



*2018/2019*

# **ANNUAL REPORT**

**CSIS** | CENTER FOR STRATEGIC &  
INTERNATIONAL STUDIES



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## ABOUT CSIS

The Center for Strategic and International Studies (CSIS) is a bipartisan, nonprofit policy research organization dedicated to advancing practical ideas to address the world's greatest challenges.

Thomas J. Pritzker was named chairman of the CSIS Board of Trustees in 2015, succeeding former U.S. Senator Sam Nunn (D-GA). Founded in 1962, CSIS is led by John J. Hamre, who has served as president and chief executive officer since 2000.

CSIS's purpose is to define the future of national security. We are guided by a distinct set of values—non-partisanship, independent thought, innovative thinking, cross-disciplinary scholarship, integrity and professionalism, and talent development. CSIS's values work in concert toward the goal of making real-world impact.

CSIS scholars bring their policy expertise, judgment, and robust networks to their research, analysis, and recommendations. We organize conferences, publish, lecture, and make media appearances that aim to increase the knowledge, awareness, and salience of policy issues with relevant stakeholders and the interested public.

CSIS has impact when our research helps to inform the decisionmaking of key policymakers and the thinking of key influencers. We work toward a vision of a safer and more prosperous world.

CSIS is ranked the number one think tank in the United States as well as the defense and national security center of excellence for 2016-2018 by the University of Pennsylvania's annual think tank report.

# BOARD OF TRUSTEES

The Board of Trustees, chaired by Thomas J. Pritzker is composed of highly distinguished and accomplished leaders who provide overall direction and leadership to CSIS.

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*Chairman and CEO,  
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*President, The Scowcroft Group*

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\* Honorary Trustee

\*\* New Trustee as of 2019

## CSIS HEADQUARTERS

In October 2013, CSIS opened the doors to its new headquarters at 1616 Rhode Island Avenue NW. The CSIS building is a destination for global dialogue in the heart of Washington. Our proximity to the city's most prominent institutions allows CSIS to play a critical role in convening diverse elements of the international policy community.

CSIS's home features a three-story conference center; multiple visitor and staff meeting rooms; modern, flexible office space to support a growing staff; and state-of-the-art technology throughout. The new facility has significantly improved the Center's ability to host major global events and conferences.

In 2019, CSIS hosted more than 300 public events. The space is designed to welcome the world's leaders and top minds in international security and foreign policy, including U.S. government officials, foreign cabinet ministers, heads of state, civil society representatives, journalists, and industry leaders.

Designed with the latest green principles, the new headquarters achieved LEED Platinum status as an environmentally friendly structure. It was the fifth building in Washington, D.C., to achieve this accolade and the only think tank whose headquarters has met this high standard. Its features include a green roof, state-of-the-art heating and cooling systems, and the very latest in efficient lighting and insulation.

With the support of our many donors, and the help of the great teams at Hickock Cole Architects, HITT Contracting, and Jones Lang LaSalle Project Management, we now have our very own dynamic space that matches the impressive level of our world-class research.







# CSIS MANAGEMENT

**John J. Hamre**

*President & CEO, CSIS,  
and Langone Chair in American Leadership, CSIS*

## **CORPORATE OFFICERS (Administration)**

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*Chief Communications Officer*

**Karen Wong**

*Senior Vice President for Membership Groups  
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**Matthew P. Goodman**

*Senior Vice President; Simon Chair in Political Economy  
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*Senior Vice President and Director,  
Technology Policy Program*

**J. Stephen Morrison**

*Senior Vice President and Director,  
Global Health Policy Center*

**Daniel F. Runde**

*Senior Vice President; William A. Schreyer Chair and Director,  
Project on Prosperity and Development*

**Frank A. Verrastro**

*Senior Vice President and Trustee Fellow*



# CSIS PROGRAMS AND PROJECTS

CSIS's research programs are dedicated to the most pressing issues facing the United States and the world. Led by our world class experts, these programs are the intellectual foundation of CSIS.

## PROGRAMS & PROJECTS

Abshire-Inamori Leadership Academy	International Security Program
Aerospace Security Project	Lillan and Robert D. Stuart Jr. Center in Euro-Atlantic and Northern European Studies
Africa Program	Middle East Program
Alliances and American Leadership Project	Missile Defense Project
Americas Program	Project on History and Strategy
Asia Maritime Transparency Initiative	Project on Nuclear Issues
Asia Program	Project on Prosperity and Development
Brzezinski Institute on Geostrategy	Project on U.S. Leadership in Development
China Power Project	Reconnecting Asia
Defense Budget Analysis	Russia and Eurasia Program
Defense-Industrial Initiatives Group	Southeast Asia Program
Diversity and Leadership in International Affairs Project	Stephenson Ocean Security Project
Dracopoulos iDeas Lab	Technology Policy Program
Energy Security and Climate Change Program	Transnational Threats Project
Europe Program	Turkey Project
Executive Education	
Global Food Security Project	
Global Health Policy Center	
Human Rights Initiative	
Humanitarian Agenda	

## CHAIRS

Brzezinski Chair in Global Security and Geostrategy
Burke Chair in Strategy
Dracopoulos Chair in Creativity and Innovation
Freeman Chair in China Studies
Harold Brown Chair in Defense Policy Studies
Henry A. Kissinger Chair
James R. Schlesinger Chair for Energy and Geopolitics
Japan Chair
Korea Chair
Scholl Chair in International Business
Simon Chair in Political Economy
Trustee Chair in China Business and Economics
Wadhwani Chair in U.S.-India Policy Studies
William A. Schreyer Chair in Global Analysis

# RANKED BY UNIVERSITY OF PENNSYLVANIA #1 THINK TANK IN THE U.S.

## DEFENSE AND NATIONAL SECURITY CENTER OF EXCELLENCE FOR 2016-2018

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CSIS voted **top** defense  
and national security think  
tank for **8** consecutive years  
(2010-2018)

**AND NUMBER 1 IN**  
“Best Use of Social Media  
and Networks” for the  
3rd consecutive year

**AND NUMBER 2 IN**  
Top Global Health Policy  
Think Tanks  
  
Think Tanks with the  
Best External Relations/Public  
Engagement Program for the  
3rd consecutive year

Best Regional Studies Center  
(Free Standing) for the  
2nd consecutive year

**AND NUMBER 3 IN**  
Think Tanks with the Most  
Innovative Policy Ideas/Proposals









## **OUR IMPACT**



# 2019 HIGHLIGHTS

CSIS is dedicated to developing practical solutions to the world's greatest challenges. We provide strategic insights and bipartisan policy solutions that help decisionmakers chart a course toward a better world.

## SATELLITE IMAGERY OF GEOPOLITICAL FLASHPOINTS

CSIS used satellite imagery to advance understanding of critical geopolitical flashpoints in 2019. The Transnational Threats Project's analysis of Iranian threats to Saudi critical infrastructure preceded the attack on a Saudi oil facility, and a close ongoing examination of North Korea's missile activity kept this issue in the public debate.



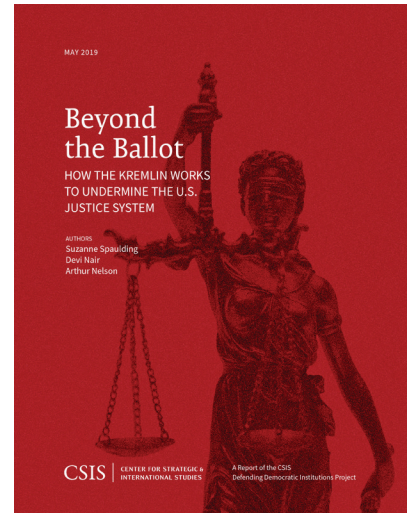
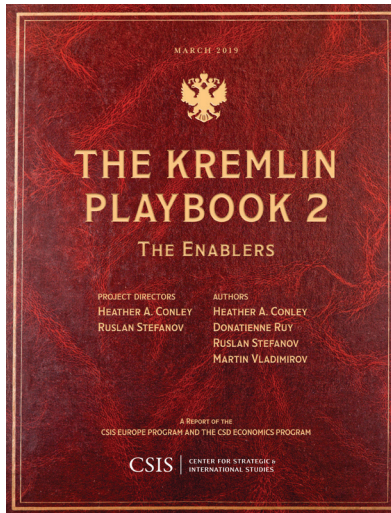
## TRADE

CSIS served as a leading voice on trade and economics, launching the Commission on Affirming American Leadership, which aims to strengthen U.S. trade leadership. CSIS also looked in-depth at the policy implications of a changing U.S.-China trade relationship in *Beyond the Brink: Escalation and Conflict in U.S.-China Economic Relations*.



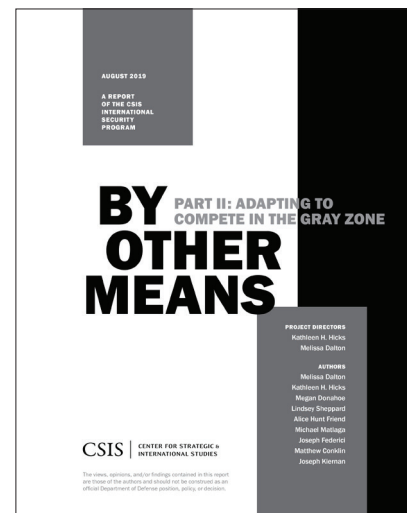
## RUSSIAN MALIGN INFLUENCE

CSIS continued its pathbreaking work examining Russia's malign influence on European democracies through *Kremlin Playbook 2: The Enablers*. CSIS also issued *Beyond the Ballot: How the Kremlin Works to Undermine the U.S. Justice System*, from CSIS's Defending Democratic Institutions project.



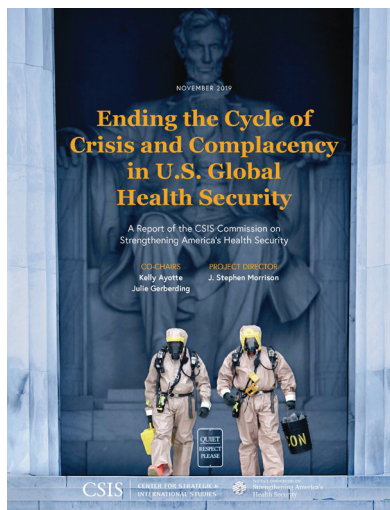
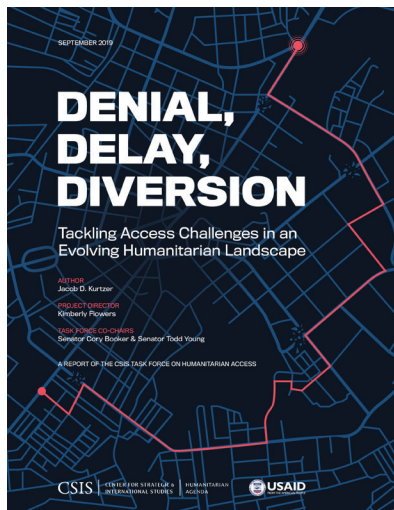
## GRAY ZONE PROJECT

The International Security Program's report on U.S. strategy to confront gray zone conflicts—the contested arena between routine statecraft and open warfare—had significant reach both inside and outside the halls of government as the United States grapples with how to deter Chinese, Russian, and Iranian activity.



## HUMANITARIAN CHALLENGES

CSIS led a commission on Strengthening America's Health Security and a task force on Humanitarian Access in 2019. Both efforts included CSIS experts and high-level leadership from the policy, business, and NGO communities, and other key stakeholders.



## CHINA

The podcast “Hong Kong on the Brink,” hosted by CSIS’s new Freeman Chair in China Studies, Jude Blanchette, followed the unfolding events on the ground in Hong Kong and analyzed their implications for Beijing and beyond. CSIS also created a new Trustee Chair in Chinese Business and Economics to work alongside the Freeman Chair and China Power Project.



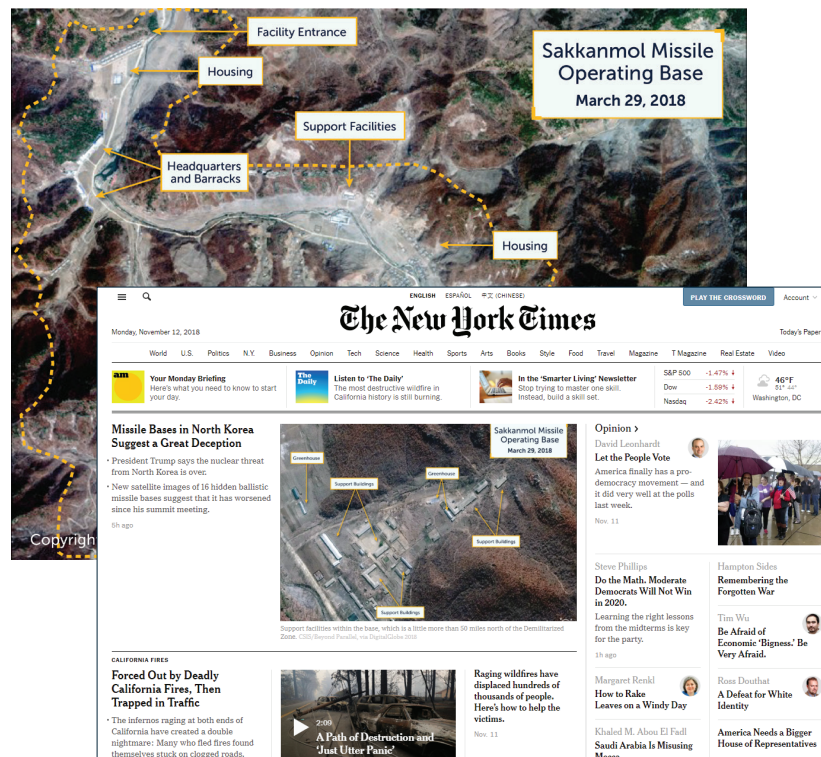


# 2018 HIGHLIGHTS



## THE TRADE GUYS

In 2018, CSIS released The Trade Guys featuring Scott Miller, Bill Reinsch, and host, H. Andrew Schwartz. Through the podcast, micro-website, explainer videos, and interactive features, the Trade Guys break down the buzz around trade, how it affects policy, and how it impacts people's day-to-day lives.

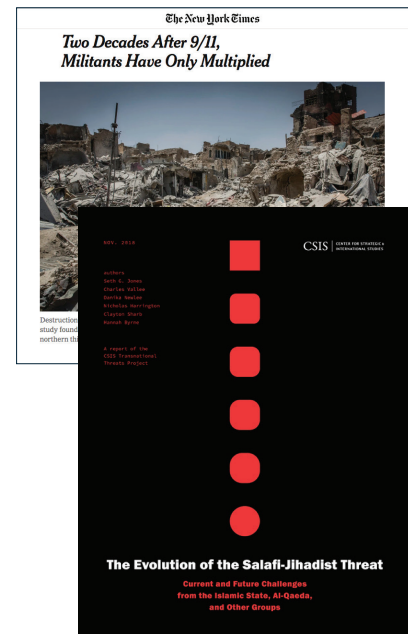
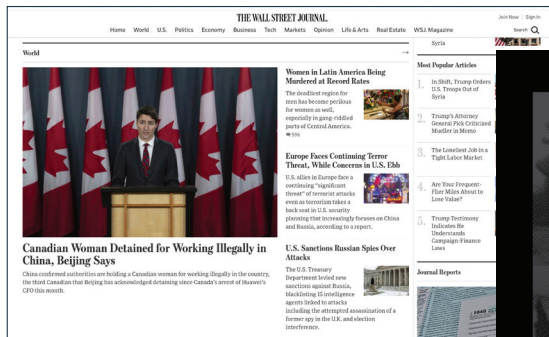


## BEYOND PARALLEL

In November 2018, a study by CSIS's Beyond Parallel project was the subject of an exclusive *New York Times* story regarding undeclared North Korean missile operating bases. The CSIS study features compelling satellite imagery and original research that made worldwide news.

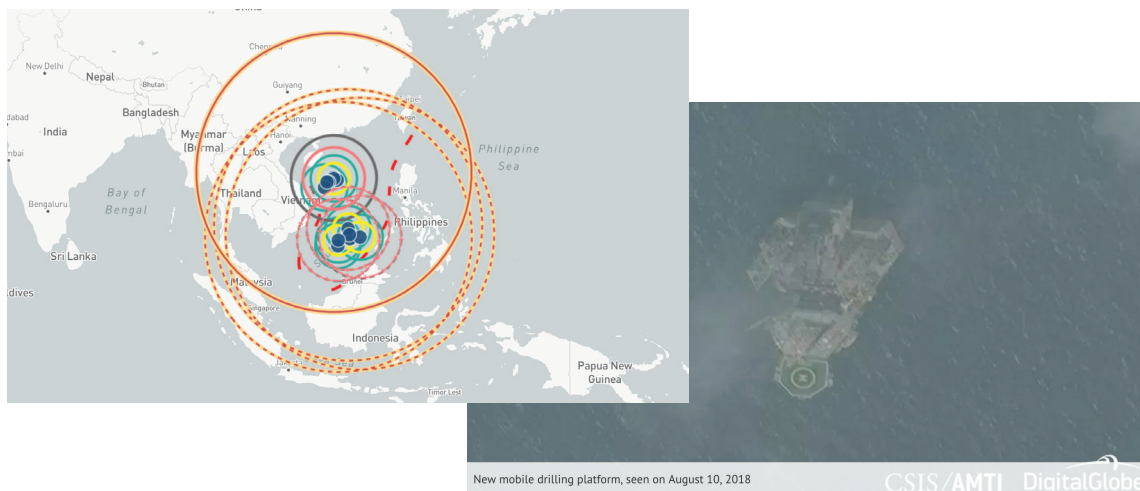
## TRANSNATIONAL THREATS PROJECT

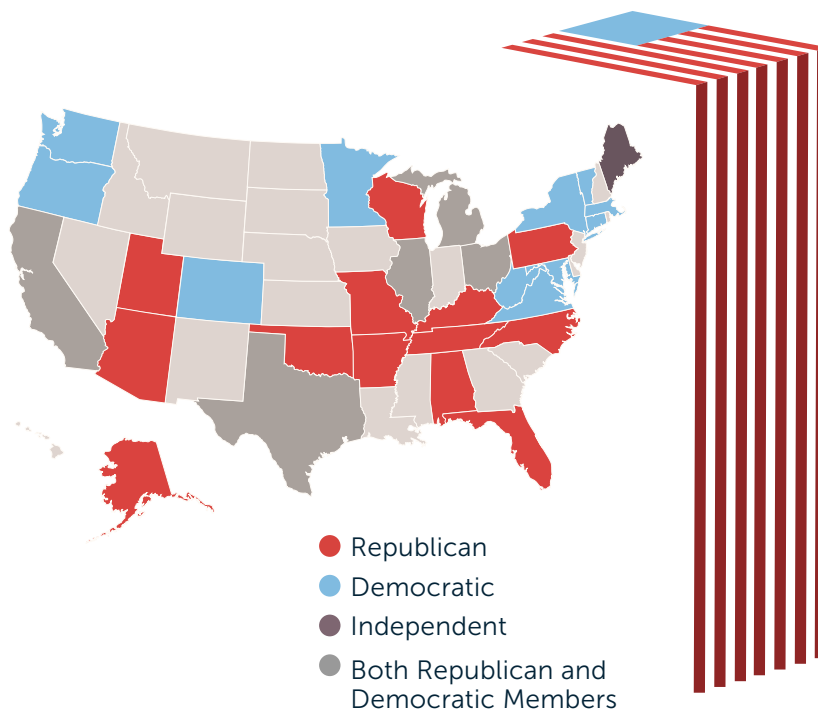
CSIS's Transnational Threats Project released two key studies on the current and future challenges from terrorist groups, *The Evolution of the Salafi-Jihadist Threat* and *From the IRA to the Islamic State: The Evolving Terrorism Threat in Europe*. Each report was the subject of exclusive stories in the *New York Times* and *Wall Street Journal* respectively.



## ASIA MARITIME TRANSPARENCY INITIATIVE

The Asia Maritime Transparency Initiative (AMTI) is the world's one-stop source for legal, political, and security issues in the contested waters of the Indo-Pacific region. In 2018, AMTI broke down the South China Sea's disputed energy resources block-by-block in a first-of-its-kind interactive map and by utilizing satellite imagery.

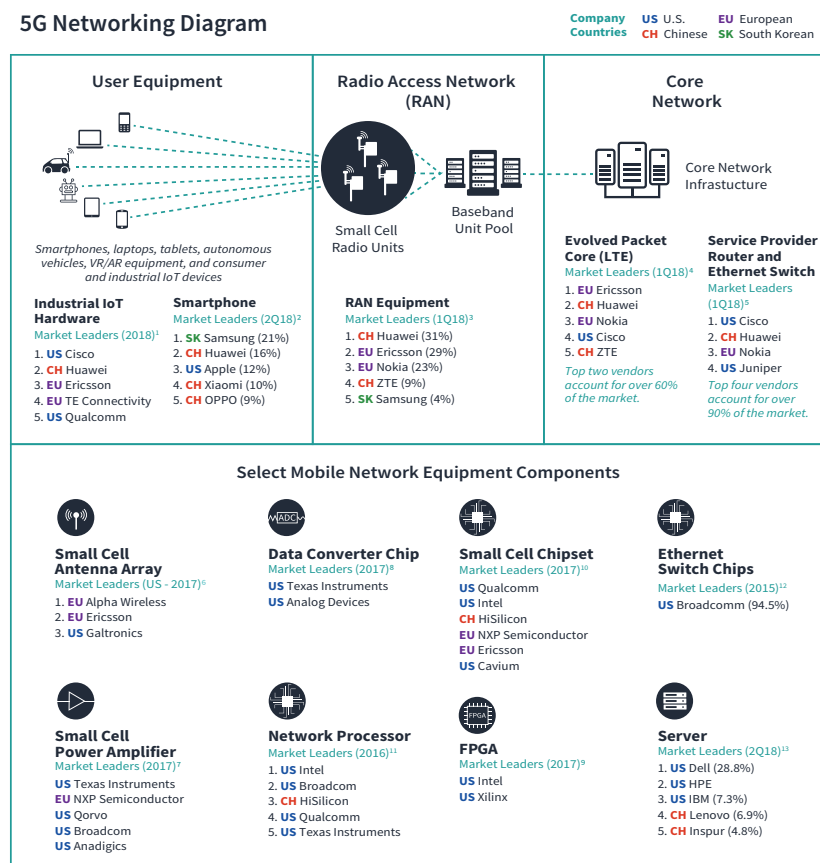




## BEYOND THE WATER'S EDGE

CSIS released *Beyond the Water's Edge*, a report assessing the core motivations of contemporary members of Congress on foreign policy and recommended opportunities for strengthening bipartisan cooperation and congressional foreign policy leadership. The study was widely distributed and earned a broadly positive reception among congressional offices, foreign embassies, and the academic community.

## 5G Networking Diagram



## TECHNOLOGY POLICY PROGRAM

CSIS's Technology Policy Program continues to be a leading voice on technology issues. In 2018, a key report on law enforcement and digital evidence led to draft legislation and changes in major company policies, CSIS's work on artificial intelligence was used by the White House, and its groundbreaking primer on 5G security shaped U.S. and foreign government 5G strategies.





## **OUR REACH**

# OUTREACH

CSIS prides itself on its ability to reach decisionmakers and the wider policy community both in Washington, D.C. and beyond. CSIS's social media channels reach an audience of hundreds of thousands every day, allowing the Center to expand its reach far beyond our headquarters.



**551K**

*Facebook Likes*

**1ST AMONG THINK  
TANKS WORLDWIDE**



**300K**

*Twitter Followers*

**FASTEST GROWING  
FOLLOWING OF ANY  
THINK TANK**



**45K**

*Instagram Followers*

**2ND LARGEST  
FOLLOWING OF ANY  
THINK TANK**



**98K**

*LinkedIn Followers*

**2ND LARGEST  
FOLLOWING OF ANY  
THINK TANK**

**You Tube**

**88.3K**

*YouTube Subscribers*



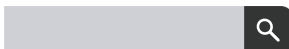
**11.7M**

*on demand video views across  
all platforms in 2019*



**158.8K**

*live event webcast  
viewers in 2019*



**11.4M**

*unique page views on CSIS.org  
and associated CSIS micro-websites*

**The New York Times**  
**THE WALL STREET JOURNAL**  
**The Washington Post**

**1,100**

*expert citations in 2019*



**27**

*testimonies on  
Capitol Hill in 2019*



# IN THE NEWS

CSIS is often called upon by global media outlets to analyze the policy challenges and geopolitical flashpoints driving the news. Our scholars were prolific in appearing in elite media outlets, racking up over 1,100 mentions in the *New York Times*, *Wall Street Journal*, and *Washington Post*. Beyond making an impact online and in print, CSIS experts continued to be a major resource for the world's leading television networks.



# CONGRESSIONAL ENGAGEMENT

## TESTIMONIES

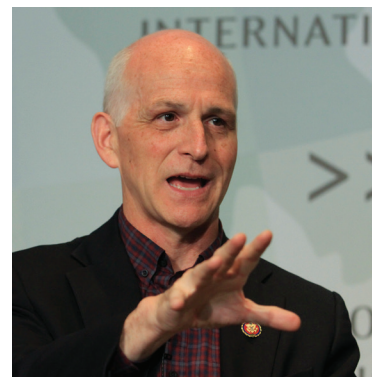
CSIS is one of the most trusted, independent resources on foreign policy and national security for members of Congress and their staffs. CSIS is proud to support a diverse and bipartisan Capitol Hill audience. In 2019, 19 CSIS experts participated in 27 House and Senate hearings across 15 different committees.





## EVENTS

In 2019, CSIS hosted 31 members of Congress for public remarks on issues ranging from counterterrorism to the Arctic to arms control and much more.



**(Top Left)** Senator James Risch (R-ID); **(Top Center)** Senator Dan Sullivan (R-AK); **(Top Right)** Senators Lisa Murkowski (R-AK) and Joe Manchin (D-WV); **(Middle Left)** Representatives Michael Waltz (R-FL) and Abigail Spanberger (D-VA); **(Middle Right)** Representatives Kay Granger (R-TX) and Nita Lowey (D-NY); **(Bottom Left)** Senator Tammy Duckworth (D-IL); **(Bottom Center)** Senator Cory Gardner (R-CO); **(Bottom Right)** Representative Adam Smith (D-WA).



# EVENT SERIES

## CSIS-TCU SCHIEFFER SERIES

The [CSIS-TCU Schieffer Series](#) is a monthly series of timely discussions held at CSIS and hosted by CSIS trustee and CBS News legend Bob Schieffer. Now in its 11th consecutive year, the dialogues are thoughtful panel discussions featuring senior government officials, lawmakers, journalists, and experts who discuss critical issues of national security, foreign policy, and global challenges. The series is a partnership between CSIS and the TCU Schieffer College of Communication and made possible with the generous support of the Stavros Niarchos Foundation.

## SMART WOMEN, SMART POWER

[Smart Women, Smart Power](#) (SWSP) convenes high-level women leaders in foreign policy, national security, international business, and international development to spotlight their expertise and discuss critical and timely issues. In 2018 and 2019, the SWSP speaker series hosted then-World Bank CEO Kristalina Georgieva, now managing director of the International Monetary Fund; former president of Kosovo Atifete Jahjaga; Accenture CEO Julie Sweet; and Representatives Nita Lowey (D-NY) and Kay Granger (R-TX), chairwoman and ranking member of the House Appropriations Committee. Past speakers have included philanthropist Melinda Gates, former secretary of state Madeleine Albright, former IMF managing director and current European Central Bank president Christine Lagarde, and businesswoman Carly Fiorina. SWSP also hosts high-level leaders for private roundtables, which have recently featured Kersti Kaljulaid, president of Estonia, and Liz Smith, executive board chairwoman and former CEO of Bloomin' Brands, Inc. SWSP's well-respected biweekly podcast is routinely among the top podcasts on Apple Podcasts. The Smart Women, Smart Power Initiative was launched in December 2014 in partnership with Citigroup.

## GLOBAL SECURITY FORUM

The [Global Security Forum](#) (GSF) is an annual flagship event examining the top challenges facing U.S. and international security. The 2018 GSF focused on gray zone challenges—U.S. adversary strategies focused on exploiting the zone between war and peace. The 2019 GSF explored the opportunities and risks of emerging technologies and how the United States can best balance national security and innovation. The forum is conducted on a bipartisan basis and seeks to advance an actionable policy agenda informed by current and former U.S. and allied government officials. Led by the International Security Program, GSF leverages scholar and program expertise from across CSIS and presents content to a high-

level Washington audience through interactive formats. It also distributes its findings publicly through videos, additional events, and an annual publication. GSF is made possible by Leonardo DRS.

## **MARITIME SECURITY DIALOGUE**

The [Maritime Security Dialogue](#) (MSD) is a public, on-the-record speaker series highlighting the issues important to the Navy, Marine Corps, and Coast Guard. MSD events are convened about five times a year and feature conversations ranging from national-level maritime policy and budgetary challenges to technological opportunities and naval concept development and program design. MSD has hosted a succession of senior speakers representing the maritime services, including the Honorable Richard V. Spencer, 76th secretary of the Navy; The Honorable John F. Lehman Jr., 65th secretary of the Navy; The Honorable Sean O’Keefe, 69th secretary of the Navy; The Honorable Richard J. Danzig, 71st secretary of the Navy; Gen Robert B. Neller, USMC, 37th commandant of the Marine Corps; ADM Karl Schultz, USCG, 26th commandant of the Coast Guard; ADM John M. Richardson, USN, 31st chief of naval operations; and ADM William F. Moran, USN, 39th vice chief of naval operations. MSD is a collaboration of CSIS and the U.S. Naval Institute. It is made possible by Huntington Ingalls Industries.

## **GLOBAL DEVELOPMENT FORUM**

The [Global Development Forum](#) (GDF) is the annual flagship event for the Chevron Forum on Development Series and is led by the Project on U.S. Leadership in Development (USLD) at CSIS. The 2019 GDF, hosted in April, focused on the future directions for development featuring a keynote address from former UK prime minister Tony Blair and USAID administrator Mark Green. Breakout panels explored urbanization in Africa, development finance, youth, human rights, long-term trends in development, and water sustainability. Now in its fifth year, GDF has grown to become one of CSIS’s most well-attended and impactful conferences. The 2019 GDF had 600 attendees, and over 3,500 people have viewed the recordings from the event.

## **CHEVRON FORUM ON DEVELOPMENT**

The [Chevron Forum on Development](#) is an ongoing series hosted by the Project on U.S. Leadership in Development (USLD) at CSIS. As part of the forum, USLD launched a series focused on the United Nations’ 17 [Sustainable Development Goals](#) (SDGs) and how to measure progress toward achieving each of the goals. So far, USLD has hosted public events and published briefs on eight of the seventeen goals, in addition to a [Chevron Forum](#) focused on the role of the private sector in making progress toward the goals. Since 2011, USLD has hosted over 62 Chevron Forums that have had over 5,000 in-person attendees as well as more than 400,000 event webpage views.

# EVENT HIGHLIGHTS



**(Top Left)** Secretary of State Mike Pompeo; **(Top Center)** Former Secretary of State Condoleezza Rice; **(Top Right)** Former Secretary of Defense and CSIS trustee Leon Panetta; **(Middle Left)** CSIS Asia Forecast 2019 featuring Dr. Michael J. Green, Dr. Sue Mi Terry, Richard M. Rossow, Dr. Amy Searight, and Christopher K. Johnson; **(Middle Right)** Former U.S. Trade Representatives Charlene Barshefsky and William Brock and CSIS trustees Frederick W. Smith and Bob Schieffer; **(Bottom Left)** Then-Secretary of the Army Mark Esper, former Secretary of the Navy Richard Spencer, and former Secretary of the Air Force Heather Wilson; **(Bottom Right)** Former UK Prime Minister Tony Blair.



# PRIZES AT CSIS

## ZBIGNIEW BRZEZINSKI PRIZE AND LECTURE

The Zbigniew Brzezinski Prize was established to honor the late Dr. Brzezinski's legacy by recognizing and promoting the importance of geostrategic thinking with a transcending moral purpose. It is intended to foster constructive ideas with moral clarity and practical applications for today's global challenges.

The inaugural recipient of the Brzezinski Prize, awarded in 2016, was former U.S. secretary of defense Robert M. Gates. The second Brzezinski Prize was awarded to Joseph R. Biden, former vice president of the United States, in 2017. The 2019 Prize was awarded to John Warner, former secretary of the Navy and U.S. senator.

*The Zbigniew Brzezinski Prize and Lecture is made possible by a generous endowment gift from the Smith Richardson Foundation.*

## THE SAM NUNN NATIONAL SECURITY LEADERSHIP PRIZE AND LECTURE

The Sam Nunn National Security Leadership Prize and Lecture honors the legacy of CSIS chairman emeritus and former senator Sam Nunn by spotlighting and supporting courageous leaders who demonstrate vision and wisdom in addressing global challenges and who put our nation's interest ahead of political considerations.

The inaugural recipient of the Sam Nunn Prize, awarded in 2016, was former U.S. secretary of defense Ashton Carter. The second Sam Nunn Prize was awarded to Mac Thornberry, chairman of the House Armed Services Committee, U.S. House of Representatives, in September 2018. In October 2019 the third Sam Nunn Prize was awarded to former U.S. secretary of defense James Mattis.

*The Sam Nunn National Security Leadership Prize and Lecture is made possible by a generous endowment gift from the CSIS Board of Trustees and friends.*



**DIGITAL MEDIA**



# ANDREAS C. DRACOPOULOS IDEAS LAB

The Andreas C. Dracopoulos iDeas Lab enhances CSIS's research, reach, and impact with the latest web technologies, design, and multimedia. CSIS experts partner with the iDeas Lab to create websites, interactive visualizations, custom reports, dynamic visualizations, videos, and podcasts that effectively communicate policy scholarship and recommendations to a global audience. Since its inception, the iDeas Lab has helped move CSIS research beyond traditional output by creating innovative, dynamic, and engaging products and digital experiences. Our digital-first approach has allowed us to reach audiences worldwide and propel policy forward.

CSIS iDeas Lab projects have appeared in Senate hearings, been featured on pages of the *New York Times*, the *Financial Times*, the *Washington Post*, and the *Wall Street Journal*, among others, and racked up millions of views around the world.



# CSIS PODCASTS

In 2019, CSIS's 18 active podcasts were downloaded and streamed over a 1.1 million times. New podcasts launched this year included *The Truth of the Matter*, an analysis of critical current events hosted by CSIS Trustee and longtime CBS anchor Bob Schieffer and CSIS's H. Andrew Schwartz; *Asia Chessboard*, which explains the historical context and decisionmaking process behind political developments across the continent, hosted by Dr. Michael J. Green; and *Defense 2020*, which aims to break down the most important defense debates in the 2020 U.S. election cycle, hosted by Dr. Kathleen Hicks. CSIS attracts significant audiences through engaging audio discussions and analysis made available on Apple Podcasts, Spotify, TuneIn, Stitcher, Google Play, or directly on the CSIS website.



# CSIS VIDEOS

CSIS's suite of video series focused on key current policy issues highlights the Center's diverse expertise and impact. In 2019, our videos were watched over 4.2 million times, and we added over 22,000 subscribers. The popular "High Resolution" uses satellite imagery and advanced mapping to analyze geopolitical challenges. "What's Happening" breaks down the most important stories from around the world. And in "PreView" and "Testify," CSIS experts expand on their latest high-impact reports and congressional testimonies, respectively.





# CSIS MICROSITES

CSIS dives deeper into a range of policy areas through dynamic micro-websites. Each microsite provides a platform for original analysis, interactive visualizations, graphics, satellite imagery, videos, and other multimedia. The roster of CSIS web projects has grown to 15 microsities along with several dynamic digital reports. In 2019, these digital products garnered over 4 million page views. These platforms are designed for the core policy community and beyond, developed and designed in-house by the Dracopoulos iDeas Lab.



# CSIS EXECUTIVE EDUCATION

CSIS's executive education programming and Abshire-Inamori Leadership Academy (AILA) continue to be a growing resource for business, government, and university partners to engage with CSIS in new and exciting ways. AILA is dedicated to developing internal training opportunities for staff and interns, while our executive education team works closely with public and private organizations to customize programming that is right for them.

Our year-round educational opportunities provide immersive experiences for individuals and organizations to increase their knowledge of geopolitical trends, understand the policy ecosystem of Washington, and expand their personal leadership potential.

In 2019, 482 participants from 255 organizations and 33 countries took part in 19 distinct CSIS executive courses.



If you are interested in bringing a group of employees to CSIS for a custom training or having CSIS deliver training at your organization, please visit <https://www.csis.org/executive-education> or contact Nahmyo Thomas, vice president and director of executive education, at [nthomas@csis.org](mailto:nthomas@csis.org) to learn more about our offerings.

## CURRENT PROGRAMS

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482

participants



255

organizations



33

countries



19

courses







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### SECURING OUR FUTURE CAMPAIGN

Securing Our Future is a campaign to carry CSIS forward for the upcoming decades. This campaign supports independent research, objective analysis, and genuine bipartisan approaches to finding policy solutions.

Funds from the campaign are building CSIS's endowment and creating a Strategic Initiatives Fund (SIF) for emerging opportunities and investments. More importantly, this campaign is ensuring that CSIS can address the greatest challenges facing the United States and the world, helping the public and private sectors bring prosperity and security to all people. With the generous support of many individuals, families, companies, and private foundations, by the end of Fiscal Year 2019, CSIS had secured \$71 million toward the \$75 million campaign goal. CSIS hopes to complete the campaign in Fiscal Year 2020 and wishes to thank all of our generous campaign donors for their involvement and support.

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CSIS offers the opportunity to participate directly in the Center's work through several membership groups. Membership gives individuals access to a unique forum to engage with the Washington policy community.

CSIS offers three types of membership: International Councillors, Advisory Board, and Roundtables. Each diverse group offers an opportunity to engage with CSIS scholars and contribute to our mission of providing bipartisan strategic insights and practical policy solutions to decisionmakers. The groups meet regularly to discuss and analyze our greatest challenges and to generate dialogue about the Center's ongoing studies and programs.

The International Councillors, chaired by former U.S. secretary of state and national security adviser Henry Kissinger, is the Center's most prestigious group. This small group is composed of select business CEOs drawn from different corners of the world. The Councillors meet regularly for an informal, off-the-record, and substantive dialogue about the most current and pressing issues of global concern.

The Advisory Board, cochaired by former U.S. trade representative Carla Hills and John Hamre, is composed of the Center's closest friends and advisers, including both public- and private-sector



**(Top)** CSIS trustee Henry Kissinger & president and CEO John J. Hamre

**(Bottom)** CSIS counselor and trustee Carla A. Hills & CSIS counselor and trustee William E. Brock

policymakers, U.S. and international business leaders, and former senior government officials. The Advisory Board meets twice a year in Washington to discuss breaking policy issues.

The Roundtables are strategically based throughout the country and act as satellite locations for CSIS to expand its outreach and influence. These groups meet throughout the year and are currently located in Washington, D.C.; San Francisco, CA; Dallas, TX; and New York, NY. The Roundtables are chaired by William Brock, J. Richard Fredericks, Hunter Hunt, Todd Maclin, George Montgomery, and David Rappa. Each Roundtable meeting provides a forum for fresh and innovative dialogue between CSIS experts and business leaders around the country. Roundtable members are able to access the political insights that stem from Washington and the Center's key research priorities.

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We also offer ways of supporting the building, endowment, or general operating fund or to remember CSIS in individual or family estate plans.

## CORPORATIONS

CSIS partners with nearly 250 companies across different industries, engaging private-sector representatives in dialogue about how policy and security concerns affect global business. Corporate leaders rely on our unbiased information and analysis on a host of geopolitical issues.

Approximately 75 of these companies participate in our corporate membership program. Corporate membership provides companies access to the full spectrum of CSIS programs, covering every region of the world and critical topics such as global health, energy, trade, cybersecurity, and much more. Corporate partners are frequently invited to CSIS for events, including monthly briefings on current affairs, and are able to schedule private briefings with CSIS scholars to focus in-depth on areas of interest. We offer additional ways to bring thought leadership to companies through a variety of event sponsorships and opportunities to support specific programs and projects.

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For more information about supporting CSIS, please contact Kevin Sturtevant, interim chief development officer, at [ksturtevant@csis.org](mailto:ksturtevant@csis.org) or (202) 775-3205.

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**To all our donors, thank you for contributing to the success of CSIS in 2018 and 2019.**

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Alcoa Foundation	<b>ET +</b>
Anadarko Petroleum Corporation	<b>E +</b>
AT&T	<b>T +</b>
BAE Systems, Inc.	<b>G, EE, NS, RS *+</b>
Bank Negara Indonesia	<b>RS *</b>
BHP	<b>G, ET, E, RS *+</b>
Booz Allen Hamilton	<b>T *</b>
BP	<b>G, E, RS, T *</b>
Cheniere Energy Partners	<b>E *</b>
The Coca-Cola Company	<b>G, RS +</b>
DAI Global	<b>GD +</b>
Element Capital	<b>G +</b>
General Electric Company	<b>ET, GD, NS *+</b>
Google Inc.	<b>RS, NS *</b>
HP, Inc.	<b>ET +</b>
Hyundai Motor	<b>RS +</b>
Intel Corporation	<b>T +</b>
L3Harris Technologies	<b>G, NS *+</b>
Max Myanmar Holdings	<b>RS *</b>
Noble Energy, Inc.	<b>G, E, RS *+</b>
Parsons Corporation	<b>G, NS, RS, T *+</b>
Qualcomm, Inc.	<b>T +</b>
Royal Dutch Shell plc	<b>G, ET, E, RS, T *+</b>
Samsung Electronics Co., Ltd.	<b>G, ET, EE, GD, RS, T *</b>
Science Applications International Corporation	<b>NS +</b>
Telecom Argentina	<b>RS +</b>
Temasek Holdings	<b>G, ET, EE, RS +</b>
Thales S.A	<b>EE, NS, T *</b>
Total S.A.	<b>G, E, RS *+</b>
United Airlines, Inc.	<b>G, ET, EE, NS, T *+</b>
Verizon	<b>T +</b>

### *Contributions of \$35,000 – \$64,999*

DONOR	PROGRAM AREA
Abbott Laboratories	<b>G, GD, RS *+</b>
Alcoa Foundation	<b>ET *</b>

Amazon.com, Inc.	<b>T *</b>
Anadarko Petroleum Corporation	<b>E *</b>
Apple Inc.	<b>T *+</b>
Arconic	<b>EE *+</b>
Astellas Pharma Inc.	<b>G, ET, GD, RS *+</b>
Barclays Bank PLC	<b>G, ET, E, RS *+</b>
Bell	<b>G, NS +</b>
Canon Inc.	<b>G, RS *+</b>
The Capital Group Companies, Inc.	<b>G, ET, RS *+</b>
Caravel Management	<b>GD *</b>
Central Japan Railway Company	<b>G, ET, RS *+</b>
Chemonics International	<b>GD +</b>
The Coca-Cola Company	<b>G, RS *</b>
ConocoPhillips Co.	<b>G, E, RS *+</b>
Cummins	<b>G +</b>
Dexis Consulting Group	<b>GD +</b>
DHL	<b>G, ET, GD, RS, T *+</b>
Doosan Corporation	<b>ET, RS +</b>
ECS Federal	<b>NS *</b>
Eni S.p.A.	<b>G, E, RS *+</b>
Fluor Corporation	<b>G, E *</b>
Fujitsu Limited	<b>RS +</b>
Hitachi, Ltd.	<b>G, ET, E, NS, RS, T *</b>
Honda North America, Inc.	<b>G, ET, RS *+</b>
Intel Corporation	<b>T *</b>
ITOCHU Corporation	<b>G, ET, RS *+</b>
Johnson & Johnson	<b>GD *</b>
JPMorgan Chase & Co.	<b>G, E, NS, RS, T +</b>
Kikkoman Corporation	<b>G, RS *+</b>
Kongsberg Gruppen	<b>G, NS, RS *</b>
Korea Aerospace Industries Limited	<b>RS *</b>
Marubeni North America	<b>G, ET, E, EE, RS *</b>
Merck & Co., Inc.	<b>GD *</b>
MITRE Corporation	<b>NS *</b>
Mitsubishi Heavy Industries, Ltd.	<b>G, RS *+</b>
Mitsui & Co.	<b>G, ET, E, RS *+</b>
NEC Corporation	<b>EE, RS *</b>
Newmont Mining Corporation	<b>G, RS *</b>
Norinchukin Bank	<b>G, E, RS *+</b>
Occidental Petroleum Corporation	<b>E, RS +</b>
Procter & Gamble Co.	<b>G, ET, GD, NS, RS *+</b>
Qualcomm, Inc.	<b>T *</b>
Rassini	<b>RS *+</b>
Redwood Global	<b>RS +</b>
Rockwell Collins, Inc.	<b>G, NS, RS *</b>
Rolls Royce plc	<b>G, NS, RS *+</b>

Saab AB	<b>G, NS +</b>
Safran S.A.	<b>G, NS *+</b>
Schlumberger Limited	<b>E, EE *+</b>
Semiconductor Industry Association	<b>T +</b>
SK Holdings	<b>G +</b>
Snam S.p.A	<b>G, ET, E, RS *+</b>
The Software Alliance	<b>T *</b>
Sojitz Corporation	<b>G, E, RS *+</b>
Sumitomo Corporation	<b>G, ET, E, RS *+</b>
Tellurian	<b>G, E *+</b>
Temasek Holdings	<b>G, ET, EE, RS *</b>
Thales S.A	<b>EE, NS, T +</b>
Tokio Marine & Nichido Fire Insurance Co., Ltd	<b>EE +</b>
Toyota Motor Corporation	<b>RS *</b>
United Technologies Corporation	<b>G, NS *</b>

### *Contributions of \$5,000 – \$34,999*

<b>DONOR</b>	<b>PROGRAM AREA</b>
Akin Gump Strauss Hauer & Feld	<b>EE *</b>
The American Chamber of Commerce in Korea	<b>RS +</b>
The Asia Group	<b>EE *</b>
Association des Industries d'Haiti	<b>RS *</b>
Ayala Corporation	<b>RS *</b>
Banco Santander SA	<b>RS +</b>
BASF SE	<b>EE +</b>
BBVA Frances	<b>RS *+</b>
Business Council for International Understanding	<b>GD *</b>
Caravel Management	<b>GD +</b>
Caterpillar	<b>ET *</b>
C. V. Starr & Co.	<b>RS +</b>
Centre on Public Management and Policy	<b>RS *</b>
The Chubb Corporation	<b>RS *+</b>
Chubu Electric Power Co., Inc.	<b>E, RS *</b>
Clifford Chance	<b>EE *+</b>
The Cohen Group	<b>EE *</b>
Corning	<b>ET, RS +</b>
Corstone	<b>RS +</b>
Credit Suisse Group	<b>EE *</b>
CSRA Inc.	<b>T *</b>
Dai-ichi Life Insurance Company, Ltd.	<b>G, ET, RS *+</b>
Danske Markets	<b>RS +</b>
Dell Inc.	<b>RS *</b>



Diamond 6 Leadership and Strategy, LLC	<b>NS *+</b>
The Walt Disney Company	<b>NS *+</b>
DLS ARCHER	<b>RS *</b>
Duke Energy	<b>EE +</b>
EDF	<b>E *+</b>
Edison International	<b>EE +</b>
Ensync Diversified Management Services, Inc.	<b>NS *+</b>
EY	<b>NS *</b>
General Motors Company	<b>G, RS *</b>
GlobalWIN	<b>G *</b>
Globant	<b>RS *+</b>
Google Inc.	<b>RS, NS +</b>
Grupo Bago	<b>RS *</b>
Herbalife International	<b>NS *</b>
Halliburton	<b>E *</b>
HSBC Holdings plc	<b>RS *</b>
IBM	<b>G, RS, T +</b>
ICF International	<b>GD *</b>
Inter-American Development Bank	<b>ET, EE *</b>
Iraqi Private Banking League	<b>GD *</b>
JOGMEC	<b>E *+</b>
J-Power	<b>E *+</b>
KCCI	<b>RS +</b>
Kelloggs	<b>NS +</b>
KPMG	<b>GD +</b>
Marriott International, Inc.	<b>NS *+</b>
Microsoft	<b>RS, T *+</b>
Mirgor	<b>RS +</b>
Mizuho Financial Group, Inc.	<b>G, ET, RS *</b>
Molino Canueles	<b>RS *</b>
MUFG Bank, Ltd.	<b>G, ET, RS *+</b>
Palo Alto Networks Public Sector	<b>T *</b>
Pepsico	<b>EE *</b>
Pfizer	<b>RS *</b>
Pioneer Natural Resources Company	<b>E *+</b>
Renaissance Strategic Advisors	<b>G, NS *+</b>
Sancor Seguros	<b>RS +</b>
Siemens AG	<b>EE *</b>
Svensk Utveckling	<b>RS *</b>
Thrivent Financial	<b>G +</b>
Tokyo Gas Co. Ltd.	<b>E *</b>
Toshiba Corporation	<b>RS *+</b>
U.S Chamber of Commerce	<b>RS *</b>
Ventu	<b>NS *</b>
Verte	<b>NS *</b>

## GOVERNMENT DONORS

### *Contributions of \$500,000 and up*

DONOR	PROGRAM AREA
Japan	<b>RS *+</b>
United States	<b>EE, GD, NS, RS, T *+</b>
Taiwan	<b>RS *+</b>
United Arab Emirates	<b>RS +</b>

### *Contributions of \$100,000 – \$499,999*

DONOR	PROGRAM AREA
Australia	<b>ET, EE, RS *+</b>
Canada	<b>ET, E, NS *</b>
Italy	<b>GD *</b>
Norway	<b>EE, RS *</b>
South Korea	<b>RS *+</b>
Turkey	<b>RS *+</b>
United Arab Emirates	<b>RS *</b>

### *Contributions of \$5,000 – \$99,999*

DONOR	PROGRAM AREA
Argentina	<b>RS *</b>
Canada	<b>ET, E, NS +</b>
European Union	<b>ET *+</b>
Finland	<b>NS *</b>
France	<b>RS *</b>
Germany	<b>ET, RS *+</b>
Liechtenstein	<b>RS *+</b>
Netherlands	<b>RS, ET +</b>
New Zealand	<b>ET *+</b>
Norway	<b>EE, RS +</b>
Singapore	<b>RS +</b>
Sweden	<b>NS *</b>
United Kingdom	<b>NS *+</b>
Vietnam	<b>RS *+</b>

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### *Contributions of \$75,000 and up*

DONOR	PROGRAM AREA
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Brendan Bechtel	<b>G</b>
Othman Benjelloun	<b>G</b>
Scott Bessent, Key Square Capital Management	<b>G</b>
Robert Bishop, Impala Asset Management LLC	<b>G</b>

Christian Broda	<b>G</b>
Harold Brown*	<b>G, NS</b>
Walter Buckley	<b>G</b>
Leon Cooperman, The Leon and Toby Cooperman Family Foundation	<b>G</b>
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Stanley F. Druckenmiller	<b>G</b>
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Michael P. Galvin	<b>G</b>
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<b>DONOR</b>	<b>PROGRAM AREA</b>
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Choong Kun Cho	<b>G</b>
Alfred Clark	<b>G</b>
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Diana Lady Dougan	<b>G</b>
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Richard Elkus Jr.	<b>G</b>
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Lee Folger, The Lee and Juliet Folger Fund	<b>G</b>
Fariborz Ghadar	<b>G</b>
John J. Hamre	<b>G</b>

Henry Howard	<b>G</b>
James and Laura Hunt	<b>NS</b>
Roy Kapani	<b>G</b>
Dennis Kass	<b>G</b>
M. Farooq Kathwari	<b>G</b>
Richard Li	<b>G</b>
Joseph Lonsdale	<b>G</b>
Mehdi Mahmud	<b>G</b>
James McNerney	<b>G</b>
Cesar Morillo	<b>RS</b>
Diane Moss	<b>G</b>
Sam Nunn	<b>G</b>
William Oberndorf	<b>G</b>
Robert Paulson	<b>G</b>
David Rappa	<b>G</b>
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<b>DONOR</b>	<b>PROGRAM AREA</b>
Marieluise Artzt	<b>G</b>
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F. Jed Becker	<b>G</b>
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Erskine Bowles	<b>G</b>
William Brock	<b>G</b>
Carter Cafritz	<b>G</b>
Philippe Camus	<b>G</b>
Michael Olin Clark	<b>G</b>
John (Sean) Coffey	<b>G</b>
Berry Cox	<b>G</b>
Antonio De La Cruz	<b>RS</b>
William Daley	<b>G</b>
Pilar and Paul L. (“Lew”) Davies III	<b>G</b>
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Paul Desmarais Jr.	<b>G</b>
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J. Richard Fredericks	G
Jonathan Frist	G
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Joseph Gildenhorn	G
Lloyd Hand	G
Carla A. Hills	G
James Hinton	G
Laurence Hirsch	G
Nelson (Nick) Hopkins	G
Edward Horowitz	G
Kay Bailey Hutchison	G
Carl Ice	G
Reuben Jeffery	G
Jay Johnson	G
James Jones	NS
Fehmi Karahan	G
William T. Keegan	G
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Marlene Malek	G
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David Seaton	G
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Timothy Wallace	G
David Walls	G
Kelcy Warren	G
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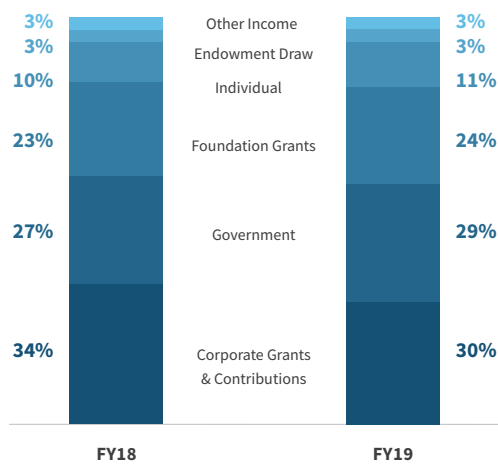
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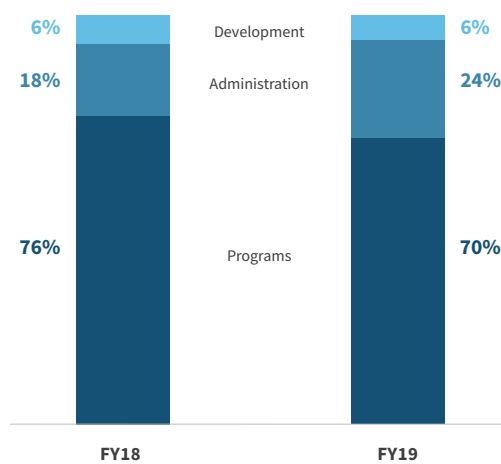
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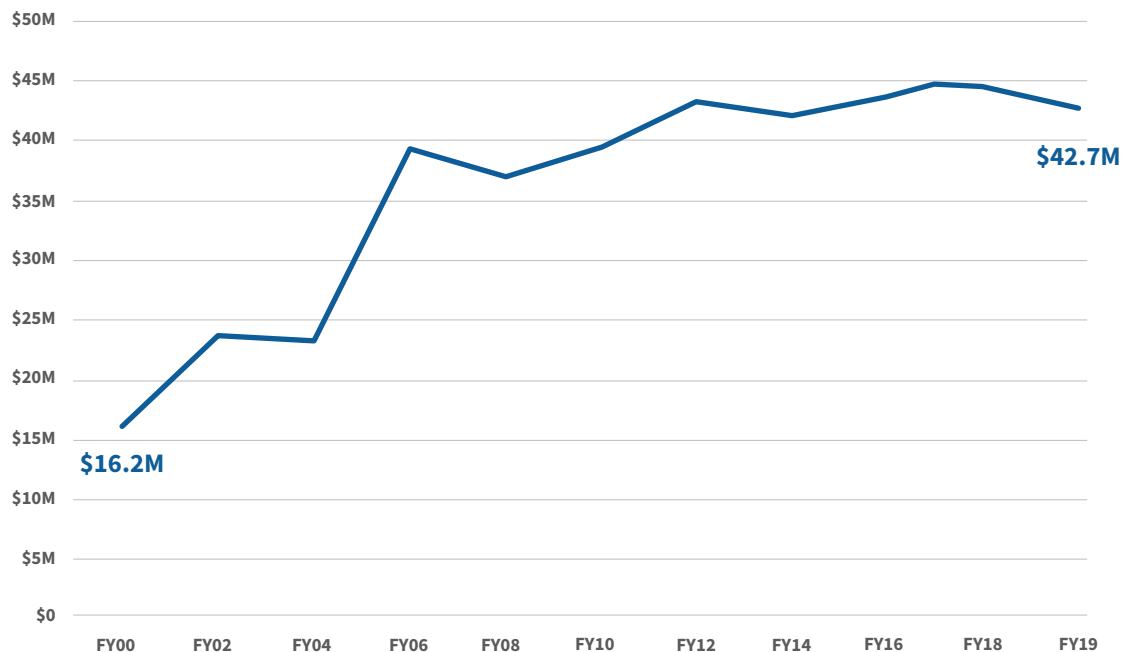
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## OPERATING EXPENSES



## REVENUE GROWTH IN MILLIONS





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