada
Henry Huiyao Wang: President, Center for China and Globalization
Guy Saint-Jacques: Former Canadian Ambassador to China
Jonathan Fulton, Assistant Professor, Zayed University; Non-resident Senior Fellow, Middle East Programs, Atlantic Council
Yahia Zoubir: Professor and Director of Research in Geopolitics, KEDGE Business School
Judy Twigg: Professor of Political Science at Virginia Commonwealth University
Chris Kilford: Former Canadian Defense Attaché to Turkey; Fellow, Centre for International and Defence Policy, Queen's University
Jean-Christophe Boucher: Assistant Professor at University of Calgary
Cong Peiwu: Ambassador of the People’s Republic of China to Canada
Mark Kruger: Former Senior Director, International Economic Analysis Department, Bank of Canada; Senior Fellow, Yicai Research Institute; Senior Fellow, China Institute, University of Alberta; Senior Fellow, Centre for International Governance Innovation
Lawrence Wilkerson: Retired US Army Colonel; former Chief of Staff to US Secretary of State Colin Powell; Distinguished Adjunct Professor of Government & Public Policy, College of William and Mary
Sanam Vakil: Deputy Director, MENA Programme, Chatham House
Denise Natali: Director, Center for Strategic Research, National Defense University; Former Assistant Secretary, Bureau of Conflict & Stabilization Operations, US Department of State
Hassan Ahmadian: Professor of the Middle East and North Africa Studies, University of Tehran
Abdulaziz Sagar: Chairman, Gulf Research Center; Consultative Board Member, Geneva Center for Security Policies
Andrew Parasiliti: President, Al-Monitor; Adjunct Political Scientist and former Director, Center for Global Risk and Security, RAND Corporation
Dmitri Trenin: Director, Carnegie Moscow Center
Joost R. Hiltermann: Director of MENA Programme, International Crisis Group
Roxane Farmanfarmaian: Affiliated Lecturer, University of Cambridge
Andrew A. Michta: Dean, College of International and Security Studies, Marshall Center
Kelley Vlahos: Senior Advisor, Quincy Institute for Responsible Statecraft and Editorial Director, Responsible Statecraft
Chas Freeman: Former US Ambassador to Saudi Arabia & Assistant Secretary of Defense for International Security Affairs
Ferry de Kerckhove: Former Canadian Ambassador to Egypt; Senior Fellow, Graduate School of Public & International Affairs, University of Ottawa
Dennis Horak: Former Canadian Ambassador to Saudi Arabia and Head of Mission/Charge d'affaires in Iran
Erica Di Ruggiero: Director, School of Public Health, University of Toronto
Reyhana Patel: Head of Communications and Government Relations, Islamic Relief Canada
Amir Barmaki: Former Head of Office, United Nations Office for the Coordination of Humanitarian Affairs
Catherine Gribbin: Senior Legal Advisor for International and Humanitarian Law, Canadian Red Cross
David Petraeus: Retired US Army General; former Commander, US Central Command and former Director, Central Intelligence Agency
Trita Parsi: Executive Vice-President, Quincy Institute for Responsible Statecraft
Elizabeth Hagedorn: State Department Correspondent, Al-Monitor
Dania Thafer: Executive Director, Gulf International Forum
Kayhan Barzegar: Professor and Chair, De-
Sanam Shantyaei: Senior Journalist, France24 and Host, Middle East Matters

William Ruger: Vice President for Research and Policy, Charles Koch Institute

Sergio Marchi: Former Canadian Minister of International Trade and Ambassador to the World Trade Organization

Scott Jolliffe: Chairperson, Canada Arab Business Council

Esfandyar Batmanghelidj: Founder and CEO, Bourse & Bazaar Foundation; Visiting Fellow, Middle East and North Africa Programme, European Council on Foreign Relations

Nizar Ghanem: Director of Research and Co-founder, Triangle

Nicki Siamaki: Researcher, Control Risks

Mark Fitzpatrick: Associate Fellow and former Executive Director, International Institute for Strategic Studies; former Deputy Assistant Secretary for Non-Proliferation, US State Department

Ali Vaez: Iran Project Director, International Crisis Group

Negar Mortazavi: Journalist and Political Analyst; Host of Iran Podcast

David Albright: Founder and President, Institute for Science and International Security

Kerry Buck: Former Canadian Ambassador to NATO; Senior Fellow, Graduate School of Public and International Affairs, University of Ottawa

Walter Kemp: Former Head, Strategic Policy Support Unit, OSCE

Doug Saunders: International Affairs Columnist, The Globe and Mail

Frédéric Mérand: Director, Centre d’études et de recherches internationales de l’Université de Montréal

Thomas Reynaert: Managing Director, Airlines for Europe

Abdul Wahab Teffaha: Secretary General, Arab Air Carriers Organization

George Petsikas: Chair, Industry Affairs Advisory Council; Senior Director, Government & Industry Affairs, Air Transat

Gonzalo Yello: Legal Director, Latin American and Caribbean Air Transport Association

Subhas Menon: Director General, Association of Asia Pacific Airlines

Doug Bandow: Senior Fellow, Cato Institute; former Special Assistant to President Ronald Reagan

Douglas Macgregor: Retired US Army Colonel and former Senior Advisor to US Secretary of Defense Christopher Miller; Senior Fellow, The American Conservative

Adam K. Webb: American Co-Director, Hopkins-Nanjing Center; Resident Professor of Political Science, Johns Hopkins SAIS

Michael Swaine: Director, East Asia Program, Quincy Institute for Responsible Statecraft

Paul Heer: Distinguished Fellow, Center for the National Interest; Non-Resident Senior Fellow at the Chicago Council on Global Affairs

Lyle J. Goldstein: Director, Asia Engagement, Defense Priorities; former Research Professor, China Maritime Studies Institute, Naval War College

Richard Hanania: Research Fellow, Defense Priorities; President, Center for the Study of Partisanship and Ideology

Jeremi Suri: Professor of Public Affairs and History and Mack Brown Distinguished Chair for Leadership in Global Affairs, Lyndon B.
Johnson School of Public Affairs, University of Texas at Austin

Colin Robertson: Vice President, Canadian Global Affairs Institute; Distinguished Senior Fellow, Norman Paterson School of International Affairs, Carleton University

Sarah Goldfeder: Former Special Assistant to the US Ambassador to Canada; Manager of Government Relations, Canada Public Policy Team, General Motors

Paul Triolo: Managing Director, Global Technology Policy, Eurasia Group

Rogier Creemers: Co-founder, DigiChina, New America and Stanford University; Assistant Professor, University of Leiden

Steven Weber: Professor, UC Berkeley; Faculty Director, Berkeley Center for Long Term Cybersecurity

Rebecca Fannin: Founder, Silicon Dragon Ventures

Nilofar Sakhi: Director of Policy and Diplomacy, McColm & Company; Non-Resident Senior Fellow, South Asia Center, Atlantic Council

Nipa B. Banerjee: Senior Fellow, School of International Development and Global Studies, University of Ottawa; former Head of Canada’s Aid Program in Afghanistan

Shelly Kittleson: Journalist, Al-Monitor

Daniel Bell: Dean, School of Political Science and Public Administration, Shandong University; Professor, Schwarzman College, Tsinghua University

Richard Kurland: Lawyer, Editor-in-Chief of Lexbase, Former Special Advisor to the Office of the Auditor General of Canada on International Affairs and Immigration

Claes G. Ryn: Professor & Founding Director of the Center for the Study of Statesmanship, The Catholic University of America

Kim Richard Nossal: Professor Emeritus, Department of Political Studies and Fellow, Centre for International and Defence Policy, Queen’s University

Henri-Paul Normandin: Former Canadian Ambassador and Deputy Permanent Representative to the United Nations; former Counsellor at the Canadian Embassy in China

Amy Karam: Fellow, Canadian Global Affairs Institute

Mahsa Rouhi: Associate Professor and Research Fellow, National Defence University

George Lopez: Professor Emeritus, Kroc Institute for International Peace Studies, University of Notre Dame

Brian O’Toole: Senior Non-Resident Fellow, Atlantic Council

Gregoire Mallard: Director of Research, Graduate Institute of International and Development Studies

Bobo Lo: Nonresident Fellow, Lowy Institute; Associate Research Fellow, French Institute of International Relations

Nobushige Takamizawa: Former Deputy Secretary-General, Japanese National Security Secretariat; former Japanese Ambassador to the Conference on Disarmament

Ralph A. Cossa: President Emeritus and WSD-Handa Chair, Pacific Forum

Jeffrey Sachs: Director, Center for Sustainable Development, Columbia University; former Special Advisor to UN Secretary-General

Victor Gao: Vice-President, Center for China and Globalization

David Dollar: Senior Fellow, Brookings Institution; former Country Director for China, World Bank
Samantha Custer: Director of Policy Analysis, AidData, William & Mary Global Research Institute

Geoff Raby: Former Australian Ambassador to China, APEC, and the WTO; former Deputy Secretary, Department of Foreign Affairs and Trade

Hugh Stephens: Distinguished Fellow, Asia Pacific Foundation; former Canadian Assistant Deputy Minister, Policy and Communications, DFAIT

Zack Cooper: Co-director, Alliance for Securing Democracy; Senior Fellow, American Enterprise Institute

Shihoko Goto: Deputy Director, Geoeconomics and Senior Associate for Northeast Asia, Wilson Center

Sarah Kutulakos: Executive Director and Chief Operating Officer, Canada China Business Council

John Nilsson-Wright: Korea Foundation Korea Fellow and Senior Fellow, Chatham House; Senior Lecturer, Cambridge University

Jia Wang: Director, China Institute, University of Alberta

Carlo Dade: Director, Trade & Investment Centre, Canada West Foundation

Yves Tiberghien: Professor and Konwakai Chair in Japanese Research, UBC; Director, Centre for Japanese Research, University of British Columbia

Yanling Wang: Associate Director and Professor, Norman Paterson School of International Affairs, Carleton University

Brian Job: Professor Emeritus, Political Science, and Associate Faculty, School of Public Policy and Global Affairs, University of British Columbia

David Welch: University Research Chair and Professor, University of Waterloo

Elina Noor: Director, Political-Security Affairs, Asia Society Policy Institute

Sarang Shidore: Director of Studies, Quincy Institute for Responsible Statecraft

Eugene Gholz: Visiting Fellow, Defense Priorities; Associate Professor, University of Notre Dame

Van Jackson: Senior Lecturer, Victoria University of Wellington; Distinguished Fellow, Asia Pacific Foundation

Ken Urquhart: Global Vice-President of 5G Strategy, Zscale

Marc Finaud: Head, Arms Proliferation, Geneva Centre for Security Policy

Kelsey Davenport: Director, Nonproliferation Policy, Arms Control Association

Akaash Maharaj: Ambassador at Large, Global Organization of Parliamentarians Against Corruption

Teresa Woo-Paw: Former MLA and Cabinet Member of Alberta; Chair-Canadian Race Relation Foundation

Karen R. Mock: President, JSpace; Chair, Advisory Committee, Heart to Heart; Advisory Board Member, Canadian Anti-Hate Network

John Velho: Canada Lead on Safer Skies Initiative and Director, Passenger Protect Program and Target Operations, Transport Canada

Nico Voorbach: Director, ICAO Affairs, CANSO

Matthew Vaughan: Director, Aviation Security and Cyber, International Air Transport Association

Hany Bakr: SVP Aviation and Maritime Security, MedAire International

Martha Crago: Vice-Principal, Research and
Innovation, McGill University

**Paul Davidson**: President, Universities Canada; former Executive Director, World University Service of Canada

**Rizhi Wang**: Professor of Applied Science and Canada Research Chair, University of British Columbia

**John Mearsheimer**: R. Wendell Harrison Distinguished Service Professor of Political Science, University of Chicago; Fellow, Quincy Institute for Responsible Statecraft

**David C. Kang**: Fellow, Quincy Institute for Responsible Statecraft; Maria Crutcher Professor of International Relations and Director, USC Korean Studies Institute, University of Southern California

**Dani Belo**: Assistant Professor of International Relations, Webster University

**Ali Ahmadi**: Executive Fellow, Geneva Centre for Security Policy

**Bojan Ramadanovic**: Data Science Lead, Deloitte Canada

**Srdjan Vucetic**: Professor, Graduate School of Public and International Affairs, University of Ottawa; Co-Director, Security, Canadian Defence and Security Network

**Hugh Segal**: Mathews Fellow in Global Public Policy, Queen’s University; Senior Advisor at Aird & Berlis; former Canadian Senator and Chair, Special Senate Committee on Anti-Terrorism; former Principal, Massey College; former Chief of Staff to Prime Minister Brian Mulroney

**Lisa Lalande**: CEO, Century Initiative; former Executive Director, Not-for-Profit Research Hub, Mowat Centre

**Adam Lajeunesse**: Irving Shipbuilding Chair in Canadian Arctic Marine Security Policy and Assistant Professor, Brian Mulroney Institute of Government, St. Francis Xavier University

**Jonathan Paquin**: Professor, Université Laval

**Irvin Studin**: President, Institute for 21st Century Questions

**Francesco Belcastro**: Lecturer, University of Derby; Fellow, Centre for Syrian Studies, University of St. Andrews

**Ross Fetterly**: Former Deputy Commander, Canadian Contingent, UN Disengagement and Observer Force; Adjunct Professor, Royal Military College of Canada

**Barney Bartlett**: Researcher, Audere International

**Shirin Hakim**: Researcher, Centre for Environmental Policy, Imperial College London

**Karen MaKuch**: Senior Lecturer, Centre for Environmental Policy, Imperial College London


**Ben Rowswell**: President, Canadian International Council; former Canadian Ambassador to Venezuela

**Paul Meyer**: Former Canadian Ambassador to the United Nations; Adjunct Professor, School for International Studies, Simon Fraser University

**Thomas Axworthy**: Former Principal Secretary to Prime Minister Pierre Trudeau; Chair, Public Policy Program, Massey College; Secretary-General, InterAction Council; Distinguished Fellow, Munk School of Global Affairs and Public Policy

**Jack Cunningham**: Program Coordinator, Bill Graham Centre for Contemporary International History, Trinity College, University of Toronto.
Hélène Laverdière: Former Member of Parliament; former NDP Critic for Foreign Affairs and Shadow Minister for International Development.

Stephen Saideman: Paterson Chair in International Affairs, Carleton University.

John Packer: Director, Human Rights Research and Education Centre (HRREC) and Neuberger-Jesin Professor of International Conflict Resolution, University of Ottawa.

Michael Byers: Professor, Department of Political Science and Canada Research Chair in Global Politics and International Law, University of British Columbia

Andrew Cohen: Associate Professor, School of Journalism and Communication, Carleton University

Marie-Joëlle Zahar: Director, Research Network on Peace Operations, Université de Montréal; former Senior Expert, Standby Team of Mediation Experts, UN Department of Political Affairs

Jonathan Paquin: Professeur, Département de Science Politique, Université Laval

Amal Attar-Guzman: Associate Editor, The Hub Canada Media

Andrew Thomson: Senior Fellow, Centre for International Governance Innovation; Adjunct Assistant Professor, University of Waterloo; former Chair, Amnesty International Canada

Stéphanie Martel: Assistant Professor, Department of Political Studies and Fellow, Centre for International and Defence Policy, Queen’s University

Michael Manulak: Assistant Professor, The Norman Paterson School of International Affairs, Carleton University; Fellow, Balsillie School of International Affairs, University of Waterloo; Fellow, Canadian Global Affairs Institute

Joseph Debanné: Chair of Advisory Council, Ottawa Forum on Israel Palestine; Founding Dean of the Faculty of Management Sciences, University of Ottawa

Marie Lamensch: Project Coordinator, Montreal Institute for Genocide and Human Rights Studies, Concordia University; Associate Member, Observatoire de géopolitique & Observatoire des conflits multidimensionnels, Chaire Raoul Dandurand; former President, Canadian International Council, Montreal

Jacob Fortier: Emerging Scholar, Network for Strategic Analysis, Northwestern University

Pierre Colautti: Emerging Scholar, Network for Strategic Analysis, Laval University

Jeremy Wildeman: Fellow, Human Rights Research and Education Centre, University of Ottawa
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- The Institute of International Education
- The Charles Koch Institute
- InterVISTAS Consulting

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Since its establishment, IPD has only received government funding from the public programs associated with the Canadian federal government.

### 2021 Financial Highlights

Highlight for the year ended December 31, 2021.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2021 CAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorships, donations, and grants</td>
<td>$294,973.71</td>
</tr>
<tr>
<td>Other revenues*</td>
<td>$20,000.00</td>
</tr>
<tr>
<td></td>
<td>$314,973.71</td>
</tr>
</tbody>
</table>

*This amount is related to a loan forgiveness that based on accounting rules must be accounted for as a revenue in 2021.
### Operating expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll</td>
<td>$153,736.04</td>
</tr>
<tr>
<td>Contract/fellowship/honorarium</td>
<td>$76,149.29</td>
</tr>
<tr>
<td>Digital media and communications</td>
<td>$11,415.42</td>
</tr>
<tr>
<td>Travel expenses</td>
<td>$8,412.37</td>
</tr>
<tr>
<td>Marketing</td>
<td>$6,154.43</td>
</tr>
<tr>
<td>Legal and professional</td>
<td>$1,969.84</td>
</tr>
<tr>
<td>Telephone and internet</td>
<td>$2,546.24</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$1,324.76</td>
</tr>
<tr>
<td>Bank service charges</td>
<td>$527.84</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$262,236.14</strong></td>
</tr>
</tbody>
</table>

### Income over expenditures for the year

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income over expenditures for the year</td>
<td>$52,737.57</td>
</tr>
<tr>
<td>Income / (Deficit) — beginning of the year</td>
<td>-$10,676.16</td>
</tr>
<tr>
<td>Income / (Deficit) — end of the year</td>
<td>$42,061.41</td>
</tr>
</tbody>
</table>
Policy

On Independence & Integrity in Research

As an independent research institution committed to the highest standards of organizational and personal ethics, IPD’s work is guided by the following key principles:

- IPD is committed to institutional independence and independence of experts and scholars it works with. All experts and scholars who work with IPD shall meet the highest standards of research and professional ethics.
- IPD does not take institutional positions on policy issues and the content of IPD publications reflects the views of their authors alone.
- IPD is committed to academic freedom and provides a workplace that is supportive and inclusive. IPD helps the experts and scholars it works with to amplify the impact of their research.
- IPD engages in collaboration with other organizations to advance its research work. Our relationships and collaboration with other organizations are based on their roles as stakeholders. In all cases, IPD and scholars working with IPD reserve full authority for deciding on areas of activity, methodology, and research conclusions.
- IPD’s personnel, experts and advisors shall not permit the interests of any outside party to inappropriately influence IPD’s work, including its research methods or conclusions.
- In keeping with its mission and values, IPD does not engage in lobbying activity and complies fully with all applicable laws in Canada, the United States, and where it legally operates. IPD will not engage in any representational activities on behalf of any entities or interests and its activities will be limited to academic and research-related work.
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The Institute for Peace & Diplomacy (IPD) is a non-profit and non-partisan North American international affairs think tank operating in the United States and Canada dedicated to promoting dialogue, diplomacy, prudent realism, and military restraint—principles which we believe are the four cornerstones of sustainable peace in an increasingly complex and dynamic international system.

Visit us at peacediplomacy.org to learn more.

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Contact Us

For media inquiries and to arrange an interview with one of our experts, contact our communications team.

E: info@peacediplomacy.org
T: (647) 280-4983
W: peacediplomacy.org