Dear Colleagues,

In 2024 Georgetown University Press is celebrating its sixtieth year of publishing books for a better world. Over the decades we’ve been publishing books that push scholarly boundaries, help students learn world languages, and more recently, explore the history and cultures of Washington, DC. Throughout this anniversary year, we’ll be celebrating classic books in each of these areas, such as Deborah Tannen and Anna Marie Trester’s *Discourse 2.0*, the Al-Kitaab Arabic Language Program, and *Black Georgetown Remembered*.

In 2024 we’ll also be publishing what I believe is our strongest list of new books yet. Maurice Jackson’s *Rhythms of Resistance and Resilience* provides a new angle on the Black history of DC, while Mahmoud Azaz and Ayman Mohamed’s *El-Mumtaaz: Beginning Contemporary Egyptian Arabic* continues our tradition of publishing impactful language texts. Sarah Dusek’s *Thinking Bigger* and Matthew Kohut’s *Speaking Out* signal a new endeavor for the press. Our global business list aims to contribute to creating a more productive and just economy.

We look forward to celebrating our 60th birthday with all our partners.

Sincerely,

Al Bertrand
Director
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Thinking Bigger
*A Pitch–Deck Formula for Women Who Want to Change the World*

**SARAH DUSEK**

*Foreword by Suneera Madhani*

**A GUIDE FOR WOMEN ENTREPRENEURS TO HELP THEM GET THE FINANCING THEY NEED TO BUILD BIG BUSINESSES AND CHANGE OUR WORLD**

The lack of female representation among top-earning business founders is surprising when compared with the number of women who start businesses. Fewer than thirty women in history have taken companies they founded public on leading stock exchanges. Although consistent references to “women and small business” dominate global development strategies and influence public policy, women are granted less than 2 percent of all venture capital investments annually.

*Thinking Bigger* is designed to provide women with the keys to unlocking capital and thinking bigger. Its author, Sarah Dusek, an entrepreneur and a venture capitalist, shares personal anecdotes highlighting obstacles that women face in business and how to overcome them. She reveals the metrics that really matter to venture capitalists and how to pitch them successfully. Her book delves into the art and science of creating a winning “pitch deck”—the standard formula for pitching to investors—from crafting a compelling story to using data and design to make a lasting impact.

*Thinking Bigger* positions women to get the financing they need—to build big businesses, to scale their endeavors, and to make a positive impact on our world.

**SARAH DUSEK** is the cofounder of Few & Far, an eco-travel company, and the cofounder of Enygma Ventures, a venture capital fund that she launched after scaling up her first travel business, Under Canvas, to $100 million. She invests in women-led businesses in Southern Africa, creates solutions for wealth disparities, and champions access to capital for women.
Q&A WITH THE AUTHOR

At what point in your career did you realize the need for a book like Thinking Bigger?

In 2015, six years into building my company, Under Canvas, a venture capitalist visited one of our sites and emphasized the urgent need for us to raise capital to grow exponentially. Despite loving the idea of expanding our business, I realized I had no knowledge of how to raise capital. This encounter revealed a significant gap in my understanding and sparked a journey of learning the ins and outs of investment and business growth. It was through my own experiences and the realization that many women entrepreneurs faced similar knowledge gaps that the idea for Thinking Bigger was born.

Would you say Thinking Bigger functions as both an informational guide and professional memoir?

Yes. Thinking Bigger delves into the art and science of creating a winning pitch deck, offering practical, usable tools for women entrepreneurs, alongside real-life examples from other female entrepreneurs and stories from my own journey as both an entrepreneur and an investor. The book provides the necessary tools to succeed while also sharing personal experiences that highlight the challenges and victories of my entrepreneurial journey.

How does Thinking Bigger meet the needs of women entrepreneurs?

Thinking Bigger is designed to meet the needs of women entrepreneurs by addressing the knowledge gaps and challenges they often face, particularly in the realms of finance and business growth. It offers practical advice on creating compelling pitch decks, understanding investment and funding, and scaling businesses. The book emphasizes the importance of women-led businesses in creating a more equal and diverse world and provides strategies to overcome barriers to funding. It empowers women to shift their thinking, embrace larger ambitions, and harness investment opportunities to build significant, scalable businesses.
“With the profound changes taking place in our society, companies have had to rethink their role in terms of both responsibility and the political environment. Kohut’s new book is the first definitive look at this topic and a must read for every senior executive team looking for a comprehensive guide to this topic.”

—Paul A. Argenti, professor of corporate communication, Tuck School of Business, Dartmouth College

“An invaluable guide for all chief communications officers, indeed for all communicators. If you are advising your CEO or board on what to say and how and when to say it, read this first.”

—Richard Socarides, former chief communications officer, commentator, and investor

“Speaking Out offers a new framework for understanding how to manage corporate communications challenges with a shared emphasis on actions and words. Case studies of leaders who have spoken out and backed their words with action are contrasted with those of others who have had mixed records on accountability, failed to show progress in public commitments, or faced consequences for taking a stance. These real-world examples demonstrate the difference between public relations efforts that can be easily dismissed as spin and authentic communication that enhances credibility and trust.

Speaking Out demonstrates that managing risk today involves knowing not just when to speak and what to say but also what to do. Providing much-needed guidance, this book will be an invaluable compass for effective corporate communications for established and aspiring C-suite leaders alike. Professionals working in corporate and executive communications, marketing and branding, government relations, corporate social responsibility, and public relations will also benefit from the wisdom within Speaking Out.”

MATTHEW KOHUT is the coauthor of The Smart Mission: NASA's Lessons for Managing Knowledge, People, and Projects (2022) and Compelling People: The Hidden Qualities That Make Us Influential (2013), one of Amazon's Best Business Books of 2013. As the managing partner of KNP Communications, he has prepared CEOs, elected officials, and public figures for events from live television appearances to TED talks.
Q&A WITH THE AUTHOR

How did the changing cultural climate of the United States impact the process of writing this book?

Business leaders increasingly find themselves forced to navigate complex political and social issues in part because of broad cultural changes in the United States over the past dozen years or so. It’s important to recognize that cultural changes are intertwined with the political context in the United States, which has become increasingly partisan over the same period. In many cases, corporate leaders have had to deal with issues affecting their employees after political leaders have proposed legislation that restricts the freedoms of a certain group of people.

Did you find it necessary to adapt and alter some chapters or points of focus based on what was going on in the country at large?

The challenge with writing a book like this is that issues constantly emerge, evolve, and disappear. The case study of Anheuser-Busch’s response to the social media backlash against its relationship with influencer Dylan Mulvaney unfolded in real time while I was finalizing the manuscript. Since many issues are ephemeral, I focused on identifying 1) the cultural and political dynamics that can shape issues, and 2) enduring principles of effective communication that leaders should keep in mind when deciding how to respond to an issue.

What does Speaking Out add to the discourse around communication in businesses and corporations?

Speaking Out is the first book-length exploration of the role of political and social issues in business leadership communications. Things are fundamentally different now than in the late twentieth century, when the standard playbook for risk avoidance was simply to say nothing. On any given issue, today’s corporate leaders have to weigh the risk of speaking out against the risk of remaining silent. The case studies in the book illustrate both the complex stakeholder dynamics that inform these decisions as well as the importance of backing words with action.
The Warren Court and the Democratic Constitution

MORTON J. HORWITZ

Afterword by Erwin Chemerinsky

A TIMELY HISTORY OF THE PROFOUND IMPACT OF EARL WARREN’S SUPREME COURT ON MANY AREAS OF MODERN AMERICAN GOVERNMENT AND SOCIETY

From 1953 to 1969, Earl Warren served as chief justice of the US Supreme Court. During that time, the Warren Court made a number of historically important decisions involving anti-miscegenation laws (Loving v. Virginia), the right to privacy (Griswold v. Connecticut), and, perhaps most important, racial segregation (Brown v. Board of Education).

In *The Warren Court and the Democratic Constitution*, Horwitz highlights the radical shift in traditional jurisprudential ideas that occurred during Earl Warren’s tenure as chief justice. He details how *Brown v. Board of Education* exerted a powerful influence on the agenda of the Warren Court and reshaped almost every subject area in constitutional law. With this decision, the concept of a “living Constitution,” the idea that the Constitution ought to develop to accommodate social change, emerged and was institutionalized by the Court. Brown inspired a more active reading of the Equal Protection Clause and recognized the rights of supposed “outiders” (e.g., undocumented peoples and children born out of wedlock).

The Warren Court’s jurisprudence is radically opposed to the current Supreme Court’s emphasis on originalism, the approach of interpreting the Constitution according to its meaning at the time of writing. Readers interested in an alternative to originalism, as well as Supreme Court history and civil rights, will gain a deeper understanding of the profound impact of the Warren Court on many areas of modern American government and society.

Q&A WITH THE AUTHOR

Why is it important to reflect on the Warren Court in our current political climate?

The Warren Court reminds readers of a time not too long ago when the Supreme Court advanced equality and democracy as supreme constitutional values.

What has changed or been uncovered since publication of your earlier work: The Warren Court and the Pursuit of Justice?

My previous Warren Court book covers only a portion of the important events of the Warren Era. The biggest difference is in the use of newly available internal accounts: the diaries and letters of some of the justices as well as accounts of the justices’ law clerks.

What do you hope readers will take away from this book?

Understanding constitutional law requires knowledge of both the personal and the political, the biographical and the legal. I seek to offer biographical insight into the legal values of the major figures of the Warren Court. I hope that the reader comes to realize, in the words of Justice Holmes, that “the life of the law has not been logic; it has been experience.

Lawyers George E.C. Hayes (left), Thurgood Marshall (center), and James M. Nabrit join hands as they pose outside the U.S. Supreme Court on May 17, 1954, after the ruling that segregation is unconstitutional. Associated Press.
Rhythms of Resistance and Resilience
How Black Washingtonians Used Music and Sports in the Fight for Equality
MAURICE JACKSON
Foreword by E. Ethelbert Miller

THE STORIES OF THE BLACK MEN AND WOMEN WHO COMBATED RACIAL PREJUDICE IN WASHINGTON, DC, WITH SPORTS AND MUSIC

In the nation’s capital, music and sports have played a central role in the lives of African Americans, often serving as a barometer of social conflict and social progress—for sports clubs and ball games, jam sessions and concerts offered entertainment, enlightenment, and encouragement. At times, they have also offered a means of escape from the harsh realities of everyday life.

*Rhythms of Resistance and Resilience* tells the story of these musicians and athletes who have used their skills and their determination to achieve success in the face of discrimination. Jackson begins with pioneers such as James Reese Europe, who formed the first musicians’ union in the city and fought as a member of the Harlem Hellfighters in World War I, and ends with giants of the twentieth century, such as Duke Ellington and Georgetown University basketball coaching legend John Thompson Jr.

Readers interested in the history of Washington, DC, the civil rights movement, racial justice, music, and sports will draw important lessons from these stories of the Black men and women who found in sports and music spaces to combat racial prejudice and bring people in the District of Columbia together.

MAURICE JACKSON teaches Atlantic World and African American history at Georgetown University. He is the author of *Let This Voice Be Heard* and coeditor of *African Americans and the Haitian Revolution* and *DC Jazz* (Georgetown University Press, 2018). He was the inaugural chair of the Washington, DC, Commission on African American Affairs, appointed by the mayor.

"Detailing the emerging backbone of modern American culture, this inspiring chronicle maps the undercurrent of soul rippling just beneath the surface of blues choruses and home runs in one of our great metropolises."

—Pat Metheny, Grammy Award–winning guitarist and composer, NEA Jazz Master
Lillian Evanti became the first African American known to sing with an opera company in Europe. She was also the “first African American opera singer invited to the White House since 1882, when soprano Mathilda Joyner sang for President Harrison,” in 1934, when she sang for Eleanor Roosevelt.

Coach Thompson was called a “miracle worker,” but as Sports Illustrated noted some years after the championship, “perhaps the only miracle is that, given their disparate backgrounds, Thompson and Georgetown found each other.”

Jimmy Heath, of Heath Brothers fame, who said of his fellow tenor man: “A lot of cats came into DC who were heralded, who played the horn,” and “nobody warned them about Buck Hill. . . . Man, you get into a jam session with Buck Hill, you gonna come out skinned up.” On August 27, 2019, a 70-foot-high mural of Hill, the “wailin mailman,” was unveiled near the corner of 14th and U Streets NW in the center of gentrified Washington.
Nannie Helen Burroughs
*A Tower of Strength in the Labor World*

**DANIELLE PHILLIPS-CUNNINGHAM**

The overlooked story of one of the most influential labor leaders of the twentieth century reveals powerful lessons that still resonate.

At the dawn of the twentieth century, Black girls and women faced a harsh career landscape. Domestic labor and sharecropping—which were the most unregulated and lowest-paying occupations for women in the US economy—were the few available ways for Black women and girls to make a living in Jane Crow America. In response to these circumstances, Nannie Helen Burroughs, the pioneering Black American educator and civil rights leader, established the National Training School for Women and Girls (NTS) in Washington, DC.

*Nannie Helen Burroughs* tells the story of the powerful and unprecedented labor movement that resulted from Burroughs’s work at the NTS and with her colleagues in the National Association of Colored Women’s Clubs. The NTS proved to be a revolutionary labor and educational initiative that redefined household employment as a profession where social justice for the Black community could be achieved. The NTS was integral to the Black clubwomen’s labor movement, which paved the way for the broader transformation of the economic landscape for Black women and girls.

*Nannie Helen Burroughs* shines a light on a history that has been largely overlooked by scholars. It establishes Burroughs as one of America’s most influential labor leaders in the twentieth century and reveals the powerful lessons her work and ideas still offer America’s laborers, labor organizers, scholars, and women’s rights and racial justice activists.

DANIELLE PHILLIPS-CUNNINGHAM is an associate professor in the Department of Labor Studies and Employment Relations at Rutgers University—New Brunswick. She is the recipient of the National Women’s Studies Association’s Sara A. Whaley Book Prize for *Putting Their Hands on Race* (2020).

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“Phillips-Cunningham’s meticulously researched book on Nannie Burroughs makes a major contribution to labor history, African American and women’s history, and Black feminist studies.”
—Beverly Guy-Sheftall, founding director, Women’s Research & Resource Center, Anna Julia Cooper Professor of Women’s Studies, Spelman College

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$29.95 a / £24.00
paper 978-1-64712-528-8
$89.95 s / £72.00
cloth 978-1-64712-527-1
$29.95 n / £24.00
ebook 978-1-64712-529-5

FEBRUARY
336 pages / 6 x 9 / 49 b&w photos, 3 tables

BLACK HISTORY / HISTORY

World Rights
Q&A WITH THE AUTHOR

What was the research process like for writing this book? What drew you to Nannie Helen Burroughs?

I was drawn to Nannie Helen Burroughs after coming across a reference to her National Association of Wage Earners while conducting research for my first book. It was the first national organization of the twentieth century dedicated to advocating for standardized wages and working conditions for Black domestic workers. I was inspired to dig further into the treasure trove of materials in the Burroughs papers and write a book about the daring woman behind this historic organization.

How does this book add to the existing scholarship about Nannie Helen Burroughs?

This is the first book-length study that establishes Burroughs as one of the most influential labor leaders of the twentieth century. It also establishes Burroughs’s National Training School for Women and Girls, which she founded in 1909, as a significant site of labor organizing that advanced labor movements in the twentieth century.

What do you hope people take away from this comprehensive exploration of Nannie Helen Burroughs and her impact on the labor world?

I want people to take away from my book that Burroughs and other Black women educators of the National Association of Colored Women (NACW) were labor scholars and strategists who believed that women’s rights and civil rights were inherent to labor rights. They mobilized their comprehensive vision of labor rights to build an unprecedented labor movement in Jane Crow America. Legal scholar Pauli Murray coined the term Jane Crow to describe racial and gender discrimination enshrined in twentieth century laws, institutions, and social movements.

Burroughs and her co-organizers’ unyielding commitment to challenging intersecting racial, class, and gender disparities at the heart of the US economy is foundational to legislation such as the Voting Rights Act of 1965 and Title VII of the Civil Rights Act of 1964.
Hezbollah
The Global Footprint of Lebanon’s Party of God
With a new epilogue by the author
MATTHEW LEVITT

This book remains the most thorough examination of Hezbollah’s covert activities outside Lebanon that examines recent developments.

Hezbollah—which translates as “Party of God”—is a multifaceted organization: it is a powerful political party in Lebanon, a Shia Islam religious and social movement, Lebanon’s largest militia, a close ally of Iran and Hamas, and a terrorist organization.

Drawing on a wide range of sources—including declassified government documents, court records, and personal interviews with intelligence and law enforcement officials around the world—Hezbollah examines the party’s beginnings, its first violent forays into Lebanon, and its subsequent terrorist activities and criminal enterprises worldwide. The book describes Hezbollah’s ongoing role in Iran’s shadow war with Israel and the West. This updated edition includes a new preface and a substantive afterword by the author to update readers on Hezbollah’s activities in recent years, particularly in supporting the Assad regime in Syria’s civil war and the latest cross-border fighting between Hezbollah and Israel since October 7, 2023.

Levitt shows that Hezbollah’s willingness to use violence both at home and abroad, its global reach, and its proxy–patron relationship with Iran remain serious international concerns. This is an important book for scholars, policymakers, students, and the members of the general public who are interested in international security, terrorism, international criminal organizations, and Middle East studies.

MATTHEW LEVITT is the Fromer-Wexler Fellow at The Washington Institute for Near East Policy where he directs the Institute’s Reinhard Program on Counterterrorism and Intelligence. He is an adjunct professor at Georgetown University, and previously served in various US government positions at the Treasury and State Departments and the Federal Bureau of Investigation. He is the author of Hamas (2006) and Negotiating Under Fire (2008).
Q&A WITH THE AUTHOR

How does this book help us to better understand the possible future actions of Hezbollah?

In the decade since the last update to the book was published, Hezbollah has fought a war in Syria, significantly expanded its role as a regional coordinator of Iran’s proxy networks, pursued a massive arms procurement project, increased its illicit financial activities around the world and involving Lebanese banks, and continued carrying out terrorist plots around the world. Even before Hezbollah started firing rockets into Israel on a near daily basis in the wake of the Hamas attacks of October 7, 2023, the group had started moving the goalposts of the long established informal ‘rules of the game’ between Israel and Hezbollah. Understanding Hezbollah’s trajectory over the past few years will help explain the group’s future actions in Lebanon, the Middle East, and beyond.

How does the recently declassified information included in this book challenge or reinforce the general understanding of Hezbollah?

Significant amounts of new information included in this book shed light on how Hezbollah activities have changed, remained the same, or expanded over the past several years. Hezbollah remains the most powerful fighting force in Lebanon, but its political position has been challenged by its stance on the Syrian civil war, the Beirut explosion, and its role in the political and economic crises facing the country. Meanwhile, Hezbollah’s regional activities—and its role as a coordinator for Iranian proxies in the region—has expanded significantly. This, even as the group lost more fighters battling fellow Muslims in Syria than in all its wars and conflicts with the State of Israel combined. And yet, Hezbollah’s ties to Iran’s Islamic Revolutionary Guard Corps (IRGC), and it’s Qods Force in particular, has gotten much stronger over the past few years.
Iran’s Ministry of Intelligence
*A Concise History*

**STEVEN R. WARD**

**THE FIRST BOOK ABOUT IRAN’S SHADOWY MINISTRY OF INTELLIGENCE**

Steven R. Ward provides an accessible overview of Iran’s Ministry of Intelligence (MOIS) and its focus on tracking and countering domestic dissent and perceived foreign-inspired sedition. The ministry’s checkered record of effective intelligence operations includes a history of assassinations and human rights abuses. Developing a clearer picture of the MOIS is important for understanding how the Islamic Republic of Iran operates, seeks security, and competes with its adversaries.

*Iran’s Ministry of Intelligence* updates and improves on the paucity of available information about Iranian intelligence activities. The chapters in the book cover the MOIS’s origins, leaders, structure and organizational culture, operations and tradecraft, foreign partners, cultural representations, and future outlook. The book also provides a significant examination of this contemporary intelligence agency that does not follow the model of Western organizations.

*Iran’s Ministry of Intelligence* will be of interest to scholars, students, and general readers of intelligence and Iran’s history and politics. It will also be an important resource for national security and foreign policy practitioners.

**STEVEN R. WARD** worked as an intelligence officer for nearly thirty years with the Central Intelligence Agency, covering Middle Eastern, South Asian, and related national security issues. He served as a deputy national intelligence officer for the Near East and South Asia on the National Intelligence Council (2005–6) and as a director of intelligence programs for the National Security Council (1998–99). He is a retired US Army Reserve lieutenant colonel and 1980 graduate of the US Military Academy. He also is the author of *Immortal: A Military History of Iran and Its Armed Forces* (Georgetown University Press, 2009 and 2014).
Q&A WITH THE AUTHOR

What did you find was missing from scholarship about Iran’s intelligence ministry?

I realized there was a lack of recent scholarly work on the MOIS. The most comprehensive and often referenced study is a twelve-year-old report from the Library of Congress, and there have been few journal articles in the last decade focusing solely on the MOIS and its history. My book aims to bridge this gap by providing a concise yet comprehensive history of the MOIS, detailing its leadership, structure, and operations.

How has the ministry changed since its origination?

Since its establishment in 1984, the MOIS has steadily evolved while maintaining a focus on protecting the regime primarily from internal security threats and feared foreign-inspired and supported sedition. Initially created to unify numerous revolutionary security organizations, the MOIS blended conservative and reformist elements from the Iranian Revolution with personnel and tactics from the Shah’s intelligence services. As a result, it embedded various political divisions that continue to affect its intelligence gathering and counterespionage operations and its often-harsh treatment of Iranians.

How has your experience working in the CIA impacted your approach to writing on this topic? What are some of the unique advantages of writing from your perspective?

Drawing on my experience as a CIA intelligence analyst from 1985 to 2014 and my subsequent consulting work on Iran for the National Intelligence Council and US Central Command, I was able to bring to my research and writing a deep understanding of the Islamic Republic’s history, government, military and security services, and domestic and foreign policies. This extensive background allowed me to enrich the account of the nearly forty-year evolution of the MOIS’s leadership, organization, tradecraft, relationships, and culture with important historical and cultural context.
Mohamed Choukri, one of the most important writers of modern Moroccan literature, grew up in extreme poverty in Tangier and was illiterate until the age of twenty. After learning to read, he realized that “writing could also be a way to expose, to protest against those who have stolen my childhood, my teenage-hood and a piece of my youthfulness.” His vivid portrayals of marginalized people, which had been considered taboo, led to the censorship of his work and a cultural backlash in the Middle East.

In *Faces*, the third book in his trilogy of fictionalized autobiographical works, he describes gritty events, extreme poverty, prostitution, violence, sexual revelry, deprivation, and abuse. It is through his storytelling that Choukri reflects on human nature, love, and kindness—emphasizing the need for community and collaboration. *Faces* humanizes those undergoing poverty and places the blame for the violence they encounter squarely on colonial forces and the resulting postcolonial government, while opening literary traditions to a new style of writing.

Choukri’s friendships with Tennessee Williams, Paul Bowles, Jean Genet, and other writers brought him attention in his lifetime. But *Faces*—his last novel, which was originally published in Arabic in 1996—has remained untranslated until now. In English for the first time, Jonas Elbousty’s translation allows Choukri’s work to reach wider international discussions of contemporary Arab literature.

**Mohamed Choukri** (1935–2003) was a key figure in twentieth-century Arabic literature. His oeuvre includes many works, including his autobiographical trilogy, comprising *For Bread Alone*, *Streetwise*, and *Faces*.

**Jonas Elbousty** teaches in the Department of Near Eastern Studies at Yale University and is the director of undergraduate studies at the Council on Middle East Studies of the Yale MacMillan Center. He is the author or coauthor of eight books.
Choukri Faces Excerpt from Chapter 1

When the experience becomes stronger than regret, the feeling of guilt dissipates. Through this experience, I will not try either to absolve or condemn myself and others. Like a silkworm, I swing between feelings of absolute joy and absolute sorrow. Oh, if only you knew the beautiful things I wish for you or myself! What I wish for myself might be less beautiful than what I wish for everyone who shares my curse. I will never be afraid of a cursed and gloomy tomorrow: whether it be alone or with the devil.

Even nights in Tangier, which, until the very recent past, managed to preserve some of their youthful and beautiful spirit, have now become old, flabby, ugly, and soaked with shit. They have turned brutal as they no longer inspire comfort or security. I know that they are trying to avoid the charges leveled at them and all the suspicious things they have done. Even though I am aware that night has now become the Godfather and ally of crime, I will never stand against it, turn away, or forget how it used to keep me company. I am so indebted to it, for it was my support and ally in the difficult and strange times I have been through. I will not deny its beneficial side, and yet today I will not be an accomplice to the horrific crimes that it commits, which lead to the death of innocent people—crimes for which it has been unwilling to repent.
Mirrors for Princes
How “Tips for Tyrants” Became Clichés of Leadership

MICHAEL KEELEY

A HISTORICAL LOOK AT THE ROOTS OF MANAGEMENT THEORY REVEALS ITS FLAWS AND OFFERS IMPORTANT LESSONS FOR TODAY’S LEADERS

For four thousand years, kings and queens ruled the known world, while management experts—in the guises of sages, clerics, and courtiers of all kinds—told them how to do it. These proto-experts in leadership, ethics, and strategy wrote books describing the perfect prince. In such books, rulers could seek and polish their own reflection, as in a looking glass. These books were called mirrors for princes.

_Mirrors for Princes_ documents the clichés of this genre of literature. Typical mirrors taught the same formula, over and over: that people behave badly because of their pursuit of self-interest, which needs to be harnessed to a common goal by the ruler or leader. Eighteenth-century revolutions spelled the demise of princes and led to books that sought to instruct them. Today, the clichés of mirrors for princes live on in modern mirrors for managers. The rhetoric of common goals and transformational leadership has a pleasing resonance for top managers, affirming their authority, just as it did for kings and queens in mirrors for princes. Keeley’s goal is to sensitize readers to these clichés and to provide today’s business leaders with the tools to think more critically when reading business books.

_Mirrors for Princes_ concludes with advice for writers of management literature, suggesting how organizational theorists and business ethicists might avoid replicating the clichés of mirrors for princes by adopting a social-contract model of organizations.

MICHAEL KEELEY emeritus professor of management at Loyola Chicago, is the author of _A Social-Contract Theory of Organizations_ (1988) and has published his research in top-tier journals in both management and business ethics.
Q&A WITH THE AUTHOR

What drew you to the genre of mirrors for princes in the first place?

This book had a long gestation. It began as a book on James Madison. Through his opposition to The Idea of a Patriot King, a popular essay on politics of the day, Madison led me to mirrors for princes. The essay’s author, a British lord named Bolingbroke, called for a Patriot King to transform the self-interest of individuals and unite them in the pursuit of a shared goal: the common good. Historians of political thought now point to The Idea of a Patriot King as “the last major example in the English-speaking world” of the mirror-for-princes genre.

It led me to ask what exactly this genre of literature was. If it ended with Bolingbroke, when did it begin? Who wrote mirrors for princes, and what did they all say?

How did you come to realize the potential for the clichés within the genre to be applicable to organizations and management styles today

In researching mirrors for princes, I found that they sometimes addressed topical issues and differed in certain details; yet these books were remarkably similar in focus, repetitive to a fault: Their authors detected a problem—people were behaving badly. They diagnosed a cause—individuals were too selfish. And they prescribed a cure—people need a common goal and a leader to articulate it. The similarity to modern theories of “transformational” leadership is apparent. This book traces the clichés of mirrors for princes in the writings of management pioneers such as Robert Owen, Elton, Mayo, Peter Drucker, and James MacGregor Burns.
The Arts of Leading
Perspectives from the Humanities and the Liberal Arts
EDWARD BROOKS AND MICHAEL LAMB, EDITORS

Foreword by Elleke Boehmer

A DEEPLY INSIGHTFUL APPROACH TO CULTIVATING LEADERS OF CHARACTER CENTERED ON THE ARTS AND HUMANITIES

What does it mean to lead? Whom do we consider to be leaders? And how might viewing leadership through the many lenses of the humanities expand our understanding of how it is imagined, represented, and enacted?

Drawing on insights from eminent scholars in the classics, philosophy, religion, literature, history, art, music, and the theater, The Arts of Leading reveals the power of the arts and humanities to unsettle common assumptions about leadership and offer new contexts. Rather than instrumentalizing the arts and humanities or reducing them to mere management resources, this series of thoughtful and refreshing essays engages a litany of diverse and nuanced perspectives to uncover alternative ways of imagining and embodying leadership across different historical, moral, political, and cultural contexts.

By exploring how a wide range of disciplines can illuminate and humanize complex aspects of leadership that are often obscured in a discourse hooked on reductive paradigms and quick fixes, The Arts of Leading invites leaders, scholars, and citizens to expand their practice of leadership in our ever-evolving world.

EDWARD BROOKS is the executive director of the Oxford Character Project and director of the Programme for Global Leadership in the Department of Politics and International Relations at the University of Oxford. He is also a cofounder of Oxford’s SDG Impact Lab and coeditor of Cultivating Virtue in the University (2022) and Literature and Character Education in Universities (2022).

MICHAEL LAMB is the F. M. Kirby Foundation Chair of Leadership and Character, executive director of the Program for Leadership and Character, and associate professor of interdisciplinary humanities at Wake Forest University. He is also an associate fellow of the Oxford Character Project and author of A Commonwealth of Hope (2022) and coeditor of Cultivating Virtue in the University (2022).
“As a performing artist who had an unintentional pathway to academic leadership, I would have relished this compendium of essays forty years ago! At a time when there is so much emphasis on business innovation and inventive problem-solving, this book reminds us that it is through active engagement with the arts and humanities that one acquires the habits of mind and character necessary to be a truly authentic leader."

—Ronald A. Crutcher, president emeritus, University of Richmond

“This eloquent and profound collection examines leadership through the looking glass of the humanities. The book shows us leaders as reflections of our passions and products of our imagination. The history articles tell us there isn’t much new about leaders and followers. At the same time, the arts chapters chronicle their fraught relationships along with their tragic and sublime imperfections and perfections. I heartily recommend this book to scholars and anyone dismayed by today’s leaders. The humanities help us make sense of our world and remind us that, like almost everything, bad leaders don’t last forever.”

—Joanne B. Ciulla, professor and director, Institute for Ethical Leadership

“This book skillfully emphasizes the crucial role of humanities in shaping exceptional leaders, seamlessly merging age-old wisdom with modern perspectives of human nature, culture, and ethics.”

—Santiago Íñiguez, president, IE University
The Flexibility Paradigm
*Humanizing the Workplace for Productivity, Profitability, and Possibility*

**MANAR SWEILLAM MORALES**

A STRATEGIC FRAMEWORK FOR BUSINESSES LEADERS WHO ARE GRAPPLING WITH THE BACKLASH AGAINST THE POST-PANDEMIC “RETURN TO OFFICE” DEMONSTRATES THE STRONG CASE FOR HOLISTIC FLEXIBILITY

Forced to allow remote and hybrid work arrangements during the onset of COVID-19, some organizations made the transition to flexibility with great success, but others floundered because they failed to integrate diversity and flexibility policies throughout their culture. This book shows how to build practices that maximize the potential of every work environment, whether hybrid or not, for connection, collaboration, communication, and contribution.

*The Flexibility Paradigm* posits that in order to create the return on experience required for flexibility, leaders and managers need to shift their perspective and recognize flexibility as a way to strengthen their organization. Hybrid work is just one part of holistic flexibility, whereby people have options for not just where they work but also how long they work and when they work. Formerly misperceived as a “women’s issue,” flexibility is now seen to benefit all employees; therefore, it must be degendered, deparented, and destigmatized.

This book presents the strategy and framework needed by professional services firms and other organizations to create an entire culture that allows their organization to build on their strengths and lead the future of work. Leaders will learn that flexibility has a strong business case: it drives productivity, talent, diversity, engagement, sustainability, and ultimately profitability.

**MANAR SWEILLAM MORALES** is the founder, president, and CEO of the Diversity & Flexibility Alliance, a think tank that collaborates with organizations to transform organizational cultures. She is a member of the President’s Council of Cornell Women and the International Women’s Forum. She was a 2023 recipient of the President’s Lifetime Achievement Award for service.
Q&A WITH THE AUTHOR

How is your book in conversation with discourses surrounding work environments and productivity?

My book thoroughly investigates the transformative impact of workplace flexibility, underpinned by extensive research and evidence. It makes a compelling case that flexibility, when implemented thoughtfully, is a critical driver of talent acquisition, productivity enhancement, diversity, and overall well-being. I explore various aspects of flexibility such as remote work, flexible hours, and job customization, which can create more inclusive and productive work environments for everyone.

Why is flexibility so necessary in the workplace in contemporary American society?

In the fast-evolving landscape of contemporary American society, flexibility within the workplace transcends mere convenience, evolving into a critical cornerstone for talent recruitment, retention, and advancement. Its profound impact on diversity, productivity, and profitability cannot be overstated. The COVID-19 pandemic served as a pivotal catalyst, compelling businesses and employees alike to explore and adopt flexible work arrangements as a means of survival. This collective experience not only demonstrated the tangible benefits of flexibility but also cultivated a widespread reluctance to revert to rigid, pre-pandemic work modalities.

How have your own feelings about the importance of flexibility in the workplace evolved during your professional life?

My conviction in the indispensability of workplace flexibility is deeply rooted in both personal and professional experiences. As an employment lawyer and a new mother, my pursuit of a reduced-hour schedule was not just a preference but a necessity to remain in the workforce. This quest was not without its challenges, but it ultimately enabled me to sculpt a work-life alignment that fulfilled my personal needs and professional aspirations. Had it not been for the possibility to customize my work arrangement, I might have found myself compelled to exit the legal field entirely. This personal journey sparked a profound interest in the prevalence and impact of workplace flexibility on employee retention.
Build
Investing in America’s Infrastructure
SADEK WAHBA

A BOLD PLAN FOR THE UNITED STATES TO REGAIN THE LEAD IN INFRASTRUCTURE DEVELOPMENT THROUGH PRIVATIZATION AND PUBLIC-PRIVATE PARTNERSHIPS

America’s infrastructure—its essential roads, bridges, ports, airports, power grids, and telecommunications systems—were once the pride of the nation and an example for the world. But now, after years of neglect and oversight, this infrastructure is crumbling and causing catastrophic changes in the US quality of life. Build seeks to explain how American infrastructure collapsed and what can be done to repair it.

In a series of colorful, rarely told cases, Build takes readers on a revealing tour behind the scenes of the successes and debacles of key infrastructure projects to show what works, why the United States has failed in recent decades to invest in infrastructure, and how the private sector can help revitalize the sector, spur job growth, and contribute to climate resilience.

Sadek Wahba examines the private origins of US infrastructure and the federally funded megaprojects that came after the New Deal, investigating the role the private sector can and should play in building infrastructure. By drawing comparisons with systems in the United Kingdom, France, India, and China, Wahba shows that while privatization and public-private partnerships cannot solve all infrastructure challenges, they are essential for closing funding gaps, overcoming political paralysis, and driving major infrastructure advances.

Build will appeal to readers interested in public finance, domestic policy, the role of the federal government, tax policy, and urban affairs.

Sadek Wahba is the founder, chairman, and managing partner of I Squared Capital, an independent global infrastructure investment company. He is a senior fellow at New York University’s Development Research Institute and a foundation fellow at St. Antony’s College of the University of Oxford. A former World Bank economist, he serves on the President’s National Infrastructure Advisory Council.

“Wahba makes a compelling case for greater private sector involvement in America’s infrastructure investment. This book is essential reading for anyone who cares about our long-term success in the twenty-first century and beyond.”

—President Bill Clinton

“Build provides a brilliant and captivating analysis of the critical role of infrastructure while offering vital insights to investors, policymakers, and everyone else. An excellent and engrossing read.”

—Jamil Baz, managing director, PIMCO, author of Portfolio Selection and Asset Pricing: Models of Financial Economics
Q&A WITH THE AUTHOR

How does infrastructure investment affect other aspects of American culture and life?

Infrastructure itself is, of course, of incalculable value to American culture and life in general, though we often don’t notice it or take it for granted—until it stops working. In surveys I conducted for Build, I found consistently that Americans want strong, efficient, environmentally resilient, and well managed infrastructure, and they don’t care who delivers it, whether it’s the government or the private sector. The purpose of this book is to say, above all, the important thing is that America gets back to building, whatever it takes.

What are some common misconceptions about infrastructure investment and how does your book address these misconceptions?

One might think that roads, bridges, water, and wastewater management as well as airports and railroads have been the sacrosanct property of state and federal government. But in fact, each one of these infrastructure sectors was dominated by private activity. Another misconception is that privatization of infrastructure, through outright sale or through a public-private partnership, is tantamount to forfeiting government control to the private sector. Build provides concrete evidence that outcomes in well-structured P3s (public-private partnerships) and privatization schemes have yielded higher efficiency, greater compliance with regulations, and higher quality services compared to traditional government-managed assets. But we should not conclude that privatization is the only solution; I prone a pragmatic non-dogmatic approach.

What kind of insights are you hoping people gain about infrastructure investment in the United States after reading Build?

The first thing I hope Build will impress upon its readers is that the challenges facing US infrastructure provision and management cannot simply be solved with more state and federal funding. Relying on government spending for infrastructure keeps municipalities and state governments locked in cycles of bond issuance, debt-service, and credit-rating maintenance, which are crippling American municipalities both small and large and simply cannot continue in the present model. We sometimes think there is no alternative to this cycle, and this is what Build hopes to change.
“A dean of the biotechnology patent bar and a brilliant practitioner, it is not surprising that Jorge could write an insightful history of the biotech revolution and the novel legal issues raised by attempts to patent life. *Patenting Life* is a real page-turner that reads more like a novel.”
—Bruce Genderson, Williams & Connolly LLP

“In fascinating personal stories, Goldstein walks us through the evolution of biotech discoveries from the first recombinant DNA experiments in academic laboratories to revolutionary medicines and vaccines and the importance of patents to all of this. [Both] entertaining and informative.”
—Tony Figg, Rothwell, Figg, Ernst & Manbeck

Patenting Life
*Tales from the Front Lines of Intellectual Property and the New Biology*

JORGE GOLDSTEIN

THE STORY OF THE COMMERCIALIZATION OF BIOLOGY BY A PIONEER IN BIOTECHNOLOGY PATenting

Shortly after the emergence of genetic engineering in the 1970s, academic biologists were courted by venture capitalists and multinational companies. Researchers who understood the new biology of the time went from being merely curious about how the natural world functioned to realizing that they could profit from their newfound recognition. As they were inventing all sorts of newfangled organisms, biologists became acquainted with intellectual property.

*Patenting Life* provides insights into legal fights over patented microbes, virus-resistant crops, ownership of body parts, and the patents they engendered. Covering the early days of recombinant DNA science to the present, Goldstein shares cases from his own career and those of others involving blockbuster biological drugs, aseptic mosquitoes, genetically engineered cows, and CRISPR, the modern gene-editing technology that promises to vanquish congenital diseases such as sickle cell anemia. He also addresses the perceived downsides of the patent system: the high prices of drugs, international access to COVID-19 vaccines and other medicines, and the ascent of genetically modified crops.

*Patenting Life* will appeal to readers interested in science and technology and also those interested in laws promoting innovation.

JORGE GOLDSTEIN is a patent attorney trained in molecular biology who began his career on the ground floor of the biotechnology revolution forty years ago. He is a partner in Sterne, Kessler, Goldstein, and Fox, PLLC, and the author of the casebook *US Biotechnology Patent Law* (2023). He received a PhD in chemistry from Harvard University and a JD from George Washington University Law School.
Q&A WITH THE AUTHOR

Why did you write this book?

I wanted to write a book explaining the patent system with all of its positive and negative aspects. The patent system has been created to achieve a delicate equilibrium of public and private interests. I agree that a balanced and well-controlled patent system is crucial for generating innovation in the private sector. But if the balance is not maintained or the system is gamed, bad practices emerge. I hope to convey the idea that we must keep a careful watch over the patent system to prevent it from getting out of balance.

You have already written one of the classic casebooks used in US biotechnology patent law. How did you approach writing The Patenting Life for a very different audience of non-expert readers?

As a patent attorney in biotechnology, I am used to simplifying complicated technical things to judges, who may not have specialized scientific or technical knowledge. I have also spent a great deal of my career explaining to scientists aspects of the law with which they are not familiar. And I have discussed law and science with business executives, journalists, or investors who have little familiarity with either. This training forced me to think about similes and metaphors that make the subjects more approachable to folks who are neither familiar with nor wish to learn the scientific or legal jargons. Applying my decades-long experience into writing this book has allowed me to think of new, and in some cases, more sophisticated ways of explaining complex things to educated and curious readers.

What does the future look like for commercial biology?

While, for the most part, universities continue being the source of our knowledge of fundamental biology, the practical applications of their research are developed by private companies that are willing to invest on risky ideas. These companies expect that the patent system will give them a few years of exclusivity during which to moderate the risk, recoup their investments, and turn a profit. As a consequence, remarkable medicines for cancer, such as immune checkpoint inhibitors, continue being invented through the understanding we have gained of how the human immunological system works. The future for commercial biology is bright and unstoppable.
The CIA Intelligence Analyst
*Views from the Inside*
ROGER Z. GEORGE AND ROBERT LEVINE, EDITORS

A UNIQUE INSIDERS’ ACCOUNT OF WHAT CIA INTELLIGENCE ANALYSTS DO AND WHY IT MATTERS

The common perception of a CIA officer is someone who collects secret intelligence abroad—a spy. However, the critical link between secrets and policy is the intelligence analyst. *The CIA Intelligence Analyst* brings to light the vital, but often-unseen, work of these officers.

Roger Z. George, Robert Levine, and the contributors to this book demystify the profession of intelligence analyst at the CIA and describe how the wide array of analytic specialties—or “disciplines” in the language of the CIA—function. The disciplines range from political, economic, leadership, and military matters to science and technology, cyber, counterterrorism, and counterintelligence. Each of the chapters—written by former or current CIA analysts—discusses how analysts interact with those who collect raw intelligence. Just as important, the chapters describe the relationships analysts develop with the diverse set of policymakers who use CIA analyses. The contributors reveal the key intelligence questions that analysts address, their methods, their products, and their challenges.

This book will be an invaluable resource for scholars of national security and intelligence who want to develop a fuller picture of the internal workings of the CIA and for those who are considering a career as an analyst.

ROGER Z. GEORGE had a 30-year career as a political-military analyst at the CIA and is the author of *Intelligence in the National Security Enterprise* and coeditor of *Analyzing Intelligence* and *The National Security Enterprise*.

ROBERT LEVINE retired from the Central Intelligence Agency after 33 years and is currently a lecturer at John Hopkins University’s School of Advanced International Studies.

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Pakistan’s ISI
*A Concise History of the Inter-Services Intelligence Directorate*

**JULIAN RICHARDS**

An introduction to Pakistan’s ISI, which has been both an essential ally and problematic partner of the United States

Forged during the tumultuous aftermath of Partition in 1947, the Inter-Services Intelligence Directorate (ISI) has grown to become the preeminent intelligence service in Pakistan. Its capabilities are comprehensive, its remit covers both foreign and domestic intelligence, and it is one of the most feared and respected agencies of the Global South.

*Pakistan’s ISI* provides an up-to-date and detailed introduction to the ISI and its historical evolution. The narrative is rooted in a deep and wide-ranging contextualization of the state of Pakistan and its security environment. The story is one of an agency that grew from humble beginnings into an extremely capable and robust force at the heart of power in the state. The ISI utilizes broad human intelligence networks and employs covert action and support for militants, particularly in its rivalry with India. As a crucial intelligence partner for the West during the Cold War and into the contemporary era, the ISI has been both an essential ally and problematic partner. The shadow of this agency continues to loom over Pakistan’s democratic institutions.

This book will appeal to students, scholars, and general readers interested in intelligence and the politics and history of South Asia.

**JULIAN RICHARDS** is a professor of politics and security studies at the University of Buckingham, director of its Centre for Security and Intelligence Studies, and Dean of the School of Humanities and Social Sciences. He is an expert on political violence in Pakistan and intelligence, and he was formerly a senior manager in the United Kingdom’s intelligence community. He is the author of four books, including *The Art & Science of Intelligence Analysis* (2010).

“This book allows readers to comprehend one of the third world’s most mysterious and compelling intelligence organizations. In a clear and easy-to-follow manner, Richards develops and provides, through his years of experience and research, the impending and historical influences on Pakistan’s intelligence operations.”

—Jan Goldman, editor-in-chief, *International Journal of Intelligence and CounterIntelligence*

“Pakistan is the most dangerous country in the world and the ISI is the most dangerous organization in Pakistan. This insightful book takes you deep inside the culture and leadership of the ISI, which has been both America’s ally and enemy.”

—Bruce Riedel, served in the CIA for thirty years

$26.95 s / £21.50 paper 978-1-64712-467-0
$80.95 s / £65.00 cloth 978-1-64712-466-3
$26.95 n / £21.50 ebook 978-1-64712-468-7

SEPTEMBER 208 pages / 6 x 9

POLITICAL SCIENCE / INTELLIGENCE & ESPIONAGE

CONCISE HISTORIES OF INTELLIGENCE

World Rights
Watching the Jackals
Prague’s Covert Liaisons with Cold War Terrorists and Revolutionaries

DANIELA RICHTEROVA

Foreword by Christopher Andrew

THE UNTOLD HISTORY OF CZECHOSLOVAKIA’S COMPLEX RELATIONS WITH MIDDLE EASTERN TERRORISTS AND REVOLUTIONARIES DURING THE CLOSING DECADES OF THE COLD WAR

In the 1970s and 1980s, Prague became a favorite destination for the world’s most prominent terrorists and revolutionaries. They arrived here to seek refuge, enjoy recreation, or hold secret meetings aimed at securing training, arms, and other forms of support. While some were welcomed with open arms, others were closely watched and were eventually ousted.

Watching the Jackals is the untold history of Czechoslovakia’s complex relations with Middle Eastern terrorists and revolutionaries during the closing decades of the Cold War. Based on recently declassified intelligence files, Richterova unveils the story of Prague’s engagement with various factions of the Palestine Liberation Organization, along with some of the era’s most infamous terrorists, including Carlos the Jackal, the Munich Olympics massacre commander Abu Daoud, and the Abu Nidal Organization. In this gripping account, Richterova explains why “Cold War Jackals” gravitated toward Prague and how the country’s leaders reacted to their visits.

Drawing on interviews and remarkably detailed records from the former Czechoslovakia (now the Czech Republic and the Slovak Republic), Richterova offers readers interested in the intelligence world a fascinating account of how states use their spies to pursue covert policies with violent nonstate actors.

DANIELA RICHTEROVA is an associate professor in the Department of War Studies at King’s College London. She regularly publishes in leading academic and media outlets, including International Affairs and Foreign Policy.
Castle on a Hill
*The Visegrad Group, Regionalism, and the Remaking of Europe*

RICK FAWN

**This recasting of modern European history offers new insights into the Visegrad Group’s significant role in changing political mindsets and refashioning the continent.**

Rick Fawn has written the first book-length account of the Visegrad Group of states, which consists of the Czech Republic, the Slovak Republic, Poland, and Hungary. Named after Hungary’s Visegrád Castle, the group’s significance includes changing international perceptions of Central Europe since the fall of communism and securing membership in NATO and the European Community. It plays an ongoing role today in regional solidarity and politics within the European Union and NATO.

*Castle on a Hill* is built on years of uniquely obtained oral and written sources and on the author’s sustained engagement in this region. Fawn examines Visegrad’s origins and major accomplishments and what makes it a unique regional organization. In addition to its positive contributions, Fawn identifies Visegrad’s weaknesses, oversteps, and missteps, including its controversial propulsion to international fame for successfully derailing the European Union’s plans to resettle non-Europeans during the 2015 “migrant crisis.” This book also offers insights for the wider study of the phenomenon of regionalism in international relations.

*Castle on a Hill* shows how the Visegrad Group has changed Central Europe, largely for the better, and it will appeal to scholars and policymakers interested in international politics, European history, and the study of regions and regionalism in international relations.

RICK FAWN is a professor of international relations at the University of St. Andrews and the author or editor of several books, including *The Czech Republic: A Nation of Velvet* (2000) and *International Organizations and Internal Conditionality: Making Norms Matter* (2013).

“This book’s significant analysis of Central Europe’s return to wider Europe peacefully—reinforced over post–Cold War decades by Visegrad’s efforts—offers crucial insights into the heart of Europe about path-breaking triumphs amid continuing challenges.”

—Joshua Spero, professor of political science, Fitchburg State University, former strategist, Joint Chiefs of Staff (NATO Division)
Starting in the nineteenth century, as world events became more interconnected than ever, and as public opinion began to weigh on democratic governments, nations employed new communication strategies and propaganda to gain global influence and prestige. Soft power strategies were used by different nation-states, and by supranational and nonstate actors, that wanted to gain influence on the international stage.

*Soft Power beyond the Nation* takes a distinct approach to the study of soft power in history, moving beyond the framework of the nation-state. The volume editors use “soft power” to refer to the processes through which persuasion, the search for influence and power, and public opinion converge in the international arena. The book is organized on the basis of three central themes: the transnational circulation of knowledge and strategies of public diplomacy across borders, the collaboration of intermediary actors of soft power whose interests did not always coincide with those of the state, and the role played by nonnational identities, such as gender and race, in soft power.

*Soft Power beyond the Nation* enriches the historiographical study of soft power, broadening its temporal and spatial scope and refreshing it with new perspectives on transnationalism, gender, and race. This book will be of interest to scholars and students of history and international relations.

SYLVIA DUMMER SCHEEL is an assistant adjunct professor in the history department and the School of Design at the Pontificia Universidad Católica de Chile.

CHARLOTTE FAUCHER is a lecturer in modern French history at the University of Bristol.

CAMILA GATICA MIZALA is an assistant professor in the Universidad de Chile’s History Department.
Institutional foundations are influential, yet it can be difficult to understand how they operate. One practice that holds promise for demystifying this relationship is participatory grantmaking, whereby stakeholders and grantees participate in making decisions about grant dollars that were previously reserved for professional foundation staff.

The community-based case studies in Participatory Grantmaking in Philanthropy signal a cultural shift away from the power of elite institutions and their penchant for top-down decision-making. This book combines perspectives from academics and practitioners who address how participatory grantmaking relates to other features of contemporary giving.

Using in-depth case studies, quantitative research, and other evidence-based methods of exploration, Participatory Grantmaking in Philanthropy will be a strong resource for philanthropy practitioners not only at the community level but also at large institutional foundations.

CYNTHIA M. GIBSON is a consultant who has worked with hundreds of philanthropic institutions and major nonprofits on strategic planning, program development, evaluation, and communications.

CHRIS CARDONA programs the philanthropy portfolio and serves on the BUILD team at the Ford Foundation in New York City.

JASMINE MCGINNIS JOHNSON is an associate professor of public policy and public administration in the Trachtenberg School of Public Policy and Public Administration at George Washington University.

DAVID SUÁREZ is an associate professor at the Evans School of Public Policy & Governance, University of Washington.

“This is an immensely useful and inspiring resource for those seeking to make philanthropy more equitable and inclusive. The editors have curated wide-ranging contributions that show how participatory grantmaking can center the love of humankind and kindle the spark of human generosity that ought to lie at the heart of philanthropy.”

—Beth Breeze, director, Centre for Philanthropy, University of Kent

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$49.95 s / £40.00 paper 978-1-64712-517-2
$149.95 s / £120.00 cloth 978-1-64712-516-5
$49.95 n / £40.00 ebook 978-1-64712-518-9

DECEMBER 368 pages / 6 x 9 / 24 figures, 22 tables

NONPROFIT MANAGEMENT AND PHILANTHROPY GEORGETOWN STUDIES IN PHILANTHROPY, NON-PROFITS, AND NONGOVERNMENTAL ORGANIZATIONS World Rights
The Moral Vision of Pope Francis

Expanding the US Reception of the First Jesuit Pope

CONOR M. KELLY AND KRISTIN E. HEYER, EDITORS

A THOUGHTFUL REFLECTION ON HOW THE “FRANCIS REVOLUTION” CAN ADDRESS THE PRACTICAL CONCERNS OF ORDINARY CATHOLICS ON A RANGE OF CONTEMPORARY ISSUES

The papacy of Pope Francis has ushered in remarkable changes for the Roman Catholic Church. From a new emphasis on collegiality in ecclesial governance to a transformed set of public priorities for the global Church, Francis’s unique model of pontifical leadership has far-reaching implications for virtually every aspect of Catholic practice. Catholic moral theology—particularly in the United States—has still not grappled fully with the emphases of Francis’s pontificate.

To address this lacuna, The Moral Vision of Pope Francis brings together a range of Catholic ethicists to reflect on Pope Francis’s implicit approach to moral theology, establishing the unique insights of this first Jesuit pope. This evaluation of Pope Francis’s teachings and actions draws out the moral vision animating his work and demonstrates how his moral vision should apply to Catholic ethical reflection on a range of contemporary issues.

The Moral Vision of Pope Francis shows how the “Francis revolution” meaningfully addresses the practical concerns of Catholics in the United States.

CONOR M. KELLY is an associate professor in the Department of Theology at Marquette University. He is the author of Racism and Structural Sin: Confronting Injustice with the Eyes of Faith (2023) and The Fullness of Free Time: A Theological Account of Leisure and Recreation in the Moral Life (Georgetown University Press, 2020).

KRISTIN E. HEYER is a professor of theological ethics in the theology department at Boston College. She is the president of the Catholic Theological Society of America (2023–24) and the author or editor of multiple books, including Christianity and the Law of Migration (2022) and Kinship Across Borders: A Christian Ethic of Immigration (Georgetown University Press, 2012).
High-Impact Leadership in Catholic Education

JUDITH A. DWYER

A GUIDE TO THE HIGH-IMPACT LEADERSHIP THAT IS ESSENTIAL FOR REALIZING SUCCESSFUL, VIBRANT CATHOLIC K-12 SCHOOLS, COLLEGES, AND UNIVERSITIES

Recent studies by educational organizations, such as the National Association of Independent Schools, have found that aspiring leaders believe they lack preparation in areas such as financial planning and fundraising, human resource and legal issues, trustee governance, risk management, and addressing polarization within their school community.

High-Impact Leadership in Catholic Education proposes that contemporary Catholic K-12, college, and university leaders embrace a fundamental, high-impact approach to all aspects of the academic organization. This high-impact model examines the centrality of the Catholic mission; the strategic plan as an institutional road map; steps to foster a safe, vibrant community with a financially sound future; the critical importance of risk assessment and crisis management; the unique role of trustees; and the qualities that characterize high-impact leadership. On the basis of Dwyer’s extensive experience in teaching and administration in American Catholic universities and independent schools, each chapter also includes critical questions for reflection and a pertinent case study.

This book is aimed at leaders in Catholic education at K-12 and higher education levels. It will be particularly interesting to administrators of Catholic institutions who aspire to be presidents, principals, heads of school, and senior leaders.

JUDITH A. DWYER has served as head of school at the Academy of Notre Dame de Namur (2014–21), president of Saint Xavier University (2003–9), and executive vice president and chief operating officer at the University of St. Thomas (1998–2003). She has contributed to and edited a number of books, including The Challenge of Peace (Georgetown University Press, 1984), Questions of Special Urgency (Georgetown University Press, 1986), The New Dictionary of Catholic Social Thought (1994), and Ethical Viewpoints in the Catholic Tradition (Georgetown University Press, 1999).

“Dwyer is at once circumspect, aspirational, and artful. She represents the essential strategies of Catholic school leadership, propels such institutions toward the ideals of their identity, and balances and blends the needs and interests of Catholic schooling across its wide range of administrative levels. For Catholic educational leaders, this book is a tool kit of necessary tactics for attaining both authenticity and excellence.”

—Daniel S. Hendrickson, SJ, president, Creighton University

$29.95 s / £24.00 paper 978-1-64712-462-5
$89.95 s / £72.00 cloth 978-1-64712-461-8
$29.95 n / £24.00 ebook 978-1-64712-463-2

OCTOBER 160 pages / 5 x 8

RELIGION

World Rights
Gratitude, Injury, and Repair in a Pandemic Age

An Interreligious Dialogue

MICHAEL REID TRICE AND PATRICIA O’CONNELL KILLEN, EDITORS

SCHOLARLY INSIGHT AND REFLECTION ON FINDING MEANING IN THE PSYCHOLOGICAL IMPACT OF THE COVID-19 PANDEMIC

The COVID-19 pandemic caused a horrific loss of life and had tremendous, long-lasting psychological effects. Diagnoses of anxiety and mental illness are now at much higher levels than they were in 2019. For believers, the pandemic raised questions about the nature of God, increasing the need for pastoral care and resources to make sense of such a deep disruption.

Gratitude, Injury, and Repair in a Pandemic Age presents twelve reflections on the pandemic and its impact from the Jewish, Muslim, Hindu, nonbelieving, and Christian traditions. The chapters offer scholarly insight and rigor while also incorporating personal reflections on what it means to work through such a life-changing event and make meaning in the moments when life confronts us as partial, fragmented, and fragile.

This edited volume will be valuable for students and scholars of multiple faith traditions, as well as those engaged in interreligious dialogue and theology.

MICHAEL REID TRICE is Spehar-Halligan Professor and executive director of the Center for Ecumenical and Interreligious Engagement at Seattle University. He teaches in the Executive Leadership Program through the Albers School of Business and Economics at Seattle University.

PATRICIA O’CONNELL KILLEN is a professor emerita of religion and a Humanities Faculty Fellow at Pacific Lutheran University. She has published extensively on religion in the Pacific Northwest, Catholicism in North America, and faith-inspired higher education. Most recently, she coedited Religion at the Edge: Nature, Spirituality, and Secularity in the Pacific Northwest (2022).

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Art and Moral Change
A Reexamination
KI JOO CHOI

A FIRST-OF-ITS-KIND CRITICAL OVERVIEW OF HOW ART LEADS TO MORAL ACTION IN THE FIELD OF THEOLOGICAL ETHICS

One question that remains insufficiently addressed in theological ethics is the question of how art leads to moral action. While many modernist theories consider art to be a morally irrelevant activity, others think that the arts, and the emotions they elicit, are integral to moral formation and justice. Challenging both kinds of theories, Art and Moral Change proposes that art is essential because it is an inevitable source of moral disagreement.

Drawing on the work of Jonathan Edwards and many others in theology, philosophy, and literary studies, Art and Moral Change argues that the arts are the cultural mediums through which we can better understand what is morally possible in the midst of difference. The arts, in other words, can serve as snapshots of a particular community’s perspectives on the good life, offering glimpses not only of competing moral visions within society but also of the extent to which these contested moral views are reconcilable. Thus, the arts reveal the limits of moral reasoning, confirm the contextuality of moral discernment, and necessitate moral thinking that is dialogical and dialectical.

Art and Moral Change provides a first-of-its-kind critical overview of how the field of theological ethics approaches and should utilize aesthetics. The core premise—that paying attention to art encourages us to appreciate the ethical importance of disagreement, difference, and conflict—will foster greater understanding of aesthetics and ethics for students and scholars of theological, social, and virtue ethics.


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GABRIEL REI-DOVAL is an associate professor of Hispanic and Lusophone linguistics at the University of Wisconsin–Milwaukee.

JAVIER RIVAS is an associate professor in the Department of Spanish and Portuguese at the University of Colorado at Boulder.
Dialect Contact
*From Speaker to Community-Based Perspectives*

VÍCTOR FERNÁNDEZ-MALLAT AND JENNIFER NYCZ, EDITORS

NEW RESEARCH EXPANDS THE LINGUISTIC UNDERSTANDING OF DIALECT CONTACT IN SPECIFIC COMMUNITIES AND INDIVIDUALS

Dialect contact occurs whenever speakers of mutually intelligible language varieties interact. Many linguists are interested in the outcome of such contact—how it leads people and languages to vary and change, and what such patterns can reveal about language, mind, and society. Dialect contact can thus be approached as an individual-level or a community-level phenomenon; a cognitive process or a social one.

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This book will benefit sociolinguistics scholars and students interested in the outcomes of dialect contact, the implications of contact for understanding language change, and the various methods used to investigate contact effects in individuals and communities.

VÍCTOR FERNÁNDEZ-MALLAT is an associate professor in the Department of Spanish and Portuguese at Georgetown University. He is an editor of Linguistic Landscapes and Educational Spaces (2021) and has published articles in journals like the Journal of Pragmatics and Intercultural Pragmatics.

JENNIFER NYCZ is an associate professor in the Department of Linguistics at Georgetown University. She is the author of Second Dialect Acquisition: Theory and Methods (2015).

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“This is a powerful volume embracing the full social scope as well as linguistic breadth of contemporary scholarship on dialect contact—from second dialect acquisition to koineization. Furthermore, it places an important and much-needed focus on methodological issues—how we do dialect contact research as well as how we understand its findings.”

—David Britain, professor of modern English linguistics, University of Bern

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CHRIS HITCHCOCK is a freelance translator, interpreter, and researcher who has lived and worked in the Middle East. He also maintains the website Team Maha, a blog for learning Syrian Arabic.

ELIAS SHAKKOUR directs the Translator and Interpreter Corps at DePaul University and is a certified translator of Arabic, Dutch, French, German, Italian, Portuguese, and Spanish.
El-Mumtaaz

Contemporary Beginning Egyptian Arabic

MAHMOUD AZAZ AND AYMAN MOHAMED

A RESEARCH-BASED APPROACH TO LEARNING BEGINNER-LEVEL CONTEMPORARY EGYPTIAN ARABIC THAT PUTS CULTURE UP FRONT

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El-Mumtaaz can be used alongside textbooks either teaching Modern Standard Arabic alone or teaching the integrated method, as well as on its own in a course focused on Egyptian Arabic.

MAHMOUD AZAZ is a University of Arizona Distinguished Fellow and teaches SLA and pedagogy courses in various departments. He focuses on linguistic approaches to Arabic SLA, Arabic pedagogy, and sociolinguistics.

AYMAN MOHAMED is an assistant professor at Michigan State University, where he teaches all levels of Arabic, including the Egyptian dialect. His research interests include task-based learning and incidental vocabulary acquisition.

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MOHAMMAD T. ALHAWARY, EDITOR

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