

**UPCOMING EVENTS**

**NOV 3** OPEN DC Annual Event

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## OPEN DC Welcomes New CM Rahul Jindal

Rahul Jindal is the President and CEO of Federal Integrated Systems Corporation (FEDSYNC) which provides information technology, cybersecurity, project management, and financial services to the U.S. Federal Government.

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## OPEN DC Annual Event

Building a Better Community Through Better Business

Saturday, November 3rd | 8:30am - 5:00pm | Westfields Marriott

[Register Here](#)

### FEATURED CHARTER MEMBER Dr. Zakiuddin Ahmed President, OPEN Karachi President, Healthcare Paradigm

One of the companies which I established and lead is Digital Care, which is Pakistan's first and leading company working in the space of digital health. The scope of business includes Solutions, Services, Products, Business Consultancy, Trainings, Publications and Newsletter, Research and Policy, and Conferences in the space of Digital Health.

Digital Care manages one of the "World's First of its Kind Connected Health Model" – RAH@H - Remotely Accessible Healthcare at Home.

"A Patient Centric 24/7 Connected Health Model to improve Healthcare Outcomes through Technology for Education, Engagement, Empowerment, Monitoring and Treatment of patients virtually"

This project is aimed for various specialties such as Cardiology, Diabetes, Pregnant Mothers with Hypertension or Gestational Diabetes, Bariatrics, Endocrinology, Family Medicine and others. The prime objective of this project is to keep the patients connected with Doctors / Hospital in an empowered manner.

Below are my leadership roles:

- 1. CEO, Digital Care
- 2. Director Digital Health, PharmEvo
- 3. Program Director RAH@H, King Saud University, Riyadh
- 4. CEO, Medical Voice
- 5. Project Director, Riphah Institute of Healthcare Improvement and Safety (RIHIS)
- 6. President, OPEN Karachi
- 7. President, Healthcare Quality and Safety Association of Pakistan (HQSAP)
- 8. Secretary Health Research Advisory Board, (HRAB)
- 9. Project Director RAHAT, Bin Qutub foundation



**Roots**  
Karachi'ite

**Most inspired by**  
Prophet Muhammad (SAW)

**Hobbies**  
Reading, Traveling, Assisting others in their development journey

**Favorite vacation destination**  
Turkey

**What do you want to achieve next**  
Fulfill my dream to create a value-based patient-centric healthcare system

**Why should one join OPEN**  
To create a value-based ecosystem for Pakistani entrepreneurs through synergy and collaboration

**Tip for readers**  
Dream Passionately

### What made you decide to become an entrepreneur?

I am a physician and never thought of doing anything else than treating patients. However, I ended up becoming an entrepreneur in the healthcare industry by following fate,

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Featured Charter Member

envisioning the future trends in health and IT, capitalizing upon my strengths, and proactively embracing the opportunities coming my way.

### **How do you handle the anxiety and challenges of a start up?**

The so called challenges actually fuel the passion which I have as a value added entrepreneur working in a very complex industry which is healthcare and IT.

### **As a busy entrepreneur, what does your typical day look like? How do you manage your time?**

I run my own companies as well as help a few organizations in their journey of "digital health and quality" as a long term "embedded consultant" wearing many different hats. This diverse leadership position entails strategic thinking, multitasking, efficient utilization of technology and online collaborative tools like Evernote, Trello, Slack, etc. I have also developed good team members in my different business and projects who I lead and supervise, both in person and virtually, to achieve set goals and objectives. All this means that I work pretty much continuously and from anywhere to manage tasks and lead teams. In addition, a significant time of my day is spent in interacting with existing or potential partners either in person or virtually through conference calls.

### **What achievement are you most proud of?**

Having been able to raise 4 children who are loving, caring, obedient, respectful, possess strong character and values Alhamdulillah.

### **What in your opinion is the critical factor that made you successful?**

Apart from blessings of Allah swt and prayers of my parents, if I have to choose only one factor then it has to be passion.

### **What is one failure you had as an entrepreneur, and how was it overcome?**

As an entrepreneur, I not only embrace failure but celebrate it and then convert it into opportunities. With this mindset, so called failures have led to innovative ideas, businesses, enhanced networks, etc.

### **What would be your advice for the new entrepreneurs?**

Dream audaciously, develop passion, create value for yourself and others, invest in people, execute with discipline.

## **Event Recap** **Climate of Blockchain**

On July 26th, OPEN Washington DC in partnership with Muppies DC, held a fireside chat with Mr. Ali Hassan, co-founder of Crescent Crypto Asset Management. The chat was moderated by Ms. Amal Baig, a Senior Consultant at Ernst & Young and this event was held at iStrategyLabs in Washington DC. The Executive Committee and the OPEN DC President were in attendance.

Ms. Baig and Mr. Hassan began with an introduction to Blockchain and cryptocurrency, as Mr. Hassan continued to provide insight on the evolving landscape of this new asset class.

The audience included individuals with a wide range of experience in the space. Once the session opened up for Q&A, Mr. Hassan and Ms. Baig took questions about the viability of cryptocurrency, and actual adoption of Blockchain by organizations like E&Y. The event closed with time for the audience to network, and our community had the chance to engage with Muppies DC and other new faces in attendance.

OPEN Washington D.C. is excited to continue to work with Muppies DC in building the DMV's entrepreneurship ecosystem. We want to thank Muppies DC for collaborating with OPEN DC and congratulate them on a successful event.



## Event Recap

### NuAxis Mentorship Seminar

On Saturday, July 7, OPEN Washington DC Chapter held its second Mentorship Event of the year with Imran Akram, CEO, and Raza Latif, President of NuAxis Innovations. The session was skillfully moderated by Charter Member Mushtaq Khan. In addition to members of OPEN DC Chapter, this event was also attended by participants from the US-Pakistan Women's Council and its Summer Sisters Exchange Program. Once again, the event was sold out with a long waiting list.

These mentorship sessions are designed for small groups providing personal interaction between the mentor(s) and attendees. Main themes covered during the session included:

- The inspiring stories of struggles, challenges, and opportunities faced by Imran Akram and Raza Latif in starting and building the business.
- Understanding the difference in the structure and cycle of commercial versus federal contracting and positioning one's business accordingly. Guidance for aspiring entrepreneurs about entering government sector contracting business.
- Benefiting from 8(a) Business Development Program, and devising strategies for successfully dealing with its two phases; development and transition.
- Leveraging small-sized opportunities and subcontracts with larger companies to build experience and creating a track record for future growth of one's own business.
- Identifying key teaming partners for effectively engendering synergies for growth and productivity.
- Critical role of business development in sustaining the enterprise and avoiding the temptation to outsource this element of the business.
- Always remaining ready to take responsibility for one's actions and building a culture of integrity within the organization.

The mentorship session was followed by a lively and informative Q&A session. OPEN Washington DC thanks all those who attended the event and members of the Executive Committee who helped organize it.



# Event Recap

## OPEN DC Annual Picnic

On a bright and sunny Saturday afternoon, June 30, OPEN DC hosted its Annual Picnic. This sold-out event, held at beautiful Meadowlark Botanical Gardens in Virginia, was attended by nearly 260 people. These included many Charter Members and their families, friends of OPEN, and a large number of new faces! Participants enjoyed a delicious lunch, were entertained by a very informative presentation about birds of prey by the Raptor Conservancy of Virginia. The presentation featured live birds, a great source of excitement for everyone, especially children. To cool off, generous helpings of frozen custard were available. The event provided an excellent opportunity for the attendees to mingle, spend a relaxed afternoon with their families and friends, and make new friends.

Arrangements for the picnic were flawless, thanks to the hard work and attention to detail by the Executive Committee members. They are to be congratulated for hosting another very successful event.

OPEN DC would also like to thank our sponsors Main St. Bank, Tri Borough Management, Bari Financial, Imperial Decor, Honest Tea, and our venue Meadowlark Botanical Gardens for their support.



## FEATURED CHARTER MEMBER

### Malik Khan

Co-Founder and Chairman, LTN



#### Most inspired by

Sports teams that achieve seemingly impossible goals by focusing on team achievements rather than individual heroism.

#### Hobbies

Travel, History, and Music.

#### What do you want to achieve next

Watch my kids grow their families and achieve happiness in their lives.

#### Favorite vacation destination

Provence

#### Why should one join OPEN

We owe the kids in our diaspora strong examples of success through responsibility, persistence, and good citizenship. This was the guiding vision why some of us founded OPEN many years ago. It's been truly gratifying, and certainly humbling, to see its success and growth. We need all of you to make your contributions for the success of our community in the US and elsewhere.

LTN Global Communications, based in Savage, Maryland, is a terrestrial IP-based live video transport service provider to some of the world's largest media companies. Our customers include Disney ABC, CBS, Fox, NBC, Turner CNN, Comcast, Cox, Spectrum, Hulu, Sinclair, Sling, BAMTech, ESPN, NBA, MLB, and many others. We carry hundreds of full-time channels and tens of thousands of live sports and news events each year on our network. Our network is built with proprietary patented technology, with thousands of points of presence all over the globe.

#### What made you decide to become an entrepreneur?

The first 20 years of my career were spent at large companies like GE and Motorola, where I learned a great deal about leadership as an officer and general manager of various business divisions. Some of these businesses were quite large in revenue and number of people, but I found that working on new ideas and new markets, many of which were nascent businesses, gave me the happiest moments of my career. I found that I enjoyed the technology, business, and market creation process immensely. When the opportunity presented itself, I left the corporate world and became an entrepreneur so that I could focus exclusively on the things that gave me the most pleasure.

#### How do you handle the anxiety and challenges of a start up?

Experience helps, obviously. You learn to moderate the highs and lows, especially in the early days of a start-up, when everything seems existential – bringing the right person on board, getting positive feedback from the first few prospects, finding initial capital, etc. The most important thing an entrepreneur has to do, in my opinion, is balance self-belief and optimism with tough-mindedness and objectivity. If an entrepreneur understands that he or she is the one making the largest and riskiest investment in the new venture, given the number of years of their life they are likely to dedicate to this venture, then that acts as a sobering reminder to make sure that that investment is worth it. Part of convincing yourself is to look at each milestone as dispassionately as possible and constantly reassess the business's potential. If an entrepreneur can do that, it helps moderate the anxiety and stress, and turns the entrepreneur into a "show-me" investor.

#### As a busy entrepreneur, what does your typical day look like?

It's really no different than any other leadership role. There are long days, and there are multiple open issues and projects to deal with each day. People require time, even in small teams, and it's the people that end up being the most important ingredient, not technology. So I do spend most of my day speaking with the people who are at the "coal face" in the business. They are closest to the issues – technical, operational, production, sales,

marketing, customer support, etc. I do also travel quite a bit to meet customers and try to get a better understanding of the problems they are trying to solve. There is no substitute for face-to-face time with customers. Finally, I have learned not to have business ever compromise my personal time with my family. Our five kids are all grown up and have all left home, but my wife and I Facetime with them one-on-one every week, and we are part of their lives and they are part of ours in real-time. We take vacations and travel quite a bit and invite whichever of our kids has the time to go with us. This balance keeps the railroad running smoothly for me personally.

#### What is one achievement that you are most proud of?

I am very proud of the kind of people my kids have grown up to become. Other than that, there have been some personal accomplishments that have given me pleasure and enjoyment. I started the cable modem and CMTS business at Motorola. Rouzbeh Yasini brilliantly invented the technology but I think I can rightfully claim that we at Motorola commercialized it and created the market that is such a huge part of all our lives today. I am proud to have been associated with a great team of engineers and other valuable contributors that created that business. I am also quite proud of my current company, LTN, which is redefining the way media companies distribute their programming globally.

#### What in your opinion is the critical factor that made you successful?

It's hard to self-evaluate objectively so I won't try. I have been told that I can visualize and articulate market and technology trends fairly well. Perhaps that balances out my many weaknesses. I would also say that my ability to hire people who are generally better than me is a strength.

#### What is one failure you had as an entrepreneur, and how was it overcome?

One of my companies was hit in the middle of an IPO by 9/11 and all that ensued after that. 9/11 was followed by a deep recession and it unfortunately killed the company's bright prospects. I could have handled the situation better had I been more objective and tough-minded but I acted emotionally and kept the company going much longer than was prudent.

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Featured Charter Member  
Malik Khan

**If you could over again as an entrepreneur, what would you do differently?**

I don't really know if I would do things very differently. It's been quite a journey and I would not change any significant part of it.

**What would be your advice for the new entrepreneurs?**

My only advice is to do things in life that give you great joy and happiness. I love the product and market creation process with all its ups and downs, and risks and rewards. I also try to build companies that solve hard problems uniquely and can grow at scale. It's hard to convince customers to replace solutions that are working for them unless there is a major additional advantage that makes the risk of working with a new company worthwhile. I also focus on the team to make sure we gather together committed, experienced, and highly skilled people that may have diverse styles and thought processes but are united by a common vision for the company. Most of all, have fun, enjoy the journey, and celebrate each milestone!

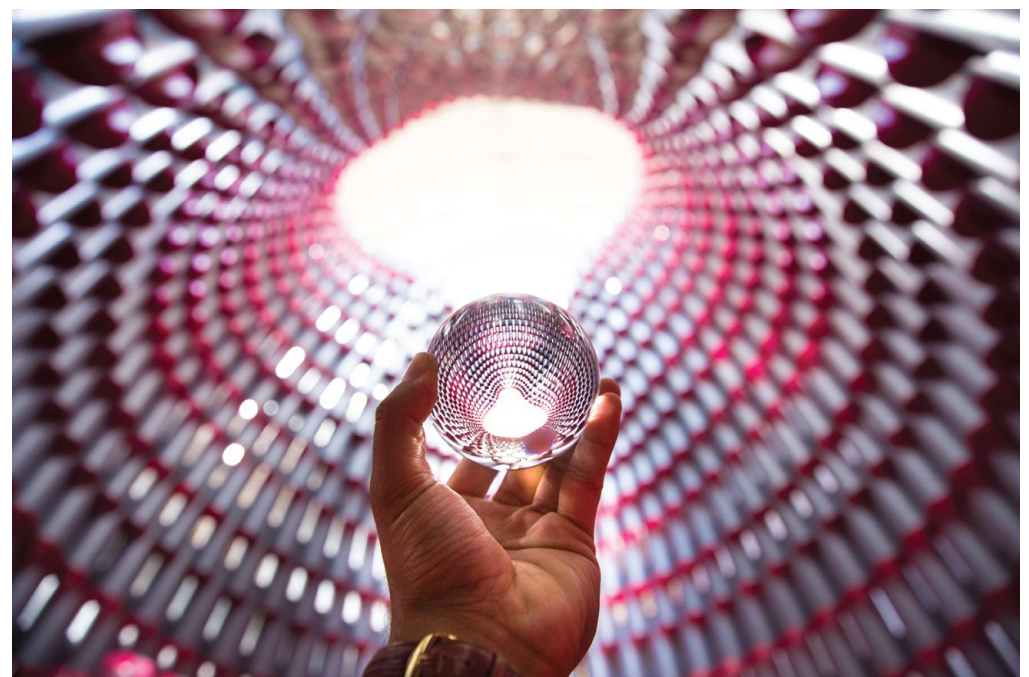
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OPEN DC welcomes new CM Rahul Jindal

Mr. Jindal is a Certified Federal Government Financial Manager with over nine years of experience in Federal Financials, Financial Technologies and vast technical and functional knowledge of federal accounting, contracting, legal framework and technology. In addition Mr. Jindal brings over 8 years federal consulting, project management and corporate management experience to all engagements- with having a track record of successfully starting and completing multiple engagement with starts performance ratings and CPARS by Federal clients. Mr. Jindal manages 10 concurrent contracts including FAA, GSA, DOI, FEC and TSA; revenue of \$4M annually, 20+ employees, and CONUS geographically.

Mr. Jindal has an M.S. in Financial Risk Management from the University of Reading and is a Certified Government Financial Manager (CGFM).

**SPOTLIGHT**  
**Hasnain Bhatti**  
Photographer, OPEN DC

Do you love the OPEN DC event photos? Have you ever wondered who the mystery man is behind these fantastic images? Well, wonder no more. Meet Hasnain Bhatti. A charming young man with mad skills. Hasnain has been instrumental this year as our designated photographer and has attended all the events to fulfill his duties to the team and organization. We wanted to take a moment to recognize not only his contributions, but also his larger body of work and portfolio. For more great images, please check out his website at: [www.hasnainbhatti.com](http://www.hasnainbhatti.com)



## Event Recap

### CM Retreat

On a Saturday afternoon, September 15th, OPEN Washington DC held its second Charter Member retreat, at Bluemont Vineyard. The afternoon welcomed CMs and their significant others to catch up with each other over lunch in beautiful Loudoun County wine country. In addition, an update on the chapter was provided by the President.

Upcoming events:

- Pre-Annual Event Dinner on November 2nd
- Annual Event on November 3rd

We hope all who attended the retreat enjoyed their time at the Vineyard, and we look forward to seeing all of our Charter Members at our upcoming events.



## ANNUAL EVENT TEASER

### Seema Aziz

Founder, CARE Foundation  
Managing Director, SEFAM



Aziz founded Sefam in the early 1980s, with the idea of creating the first high-quality fabric made in Pakistan. Sefam was highly successful and became one of the first major brands in Pakistan. Sefam eventually expanded outside of Pakistan and Seema will be discussing some of the challenges she faced in remaining competitive in a global market.

Seema also founded the CARE Foundation in 1988. What started as one school built in the wake of a destructive flood has today grown to 716 schools throughout Pakistan that serve more than 230,000 students. CARE has frequently brought her into contact with the Pakistani government. Aziz relates to how she asked to assume responsibility for failing state-run schools and describes that challenges that accompanied this undertaking. She also believes that there are parallels between her two businesses, emphasizing in both a commitment to quality and a conviction in leading by example.

Habibullah founded Computers and Structures, inc., in 1975, as a structural and earthquake engineering software company based in Berkeley, California. Ashraf co-created the first structural-engineering software available to the personal computer, and has since created a suite of products, and developed their capabilities. Notably, ETABS, a multi-story building analysis and design software, received recognition as the Applied Technology Council and Engineering News-Record Top Seismic Product of the 20th Century.

In 2010, Ashraf received the Structural Engineers Association of Northern California (SEAONC) H. J. Brunnier Lifetime Achievement Award for changing "the practice of structural engineering for the better with his development of efficient and usable structural analysis programs". Ashraf also co-founded Diablo Ballet in 1993, for which he received the 1998 Arts Recognition Award from the Arts and Culture Commission of Contra Costa County.

### Ashraf Habibullah

Founder, President, and CEO  
Computers and Structures



### Farooq Kathwari

Chairman, CEO, and President  
Ethan Allen Interiors



Kathwari has been president of EAI since 1985, and chairman and CEO since 1988. He is a member of the Board of Overseers of the International Rescue Committee; a member of the advisory board of the Center for Strategic and International Studies; a member of the Council on Foreign Relations; chairman emeritus of Refugees International; an advisory member of the New York Stock Exchange; director emeritus and former chairman and president of the American Home Furnishings Alliance; and a member of the International Advisory Council of the United States Institute of Peace.

Among his recognitions, Mr. Kathwari is a recipient of the 2018 Ellis Island Medal of Honor and has been inducted into the American Furniture Hall of Fame. He has been recognized as an Outstanding American by Choice by the U.S. government. He has received the New American Dream Foundation's Lifetime achievement award; and the Eleanor Roosevelt Val-Kill Medal; He has also been recognized by Worth magazine as one of the 50 Best CEOs in the United States.

Abbas founded Aspetto in 2008, a manufacturer of affordable, bespoke mens clothing and bulletproof clothing. A fashion aficionado with a thirst for business, Aspetto raised \$300,000 in seed funding and secured the US Government as a client in 2012, and subsequently they became known as America's first bulletproof clothing line.

With a keen focus on high-end fashion, Abbas wanted to step away from the bulky look that traditional bulletproof clothing offers. In order to develop a strong and lightweight alternative, Aspetto has partnered with the world's best ballistic manufacturers which has led to product that exceeds NIJ and FBI testing requirements. Thin, limber ballistic panels are then inserted into hidden compartments within the lining of Aspetto suits to produce America's toughest, and most stylish, bullet-resistant suit on the market.

Abbas and Co-Founder Rob Davis recently made the Forbes 30 under 30 list for the Manufacturing and Industry category.

### Abbas Haider

CEO and President  
Aspetto, Inc.





## Event Recap

### OPEN Global Retreat

The 2018 OPEN Global Charter Member Retreat was held at the Hyatt Regency, Greenwich CT on August 3-5 earlier this year. This weekend retreat was attended by as many as 85 charter members from across all 12 OPEN chapters. It was a unique opportunity to reconnect with old friends, make new ones, hear thought leaders speak, and to discuss strategic initiatives for expanding our network's reach and impact.

The keynote on Saturday morning featured Adnan Durrani's fascinating story of how he left a successful corporate career in investment banking to launch a series of ventures in the food and beverage industry – Vermont Pure Spring Water Co, Stonyfield Farms Yogurt (sold to Danone), and finally the American Halal Co which includes the Saffron Road brand. Adnan is one of the most brilliant marketing minds that you will ever come across. This was followed by a truly enlightening panel to discuss the impact of Artificial Intelligence on the Healthcare industry. Moderated by Farrukh Khan, CEO of Inference Analytics, the panel included Khan Siddiqui, CTO and CMO of Higi (which has built the largest self-service health kiosk network in the US), Neville Teagraden, Managing Partner at AI Capital (a venture firm focused on applied business-to-business AI), and Zeeshan Syed, CEO of Health[at]Scale, who is also a Clinical Associate Professor at the Stanford University School of Medicine. Later, Jim Aloise of Columbia Technology Ventures gave a talk on the entrepreneurship ecosystem that has evolved in recent years in the State of New York and how the new OPEN Chapter in NY can connect with it.

The evening keynote over a sumptuous dinner was given by Ali Jehangir Siddiqui – the current Pakistan Ambassador to the United States. Ali focused on giving an in-depth analysis of the performance of the Pakistani capital markets and the current economic challenges faced by the country. The Q&A session was lively and the audience was pleasantly surprised by Ali's candid and information-rich responses.

The high point of the retreat was the Sunday's keynote given by Raghieb Hussain who is the Chief Strategy Officer and EVP

of Marvell Semiconductor. His story started with his childhood in a humble household in Karachi, the trials and tribulations he faced while growing up, and how he overcame such adverse circumstances to make it to the US for higher studies. He later co-founded Cavium that years of explosive growth resulted in a \$6 billion acquisition by Marvell. Most members felt that Raghieb's talk was one of the most inspiring they had come across in the entire history of our network.

Imran Shah's talk on the Telecom, Cable and Media industry was an informative ride from its inception to the current state. From a purely electrical engineering background, Imran blossomed into a strategy consultant when he founded IBB Consulting and over the past few years his company became a premier advisor during more than a dozen billion-dollar mergers in the industry. IBB has recently been acquired by Accenture where Imran leads its telecom strategy group.

Hina Chaudhry – Associate professor of Cardiology at Mount Sinai – updated the members with her research group's latest breakthroughs in creating a regenerative drug for heart tissue in humans, which is based on a gene therapy approach aimed at making the native heart muscle cells to divide so as to repopulate the injured portions of the heart. The demonstrative videos she showed got rave applause.

Riaz Siddiqui – Managing partner at Denham Capital – urged the audience to become more involved in social and political causes so that the contribution of Muslims and Pakistanis could be highlighted to wider communities. His thesis that there is a war of ideologies going on in the US and that we should get involved at all levels of American society to secure a better future for our future generations was pertinent and was very well received by the participants of the retreat.





# Annual Event

Building A Better Community Through Better Business  
Saturday, November 3rd at Westfields Marriott

## Sponsorship Opportunities

### Package 1 - \$2,500

Half-page ad in the annual event brochure  
Logo on a large LED screen throughout the event  
Announcement at the beginning + end of event  
Two tickets included

### Package 2 - \$3,000

Everything in Package 1  
+ Display Table

If interested, please contact Zaina Bankwalla at [zaina@openwashingtondc.org](mailto:zaina@openwashingtondc.org)  
OPEN is a voluntary, not-for-profit 501(c)(3) organization. All donations are tax-deductible.

[openwashingtondc.org](http://openwashingtondc.org)

## Speaker Lineup



**Seema Aziz**

Managing Director, Sefam Pvt. Ltd  
Founder, Bareeze & Minnie Minor

- Sefam is the largest fashion retailer in Pakistan
- Diversified in 7 brands with over 460 points of sale



**Ashraf Habibullah**

Founder, President, and CEO,  
Computers and Structures, Inc.

- Co-created the first structural engineering software for the PC
- 2010 H.J. Brunnier Lifetime Achievement Award Recipient



**Abbas Haider**

CEO and President  
Aspetto, Inc.

- Forbes 30 under 30
- Creators of bulletproof suits
- Customers include State Department and GSA



**Farooq Kathwari**

Chairman, CEO, and President,  
Ethan Allen Interiors

- Recognized by Worth Magazine as one of the 50 best CEO's in the U.S.
- American Furniture Hall of Fame inductee

[Watch Here](#)

[Watch Here](#)

[Watch Here](#)

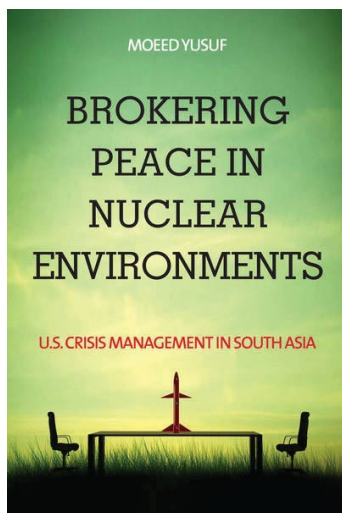
[Watch Here](#)

## BOOK BRIEF

# Brokering Peace in Nuclear Environments

## U.S. Crisis Management in South Asia

By Moeed Yusuf



Published by:  
Stanford University Press  
[sup.org/books/title/?id=29847](http://sup.org/books/title/?id=29847)  
or  
[moeedyusuf.net](http://moeedyusuf.net)

While nuclear deterrence is still anchored in the Cold War *mise-en-scène*, more countries are acquiring nuclear potential, adding a regional dimension to this threat. This warrants fresh thinking, which Moeed Yusuf provides in his very insightful book, *Brokering Peace in Nuclear Environment: U.S. Crisis Management in South Asia* (Stanford University Press, 2018). Using Pakistan/India as a case study and their perpetual no-war-no-peace environment, periodically punctuated by serious military flareups, Yusuf analyses risks, and opportunities posed by regional crisis with nuclear backdrop and policy options for U.S. role in the region.

Yusuf persuasively argues that despite India being loath to any role of external actors and relationship with Pakistan being at a low ebb, U.S. needs to be more engaged in the region because India/Pakistan tensions affect the U.S. not only in the nuclear context but also have serious implications for war in Afghanistan. He further proposes to mitigate the risk of unintended nuclear escalation between India and Pakistan by establishing a coherent third-party intervention mechanism centered mainly on collaboration among U.S. China, and Russia. In addition, effort should be made to develop reliable direct mechanisms between the two countries to ease tensions.

Yusuf, in support of his thesis, very skillfully draws on theories of nuclear strategy and diplomacy, third-party conflict management, multiplayer games, and unipolarity. This book will be an indispensable reference for policy makers and could not have come at a more topical moment.

### Praise for “Brokering Peace in Nuclear Environments”

“This outstanding book serves as a sobering reminder of the dangers that crises between regional nuclear actors pose to global peace. One of the world’s foremost experts on U.S. policy towards South Asia, Moeed Yusuf has produced powerful original scholarship that emphasizes the critical role the United States has played, and must continue to play, in managing these crises. An absolute must-read for policy makers.”

- **Stephen J. Hadley, former U.S. National Security Advisor**

“*Brokering Peace in Nuclear Environments* expands our understanding of a new, dangerous frontier in international security: the bargaining and decision-making of regional nuclear rivals, in crises that play out under the purview of powerful third parties.”

- **Timothy Crawford, Boston College**

“This brilliant book raises important questions about the nuclear futures of the world. With the US edging towards one side in South Asia, and trying to get the Chinese to play a new role in South and East Asia, will the concept of brokered bargaining be pushed to the breaking point? Will China (or a subordinate state) be persuaded that force is useful or necessary? The book forces one to think afresh about these issues.”

- **Stephen P. Cohen, Senior Fellow Emeritus, Brookings Institution**

## About the Author



Moeed Yusuf (PhD, Political Science, Boston University), is currently Associate Vice President for the U.S. Institute of Peace’s (USIP) Asia programs. Before joining USIP, Yusuf was a Fellow at the Frederick S. Pardee Center at Boston University, and concurrently a Research Fellow at the Harvard Kennedy School. He had also previously worked in Pakistan for a number of years.

Yusuf has been involved in field-based and policy research focused on South Asia for over a decade. His research interests include South Asian security, nuclear deterrence and proliferation, U.S. foreign policy towards South Asia, counterterrorism, and violent extremism. Yusuf is a noted figure in Washington’s and South Asia’s policy circles. He sits on several important executive and advisory boards. He also regularly interacts with and advises policy makers and is a participant in high-level policy task forces and track-1.5/II dialogues on South Asia. He has taught at George Washington University, Boston University, and Quaid-e-Azam University, Pakistan.

Yusuf has edited/co-edited four books: *Pakistan’s Counter-terrorism Challenge* (Georgetown University Press, 2014); *Insurgency and Counterinsurgency in South Asia: From a Peacebuilding Lens* (U.S. Institute of Peace Press, 2014); *South Asia 2060: Envisioning Regional Futures* (Adil Najam and Moeed Yusuf, eds., Anthem Press, 2013); and *Getting it Right in Afghanistan* (Scott Smith, Moeed Yusuf, and Colin Cookman, eds., U.S. Institute of Peace Press, 2013). He writes a regular column in Pakistan’s English daily, Dawn.

# THE BACKPAGE CROSSWORD

## ACROSS

1. Setting for smooth sailing
2. Apty, it rhymes with "ahh"
11. Cease and desist order?
14. Stuffed oneself
15. Pursue romantically
16. Valuable metal
17. "NCIS: Los Angeles" actress
18. Court order?
20. Remove varnish from
21. NBC weekend fixture, briefly
22. Distinctive flair
23. Modern renewable fuel
27. Reverse order?
30. Assures the sad fate of
34. Easy throw
35. "Angie Tribeca" TV network
36. "Help me out, will ya?"
37. Facilitates
40. Bergen of "Murphy Brown"
41. Stay behind
42. Drunkard
43. Dubai's fed.
44. Former Russian rulers
45. Money order?
48. Words said with an extended fork
50. Continent explored by Marco Polo
53. Talk on and on
54. Scalawag
58. Work order?
60. Shoe cushions
62. Abbr. used to save space
63. Not worth a \_\_\_
64. Muzzle-loading gadgets
65. Gag order?
66. Kindle download
67. Chart-reading exam

## DOWN

1. Some recyclables
2. Going \_\_\_: fighting
3. Shakespearean king with three daughters
4. Beach city near Hollywood
5. Restraining order?
6. Quite some time
7. Taiwan-born director Lee
8. River in a Stephen Foster song
9. Voting sites
10. Pioneering ISP
11. Wind up like a snake
12. Celestial bear
13. High-schooler, typically
19. Put another roll of film in
21. Incites to attack, with "on"
24. More than occasionally
25. Blots gently
26. Biblical garden
27. Warning
28. Scraps for Fido
29. President between Bush and Trump
31. Poppy product
32. Gambling mecca near Hong Kong
33. Catch some z's
36. Cookie recipe yield
38. Bill for drinks
39. Bart Simpson's sister
40. San Francisco's \_\_\_ Tower
42. Dance move
45. Postpone one's bedtime
46. Pecking order?
47. Go along with

1	2	3	4	5	6	7	8	9	10	11	12	13		
14							15			16				
17							18			19				
20						21				22				
			23		24	25				26				
27	28	29							30		31	32	33	
34					35				36					
37			38	39			40							
41							42				43			
44						45				46	47			
			48		49									
50	51	52			53					54		55	56	57
58					59				60	61				
62					63				64					
65					66				67					

49. Online admin
50. Quite some time
51. "Family Guy" creator MacFarlane
52. Nagging desire
55. Sunburn reliever
56. Rx items
57. Sibillant summons
59. NATO founding member
60. Fury
61. "Aye? Not!"

## About OPEN

OPEN is a voluntary, not-for-profit 501(c)(3) organization dedicated to the promotion of entrepreneurship and leadership. OPEN has been one of the pioneers in fostering the spirit of entrepreneurship among its members and the community at large for almost 20 years.

Our chapter, OPEN Washington DC, promotes the same spirit in its local community and has proved to be one of the key business networking organizations in the Greater Washington Metropolitan Area. We are an organization dedicated to promoting the business interests and professional development of our members.

**Connect with us!** [openwashingtondc.org](http://openwashingtondc.org)

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**Questions? Feedback?**  
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## Solution

T	S	E	T	E	Y	E		P	P	A		H	H	S
S	D	O	R	A	R	A	R	U	O	S		C	T	E
S	E	S	O	L	S	N	I	Y	S	U	B	T	E	G
P	A	M	P	A	C	S		P	A	Y		A	S	A
			S	I	S	H	I	T	E	T	S	T	A	
P	U	M	U	P	E	K	E	C	T	I	S		S	A
E	A	U												
E	I	C	D	I	C	A	N	C	A	S				
L	A	L	P	A	L	E	B	S	B	T				
S	O	M	O	O	D	O	E	C	E	F	T	U	O	B
			L	E	S	E	I	E	D	I	O	B	I	
N	L	A	N	L	E	L	N	L	S		P	R	I	S
E	S	E												
E	O	R	O	O	O	O	W							
T	U	J	C			A	P	S		A	E	S	M	A