

Annual Report  
**2011**

Center for Strategic  
and International Studies

*Strategic Insights and Bipartisan Policy Solutions*



**50**  
YEARS

| **CHARTING**  
OUR FUTURE

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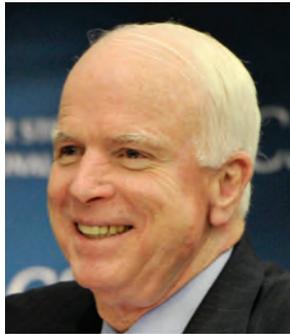
CSIS

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INTERNATIONAL STUDIES



“CSIS is unique in its non-partisan and informed way that it helps us inform America’s thinking about the world and our leadership in it.”

—Senator John McCain (R-AZ)



“As an institution that is focused on not just the day-to-day foreign policy but also on the deeper forces and dynamics that shape it, CSIS is an ideal place to discuss...the central strategic opportunities for the United States today.”

—U.S. Secretary of State  
Hillary Rodham Clinton

## 50 Years | *Charting our Future*

For 50 years, the Center for Strategic and International Studies (CSIS) has developed practical solutions to the world’s greatest challenges. As we celebrate this milestone, CSIS scholars continue to provide strategic insights and bipartisan policy solutions to help decisionmakers chart a course toward a better world.

CSIS is a bipartisan, nonprofit organization headquartered in Washington, D.C. The Center’s 220 full-time staff and large network of affiliated scholars conduct research and analysis and develop policy initiatives that look into the future and anticipate change.

Since 1962, CSIS has been dedicated to finding ways to sustain American prominence and prosperity as a force for good in the world. After 50 years, CSIS has become one of the world’s preeminent international policy institutions focused on defense and security; regional stability; and transnational challenges ranging from energy and climate to global development and economic integration.

Former U.S. Senator Sam Nunn has chaired the CSIS Board of Trustees since 1999. John J. Hamre became the Center’s president and chief executive officer in April 2000. CSIS was founded by David M. Abshire and Admiral Arleigh Burke.



SAM NUNN  
*Chairman of the Board*

## *Message from Sam Nunn*

I believe that all of us would agree that 2011 was a tumultuous year. Security challenges, global economic crises, and major natural disasters forced the United States to rethink our public policies and our international relationships. Addressing such challenges also unearthed opportunities for the United States to deepen engagement, build stronger ties, and grow in cooperation with our international partners.

The year 2012 marks our 50th anniversary at the Center for Strategic and International Studies (CSIS). John Hamre and his team are more energized than ever and eager to help formulate and stimulate smart policy decisions. From new global challenges and opportunities underscored by the European debt crisis and by the Arab Spring, to a renewed focus toward Asia, to defense budget cuts and the quest for energy security, John Hamre and the world-class scholars at CSIS are working hard to develop sound approaches that point the way for a better tomorrow.

CSIS is known for innovative, nonpartisan, and timely insights into complex geopolitical problems. We could not lead without the dedication and commitment of our trustees, who are actively engaged in the core work and life of the Center. Their energy—along with the generous support we receive from individuals, private foundations and corporations—make our work possible.

In the pages that follow, you will discover the tremendous reach and impact CSIS has had during the past year and our plans for the future. The CSIS Board of Trustees invites you to join us as we enter 2012 with renewed vigor in tackling America's and the world's greatest challenges.

## *Message from John Hamre*

The New Year always rekindles our hopes for the future. As we enter 2012, the 50th anniversary of our founding, I could not be prouder of the progress we have made and the impact we have had on the complex and daunting policy challenges we face.

In a little more than a year, we will move into a state-of-the-art headquarters in the heart of Washington, D.C. From the early toil and inspiration of our founders Dr. David Abshire and Admiral Arleigh Burke, CSIS has grown into a truly world-class institution. Our new home will not only be a fitting capstone to 50 years of tremendous growth, but also a statement of our stature as a premier resource for innovative, bipartisan policy solutions.

Our reputation as a vibrant, thoughtful, forward-looking organization is a testament to the intellect and dedication of our 220 full-time staff and large network of affiliated scholars. Their hard work and insightful research gives me the confidence to know we can find an opportunity in every challenge.

Along with our world-class Board of Trustees, we at CSIS are excited for the New Year, for our new home, and every chance we have to chart a better future for the United States and the world.



JOHN J. HAMRE  
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*Drawing on their prominent roles in the public policy and private sectors, CSIS trustees contribute a wealth of expertise and leadership to the Center's mission and management.*

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CSIS Roundtables provide a forum for dialogue between CSIS experts and business leaders around the country. Roundtables are currently based in Dallas, San Francisco, New York City, and Washington, D.C.

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# A New Home for CSIS

*1616 Rhode Island Avenue, NW, Washington, DC*

On May 11, 2011, CSIS broke ground on a new headquarters. Over the next two years we will watch with great excitement as the building rises and, along with it, our hopes for the future.

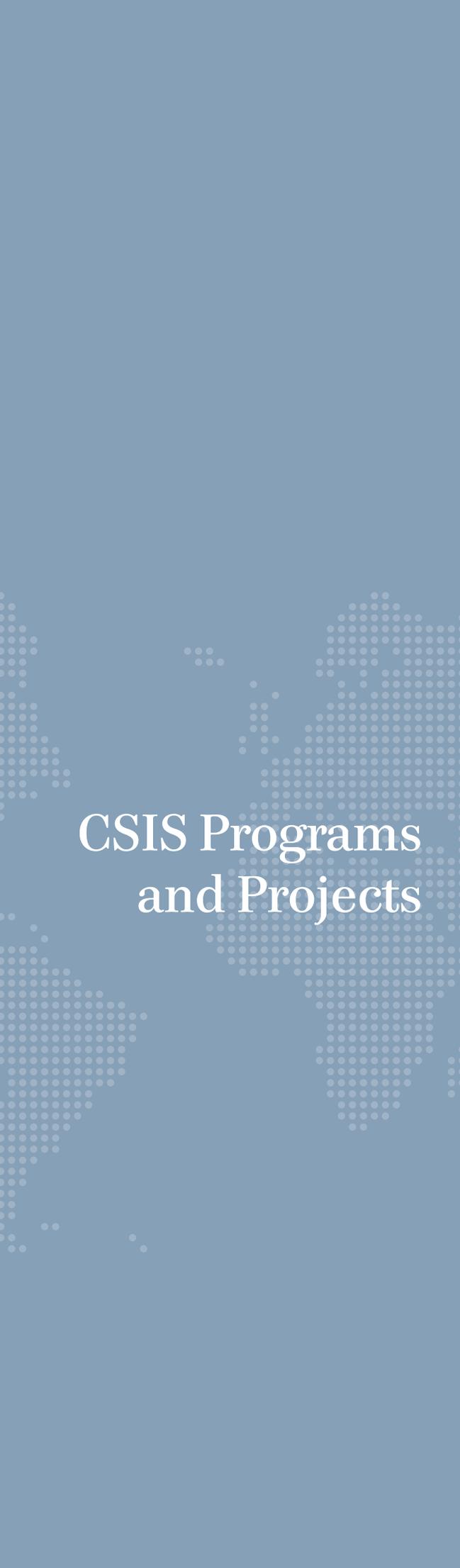


*(Above) CSIS trustees attend the ceremonial groundbreaking of our future home. (Opposite) Rendering of 1616 Rhode Island Avenue NW facade.*

By the fall of 2013, CSIS will open the doors to a new destination for bipartisan foreign policy analysis in the heart of Washington, D.C. By retaining our proximity to the city's most prominent institutions, CSIS will continue to play a leading role developing critical insights into the world's most daunting strategic challenges.

Designed with the latest green principles, CSIS's new home will feature a premier three-story conference center; multiple visitor and staff meeting rooms; modern, flexible office space to support our growing staff; and state-of-the-art technology throughout. With the help of the great teams at Hickok Cole Architects and HITT General Contracting, we look forward to a dynamic space that matches the impressive level of our world class research.

To learn more, please visit [csis.org/newbuilding](http://csis.org/newbuilding).



# CSIS Programs and Projects

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*Pacific Partners Initiative*  
*Program on Crisis, Conflict, and Cooperation (C3)*  
*Project on Global Water Policy*  
*Project on Nuclear Issues (PONI)*  
*Project on Prosperity and Development (PPD)*  
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*Women in International Security (WIIS)*

## Next Generation of Leaders

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### Abshire Inamori Leadership Academy (AILA)

*Founded by David Abshire and Kazuo Inamori, the Abshire-Inamori Leadership Academy (AILA) trains and educates CSIS's young professionals through skills workshops and career development programs designed to build the next generation of foreign policy leaders.*

- **Speed Debates**—CSIS interns learn the art of rhetoric through a long-standing debate clinic directed by CSIS senior adviser Col. William Taylor.
- **International Fellows**—Each year, AILA hosts mid-career professionals from across the globe to help CSIS scholars investigate today's global challenges and build stronger ties within the international community.
- **Seven Revolutions**—Given to thought leaders in business and public policy, 7Revs identifies and analyzes the most important trends shaping our world through 2025. For more information visit [csis.org/program/seven-revolutions](http://csis.org/program/seven-revolutions).



### Women in International Security (WIIS)

*CSIS welcomed Women in International Security (WIIS) as an affiliated program in 2011.*

With more than 7,000 members in 47 countries, WIIS is the only global network actively advancing women's leadership, at all stages of their careers, in international peace and security. At CSIS, WIIS will continue to serve its mission by

- Producing groundbreaking research on women in peace and security careers;
- Fostering women's leadership development and mentoring support; and
- Expanding the WIIS network of women and men who are dedicated to women's leadership in peace and security.



## New at CSIS

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### Harold Brown Chair in Defense Policy Studies

In 2011, CSIS proudly welcomed General James E. Cartwright as the inaugural Harold Brown Chair in Defense Policy Studies. Prior to joining CSIS, General Cartwright (pictured below right) served as the eighth vice chairman of the Joint Chiefs of Staff, the nation's second-highest military officer. As the United States faces ever-changing political, economic, and security challenges, General Cartwright will bring his experience, wisdom, and leadership to bear on the unique challenges to U.S. national security posed by twenty-first century threats.



“General Cartwright has always put America’s security first, and I am delighted that he will continue to help shape policies and influence decisions to make us all safer and more secure.”

—Harold Brown

Former Secretary of Defense and CSIS Counselor and Trustee

## Wadhvani Chair in U.S.-India Policy Studies

Ambassador Karl F. Inderfurth (pictured below right), former U.S. assistant secretary of state for South Asian affairs, joined CSIS as the inaugural Wadhvani Chair in U.S.-India Policy Studies in early 2011. The new chair aims to unlock the full potential of the U.S.-India relationship through in-depth analysis and strategic policy recommendations. In 2012, the Wadhvani Chair will host a speaker series on the emerging Indian economy and provide a critical assessment of U.S.-India defense and security cooperation.



“The Wadhvani Chair at CSIS is intended...to develop creative new options for top policymakers in both countries to accelerate economic development. We are delighted to have a person with the stature of Karl Inderfurth as the first holder of the Wadhvani Chair at CSIS.”

—Romesh Wadhvani

CSIS Trustee and Symphony Technology Group CEO



Middle East in Transition  
Pivoting toward Asia  
Global Security Forum 2011  
Deficits and Defense  
Smart Development  
Shifting Energy Landscape  
Arctic Opportunities  
9/11 Ten Years Later  
Europe on the Brink, Russia in Turmoil  
Securing Cyberspace  
Building Capacity in Africa  
Iran, Iraq, and Afghanistan  
Strategic Power of Health



# Impact

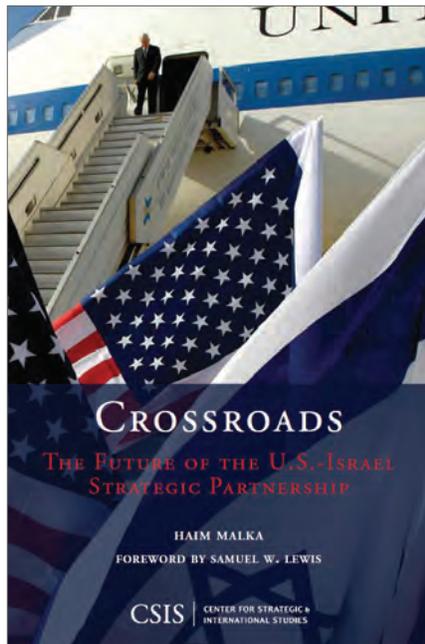
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*The Center's work covers three broad areas:  
defense and security, regional studies, and global challenges.  
The pages that follow highlight our work from 2011  
and look ahead at our agenda for 2012.*



As political change swept the Middle East, CSIS scholars consulted regularly for key stakeholders in government and the private sector, while shaping the public debate through the national and international media.

On Egypt, CSIS scholars are convening key stakeholders to conduct an analysis of the country's future during the political transition. In the spring and summer of 2011, CSIS hosted Schieffer Series Dialogues on the uprisings in Egypt and examined the prospects for transition from military rule. CSIS also published a report looking at how to rekindle U.S.-Egypt economic ties through free trade agreement negotiations.



(Opposite) Tahrir Square, Cairo. (Below) From left, Nancy Youssef, chief Pentagon correspondent, McClatchy Newspapers; Bob Schieffer, CSIS Middle East Program director Jon Alterman, and David Ignatius, associate editor and columnist for the Washington Post.

During the NATO operation in Libya, CSIS examined the implications of Muammar Qaddafi's downfall. As instability in the Arab world fueled uncertainty in surrounding nations, CSIS published *Crossroads*, a book exploring the challenges and future trajectory of the U.S.-Israel partnership. CSIS also examined the potential security challenges that Arab political changes will pose to Russia, Central Asia, and the Caucasus.

In 2012, CSIS will conduct in-depth analysis of political changes in Egypt and North Africa as well as the Gulf states, focusing on concrete options for U.S. policy in response to the unprecedented economic, demographic, and social drivers of change in the region.



*“[The Future of U.S.-Egypt Relations] and other work that CSIS does really plays a big role in public policy and in the decisionmaking process in the nation’s capital.”*

—Congressman David Dreier (R-CA)  
Chairman of the House Rules Committee





The world is looking increasingly toward Asia as an engine of global growth and a center for international activity.



Southeast Asia is vitally important to the United States, but our current engagement is neither as comprehensive nor as strategic as our interests should warrant. CSIS trustee Maurice “Hank” Greenberg and CSIS trustee and former secretary of defense William Cohen led CSIS’s U.S.-ASEAN Strategy Commission to provide practical recommendations for improving economic, political, security, and people-to-people ties with the Association of Southeast Asian Nations.

CSIS also convened a task force to assist in Japan’s recovery from the devastating Tohoku earthquake and tsunami. Chaired by Jim McNerney, CEO of Boeing, the task force report, *Partnership for Recovery and a Stronger Future*, built new relationships and provided recommendations to boost U.S.-Japanese cooperation in disaster preparedness, economic recovery, energy, health, and civil society.



“I know of no report, of any kind, on any subject, that offers more poignant, effective observations about how to channel [U.S.-Japan] cooperation in useful ways.”

—Kurt M. Campbell

Assistant Secretary of State for East Asian and Pacific Affairs



*(Top) From left, Chairman of JoongAng Ilbo Hong Suk-hyun walks with Korean president Lee Myung-bak and CSIS president and CEO John Hamre. CSIS’s Michael Green and Victor Cha are in background.*

CSIS scholars have played key roles in the strategic pivot to Asia. Six months ahead of Kim Jong-il’s death, CSIS anticipated North Korea’s leadership transition with an off-the-record simulation held at the Global Security Forum 2011. CSIS also hosted complimentary dialogues on the sidelines of Korean president Lee Myung-bak’s state visit and briefed the press on President Obama’s trip to the APEC Forum in Hawaii, to Australia, and to Indonesia for the East Asia Summit and the third U.S.-ASEAN Summit. In 2012, CSIS scholars will increase focus on U.S. economic and strategic relations in the Asia-Pacific region through the recently launched Pacific Partners Initiative.

*For the latest Asia analysis, follow CSIS’s work on Asia at <http://cogitasia.com/>.*



“I would call *Partnership for Recovery and a Stronger America* a book of wisdom. In a nutshell, I would say, CSIS, Mike Green, they’ve done it again.”

—Ichiro Fujisaki

Ambassador of Japan to the United States



Deputy Secretary of Defense William Lynn III launched Global Security Forum 2011 with a keynote address on the future of warfare.

The second annual Global Security Forum brought together 500 foreign policy and national security leaders and 1,700 online viewers on June 8, 2011, to tackle the critical challenges confronting the United States and the world.

*(Top) Deputy Secretary of Defense William Lynn III. (Above) Fran Townsend, chairwoman of INSA and former assistant to the president for homeland security and counterterrorism.*

## Global Security Forum 2011



(Above left) Michael Froman, deputy assistant to the president and deputy national security advisor for international economic affairs and development. (Above right) From left, John B. Hess, chairman and CEO, Hess International, and Philip R. Sharp, president, Resources for the Future. (Below) CSIS trustee Dr. Zbigniew Brzezinski.

Six months ahead of Kim Jong-il's death, CSIS conducted a simulation examining the U.S. reaction to a potential leadership transition in North Korea. CSIS Korea Chair Victor Cha moderated the off-the-record discussion featuring CSIS trustee and former deputy secretary of state Richard L. Armitage as secretary of defense; former assistant to the president and deputy national security advisor J.D. Crouch II as national security advisor; former director of central intelligence Michael V. Hayden as director of national intelligence; former chairman of the Joint Chiefs of Staff Peter Pace as chairman of the Joint Chiefs of Staff; and former general counsel to the CIA Jeffrey Smith as secretary of state.

Made possible by Finmeccanica, the conference featured breakout sessions on energy, cybersecurity, the Mediterranean, the Arctic, lessons from the last budget drawdown, the U.S.-Pakistan relationship, and U.S. deradicalization strategies. Speakers included former government leaders like CSIS trustees Dr. Zbigniew Brzezinski and General James L. Jones; private sector leaders like Hess chairman and CEO John B. Hess; and current government officials like deputy national security advisor Michael Froman.

Since June, GSF 2011 multimedia content has drawn 150,000 web visitors and been downloaded 60,000 times on iTunes U.

*Visit [GSF.CSIS.org](http://GSF.CSIS.org) for full audio and video from the conference.*





As the debate continues in Washington about how to deliver defense capabilities in an era of budgetary austerity, CSIS convened a conference to provide an intellectual framework for analyzing and debating the U.S. role in international affairs and how the military should be structured to best support this role.

CSIS published *U.S. Ground Force Capabilities through 2020* to examine the evolving role and unique tactical advantages ground forces will have in the coming decade as the Department of Defense seeks ways to leverage fewer resources to best face new threats and challenges.



*(Bottom left) Former secretary of defense and CSIS trustee William Cohen delivered the keynote address at a conference on Defense in an Age of Austerity. (Bottom right) David Berteau testifies before the House Armed Services Committee Panel on business challenges within the defense industry.*

CSIS leads the dialogue on the complex connections between government, industry, and the financial sector. Over the past year, CSIS has undertaken in-depth analyses of contracting trends in DoD and DHS, developed a framework for comparing the cost of DoD employees and contractors, and assessed the defense industry's access to capital markets.

Over the next year, CSIS will continue to research issues of concern to government, industry, and investors, including how DoD and the private sector can navigate the upcoming defense drawdown.



Former secretary of state Condoleezza Rice and former national security advisor General James L. Jones Jr. launched the Project on U.S. Leadership in Development with a discussion on the national security benefits of a strategic approach to economic development.



(Top) Former national security advisor and CSIS trustee General James L. Jones Jr. and former secretary of state Condoleezza Rice. (Above) From left, former USAID administrator Peter McPherson; former USAID administrator Andrew Natsios; former USAID administrator and CSIS trustee Henrietta H. Fore; and current USAID administrator Dr. Rajiv Shah.



“CSIS really stands for trying to work across the aisle to do what’s best for America and what’s best for the world.”

—Lael Brainard

Under Secretary of the Treasury for International Affairs

In 2011, CSIS began a comprehensive study of U.S. global leadership in economic development with an ambitious research agenda examining public-private partnerships, development finance, energy trends, disaster relief, local sourcing, agriculture, trade, and various regional engagements.

The Chevron Forum on Development, the project’s ongoing speaker series, featured numerous innovative thinkers and commemorated USAID’s 50th anniversary by hosting USAID administrator Dr. Rajiv Shah

and four former administrators, including CSIS trustee Henrietta H. Fore, to discuss both the legacy and future of the development agency.

In 2012, CSIS will convene a high-level council to examine ways to build on the business community’s engagement in global development and create a fresh, actionable set of policy recommendations. The council will be cochaired by former Senate majority leader Tom Daschle, former congressman Vin Weber, executive chairman of the Pritzker Organization and CSIS trustee Thomas Pritzker, and business leader Carly Fiorina.



New energy demand comes increasingly from emerging economies rather than OECD nations, and supply continues to react to geopolitical changes and technological advancements. As the global energy landscape continues to shift, CSIS scholars are studying ways to responsibly develop new supply from conventional, unconventional, and renewable sources.



In 2011, CSIS played a key role in the international energy dialogue, producing signature studies like *China—Leader or Laggard?* on the energy challenges associated with Chinese economic growth and hosting the release of some of this year's most important energy industry reports.



*(Top) Destruction from the March 11 Tohoku earthquake and tsunami. (Above) Michael R. Bromwich, director of the Bureau of Ocean Energy Management, Regulation and Enforcement (BOEMRE), discusses the reorganization of the former Minerals Management Service.*

CSIS continues to press for a pathway toward responsible development of domestic shale gas resources and explore the challenges, opportunities, and investment requirements for the timely development of unconventional resources (especially tight oil) and their impact on enhancing global energy security and altering domestic refining and import requirements.

Following the nuclear disaster at the Fukushima Dai'ichi reactor in Japan, CSIS took a hard look at nuclear safety and security. And CSIS launched a high-level commission to look at the future of U.S. domestic nuclear energy, chaired by CSIS trustee Brent Scowcroft, Constellation Energy CEO Mayo Shattuck, and CSIS senior adviser Michael Wallace.

In 2012, CSIS will continue to examine the policy options and global events that impact our transition to a more sustainable fuel mix for the future.



The Arctic is in the midst of rapid and significant environmental change. CSIS is leading the dialogue on managing the economic opportunities and potential security challenges raised by these dramatic changes.



(Above left) Senator Lisa Murkowski (R-AK). (Above right) Former commandant of the U.S. Coast Guard Admiral Thad Allen.

The Arctic holds 90 billion barrels of oil and 1,670 trillion cubic feet of natural gas. Senator Lisa Murkowski (R-AK) spoke at a day-long CSIS conference examining the geopolitical and environmental complexities attached to Arctic oil and gas development. In 2012, our scholars will continue to work on issues of Arctic security, geopolitics, and energy development.

Ahead of the 2011 Arctic Council Ministerial meeting in Nuuk, Greenland, CSIS collaborated with the World Wildlife Fund to host Deputy Secretary of State James Steinberg and former commandant of the U.S. Coast Guard Admiral Thad Allen to examine U.S. policy in the Arctic.

At Global Security Forum 2011, representatives from four of the eight Arctic Council nations—Canadian ambassador Gary Doer, Swedish ambassador Jonas Hafstrom, Norwegian ambassador Wegger Strømme, and

Greenland's deputy foreign minister Inuuteq Holm Olsen—described the challenges and opportunities for cooperation in a rapidly warming Arctic.

In early 2012, CSIS published *A New Security Architecture for the Arctic*, a comprehensive overview of the current state of affairs in the Arctic that proposes a new security framework through which the international community can best confront and overcome the challenges that lie ahead for the region.



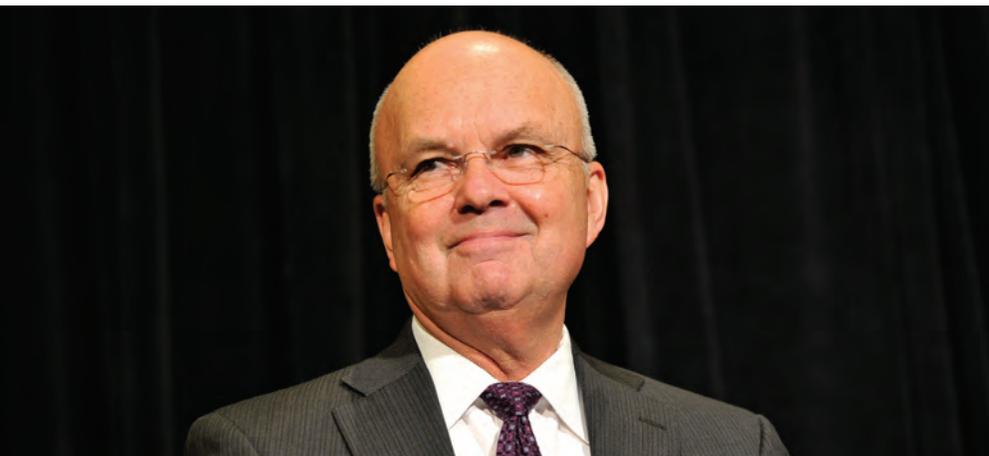
## Secretary of Homeland Security Janet Napolitano and Director of National Intelligence James Clapper commemorated the ten-year anniversary of the September 11 attacks.

The Osama bin Laden era is over, but key counterterrorism challenges remain. Since 9/11, the global scope of al Qaeda and its associated movements (AQAM) has flattened and expanded.

CSIS produced a pair of reports in 2011—*A Threat Transformed* and *Confronting an Uncertain Threat*—taking stock of AQAM's

current capabilities and defining the trends that will influence where and how future threats are likely to emerge.

To commemorate the 10th anniversary of 9/11, CSIS partnered with the Intelligence and National Security Alliance to host a pivotal conference examining the evolving security landscape since September 11, 2011.



*(Opposite) "Tribute in Light" memorial in New York City. (Right, clockwise from top left) House Intelligence Committee Chairman Representative Mike Rogers (R-MI) and Senator Mark Warner (D-VA) with the Kim Dozier of the Associated Press; CSIS Transnational Threats Project director Arnaud de Borchgrave, His Royal Highness Prince Turki Al-Faisal, and Ambassador John Negroponte; Deputy National Security Advisor for Homeland Security and Counterterrorism John Brennan; Secretary of Homeland Security Janet Napolitano; former director of CIA General Michael Hayden (Ret.); and current director of national intelligence James Clapper.*



Europe's future hinges on the outcome of the sovereign debt crisis, but austerity measures are pitting Europeans against their own leaders.



Lucas Papademos (pictured left), current Greek prime minister and former European Central Bank vice president, spoke at CSIS amid rising uncertainty over Europe's financial future.

In 2011, CSIS published *A Diminishing Transatlantic Partnership?* to examine how the European financial crisis is impacting EU defense capabilities and foreign assistance spending.

## Europe on the Brink, Russia in Turmoil



Meanwhile, as Russia deals with its own economic troubles, CSIS cohosted Russian foreign minister Sergey Lavrov (pictured left) in partnership with the Russian Embassy and the European Institute for a discussion about strategic and economic cooperation between Russia, the EU, and the United States.

In 2012, CSIS will host a speaker series looking at emerging Russian futures and the potential for transformation, evolution, or stasis.



CSIS continues to provide leading insights into cybersecurity and act as a forum to debate U.S. cyber policy.





“CSIS is tremendously respected across the political spectrum, and that enables CSIS to continue to play a key role in actually getting things done.”

—Congressman Mac Thornberry (R-TX)  
Chairman of the Cybersecurity Task Force



(Above) from left, CSIS’s Jim Lewis, Ellen Nakashima, national security reporter at the Washington Post, Bob Schieffer, and then vice chairman of the Joint Chiefs of Staff General James Cartwright. (Opposite bottom) From left, USAF secretary Michael B. Donley, Deputy Secretary of Defense William J. Lynn, CSIS president and CEO John J. Hamre (back to camera), and CSIS Harold Brown Chair General James Cartwright.

In early 2011, CSIS Technology and Public Policy program director James Lewis published *Cybersecurity Two Years Later*, evaluating the progress made since his signature 2008 report, *Securing Cyberspace for the 44th President*. CSIS also hosted Congressman Mac Thornberry (R-TX) to discuss the status of cybersecurity legislation pending before Congress.

CSIS welcomed General James Cartwright as the first Harold Brown Chair in Defense Policy Studies. During his first public event at the Center, General Cartwright discussed ways to secure cyberspace against growing cyber espionage with CBS News’ Bob Schieffer, CSIS’s James Lewis, and Ellen Nakashima from the *Washington Post*.

Earlier in 2011, General James Cartwright, then serving as vice chairman of the Joint Chiefs of Staff, Deputy Secretary of Defense William Lynn, and Secretary of the Air Force Michael Donley launched the U.S. government’s *National Security Space Strategy* at CSIS.

Throughout the year, CSIS engaged China in a Track II dialogue on cybersecurity, leading a delegation of U.S. cybersecurity experts to Beijing in May for the dialogue’s fourth installment and concluding the fifth round of discussions in Washington, D.C., in December.

In 2012, CSIS will continue to lead the cyber policy discussion with a study of cybersecurity in the EU.



President Alassane Ouattara of Côte d'Ivoire spoke at CSIS twice in 2011, first via satellite while in a tense standoff with his predecessor and then in person shortly after taking office. The post-electoral crisis left 3,000 dead and displaced more than a million Ivoirians.

With the support of the U.S. Africa Command, CSIS took a hard look at the risks of instability in ten African countries over the next decade. *Stress Testing African States* examined the social, economic, and political conditions that could trigger major change in Angola, Botswana, Ethiopia, Ghana, Kenya, Nigeria, Rwanda, Senegal, Sudan, and Uganda.

## Building Capacity in Africa



“Your crucial work looking for solutions to foreign policy, security, and development problems continues to have a tremendous impact on the international community.”

—Kenyan Prime Minister Raila Odinga



Prime Minister Raila Odinga of Kenya spoke at CSIS’s Statesmen’s Forum about the challenges of democracy and governance in Africa. CSIS scholars completed a study on police reform in Africa, looking at ways the U.S. government could better support the development of professional, accountable police services that respond to the security needs of their citizens.

CSIS also examined the impact of Kenya as a laboratory for new partnerships and innovative approaches to global health in *On the Ground with the Global Health Initiative in Kenya*, published a study of the ongoing complex transition of U.S. HIV/AIDS initiatives into South African hands, and completed at year’s end a similar study on Ethiopia to be published in early 2012.



(Above) President of Côte d'Ivoire Alassane Ouattara.



CSIS offers cutting-edge analysis on key areas of strategic tension, with a particular focus on the United States' relationships with Iran, Iraq, and Afghanistan.

In 2011, Burke Chair in Strategy Anthony Cordesman published a seminal report, *U.S. and Iranian Strategic Competition*.

The report provides in-depth analysis of the Gulf military balance, sanctions policies, and U.S.-Iran competition in Iraq, the Gulf states, Yemen, the Levant, Egypt, Jordan, Turkey, the Caucasus, Afghanistan, Central Asia, Pakistan, the EU, Latin America, and Africa.



“Tony Cordesman is one of the most prolific national security analysts working these days.”

*Time Magazine*  
April 20, 2011



*CSIS Burke Chair Anthony Cordesman in Afghanistan.*

In anticipation of the coming transition in Afghanistan, CSIS conducted analysis on acquisition and accountability and helped to develop strategies to boost economic opportunities, bolster capacity within the Afghan government, and stave off the coming recession as the DoD transitions troops and funding out of the country. CSIS also hosted a full-day conference exploring governance, security, and cooperation in Afghanistan and Pakistan.

Over the last eight years, CSIS has been a major voice on U.S. policy in Iraq. As the war draws to a close, CSIS will continue to seek opportunities to bolster capacity in Iraq and secure U.S. national interests in 2012 and beyond.



CSIS scholars know that building strong societies starts with building strong people. Our work on global health concentrates on flagship U.S. policy initiatives on maternal and child health and HIV/AIDs, the intersection of security and health, and the role of emerging powers.

U.S. Army and Navy overseas medical research laboratories sit at the intersection of health and security, but are undervalued in today's environment of fiscal austerity. In 2011, CSIS published *The Defense Department's Enduring Contributions to Global Health*, an independent examination of the laboratories' achievements and their impact on U.S. national interests.



*(Above) USAID administrator Rajiv Shah.*



Throughout the year, CSIS has continued its keen interest in emerging powers—the BRICS countries of Brazil, Russia, India, China, and South Africa—and their influence in shaping global health approaches.

CSIS also focused on the vital contributions of multilateral institutions. It published in June an important analysis of the GAVI Alliance, a public-private partnership focused on increasing access to immunization in poor countries, and hosted in December a major vaccines conference featuring GAVI leadership, along with USAID administrator Rajiv Shah and Anthony Fauci, director of the National Institute of Allergy and Infectious Diseases. In late 2011, CSIS led a high-level discussion of how to renew trust and confidence in the Global Fund to Fight HIV, Tuberculosis, and Malaria in the face of funding and managerial challenges.

In the first half of 2012, CSIS will work with partners in Atlanta, including CSIS trustee Helene Gayle of CARE, to bring together a diverse set of high-level leaders at a major public event that will engage the presidential campaigns around a vision of continued U.S. leadership on global health in the next administration.



Events and Forums

Digital Outreach

CSIS in the News

Congressional Outreach

Publications





# Reach

*For 50 years, CSIS has delivered bipartisan solutions to address the world's great strategic challenges. CSIS scholars shape the foreign policy dialogue in Washington, D.C., hosting 1,600 events and forums each year; they provide research, recommendations, and analysis to Congress, the executive branch, and the press; and they inform the public through written analysis and multimedia content distributed through a variety of digital platforms.*



CSIS brings thought leaders together from government, the media, business, and academia to foster dialogue about today's challenges and tomorrow's opportunities. We hosted more than 1,600 events in 2011, welcoming an average of almost 400 visitors through our doors each day.



*(Top) Secretary of State Hillary Rodham Clinton. (Bottom left) Commander of U.S. Africa Command General Carter Ham. (Bottom right) LSU series event featuring (left to right) John Davies, president and CEO of the Baton Rouge Area Foundation; Regine Webster, executive director of the Center for Disaster Philanthropy; Lori Bertman, president and CEO, Irene W. and C.B. Pennington Foundation; and Edmund Cain, vice president, Grant Programs, Conrad N. Hilton Foundation.*



### The Statesmen's Forum

Speaking at CSIS's Statesmen's Forum ahead of President Obama's March trip to Brazil, Chile, and El Salvador, Secretary of State Hillary Rodham Clinton envisioned a new era of engagement with Latin America. The Statesmen's Forum gives international leaders a bipartisan venue to present their views on today's challenges. In 2011, CSIS hosted two U.S. cabinet officials, Kenyan prime minister Raila Odinga, and then Japanese minister of foreign affairs Seiji Maehara.

### Military Strategy Forum

General Carter Ham, commander of U.S. Africa Command, spoke about the need to strengthen African capabilities to protect against national security threats emanating from the continent at CSIS's Military Strategy Forum. CSIS hosted seven military and civilian leaders in 2011 to present their unique insights and vision on the direction of U.S. national security and defense policy.

### CSIS-Schieffer School Dialogues

In 2011, CSIS continued its partnership with the Schieffer School of Journalism at Texas Christian University with dialogues on Turkey, cybersecurity, U.S.-India relations,

global health, the U.S. budget crisis, and the Arab Spring. Bob Schieffer, CBS News' chief Washington correspondent and host of *Face the Nation*, moderates the monthly series focused on public policy and the media. In December, CSIS held the 32nd Schieffer Series Dialogue since 2008.

### CSIS-LSU Series on Disaster Management and Emergency Response

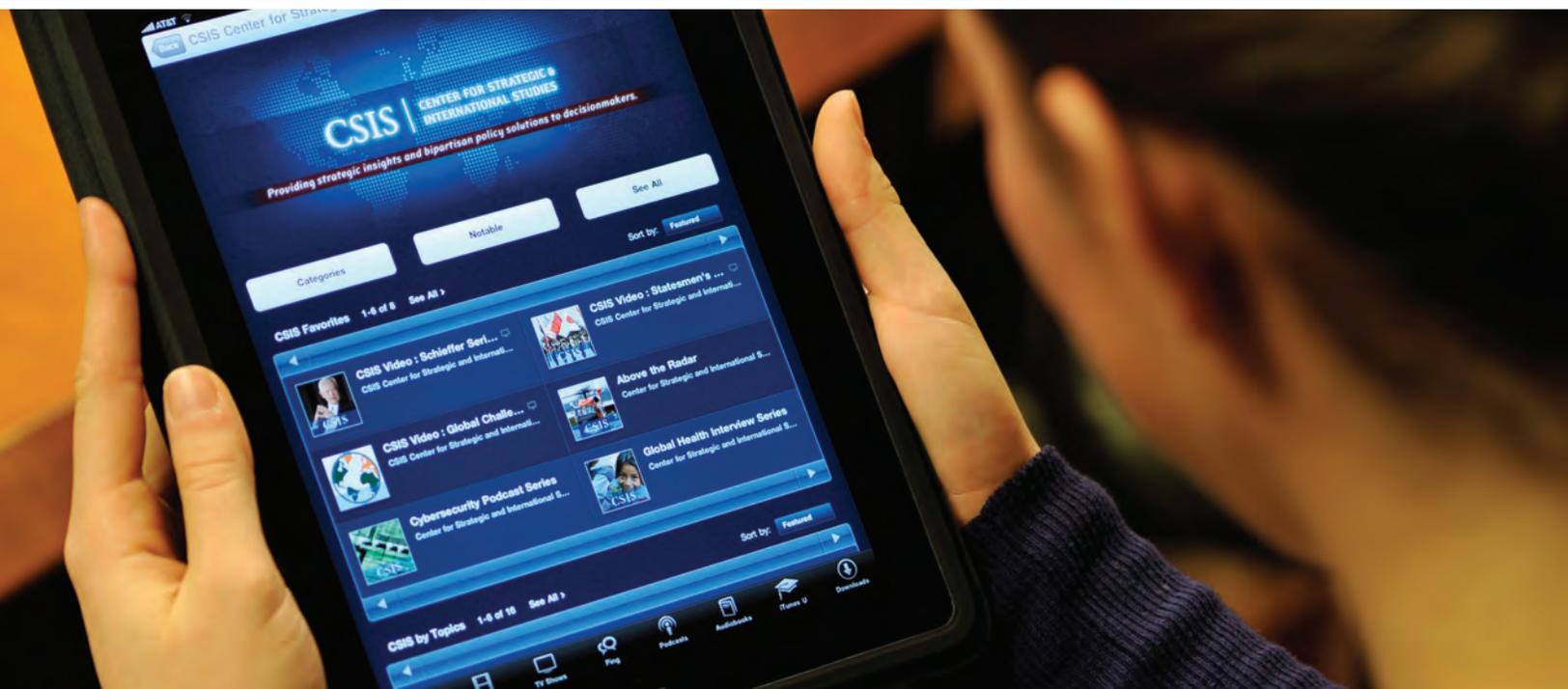
FEMA administrator Craig Fugate spoke about the agency's role supporting and coordinating local and regional disaster response as part of CSIS's partnership with Louisiana State University (LSU). The Series on Disaster Management and Emergency Response hosted six events in 2011, establishing itself as a key forum in Washington, D.C., to examine the United States' ability to address disaster and emergency situations domestically and internationally.

### CSIS-Chevron Forum on Development

In its first year, the CSIS-Chevron Forum hosted ten events, bringing high-level speakers to CSIS to explore new ideas and innovative approaches to global development, with a special focus on role of the private sector.



CSIS's online outreach reaches an audience of 1.5 million unique users monthly. In 2011, we continued to grow in our two primary online platforms CSIS.org and iTunes U, launched our first iPhone App, boosted our social media outreach, and introduced a web interview series called *Small Screen Sessions*.





### CSIS.org

Our website, which averaged 4.7 million page views monthly in 2011, serves as CSIS's digital home. Every product the Center produces—from reports and commentaries to events and multimedia—can be found easily at [CSIS.org](http://CSIS.org).



### iTunes U

CSIS was the first think tank to develop a site on Apple's iTunes U, the world's largest repository of free educational content. On average each month, our relationship with iTunes U generates 270,000 audio and video downloads and attracts 750,000 unique visitors. Recently, iTunes U expanded to offer educational eBooks. CSIS's first book offered through this expanding platform was downloaded more than 3,000 times in less than a month. These figures demonstrate strong demand for CSIS content on Apple's expanding platform.



### Small Screen Sessions

In 2011, CSIS launched *Small Screen Sessions*. This popular web interview series puts CSIS experts on camera to discuss today's top international issues. Watch all 42 episodes at [smallscreen.csis.org](http://smallscreen.csis.org).



### iPhone App

CSIS went mobile this year. Our first iPhone App provides timely access to the latest CSIS publications, upcoming events, and multimedia content to keep decisionmakers up-to-date while on the go.



### Facebook.com/CSIS.org

As CSIS grows and evolves, we understand the value of reaching tomorrow's policymakers and bringing strategic insights and bipartisan policy solutions to popular platforms like Facebook. Our Facebook audience grew tremendously in 2011, topping 16,000 fans.



PBS

**Heather Conley**

CENTER FOR STRATEGIC & INTERNATIONAL STUDIES



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6:04 PM

**RICK "OZZIE" NELSON**  
CTR. FOR STRATEGIC & INTL. STUDIES

my FOX  
myfoxdc.com



GEN. JAMES CARTWRIGHT

Commander of U.S.  
Strategic Command, 2004-2007

STATE OF THE UNION  
CANDY CROWLEY

THE DEFINITION OF WINNING

LIVE  
CNN



**JON ALTERMAN**  
Center for Strategic and International Studies

WORLD NEWS



**JENNIFER COOKE**

CENTER FOR STRATEGIC & INTERNATIONAL STUDIES



**The year 2011 was momentous.** The Arab Spring fundamentally changed the Middle East; Osama bin Laden’s demise coincided with the 10-year anniversary of the 9/11 terrorist attacks; the United States began to pivot away from Iraq and Afghanistan toward increased engagement in the Asia-Pacific; Japan’s tragic triple disaster highlighted the resilience of the Japanese people and the strong bond between the United States and Japan; and the eurozone stood face-to-face with a financial crisis that threatens its very existence.

Throughout it all, CSIS scholars were quoted and cited tens of thousands of times in print, television, and online media, offering expert commentary on rapidly changing global events and providing strategic insights about key international challenges.

In 2011, CSIS scholars published op-eds in the *New York Times*, *Wall Street Journal*, *Financial Times*, *Foreignpolicy.com*, *ForeignAffairs.com*, and the *Washington Post* and appeared frequently in the AP, Reuters, and Bloomberg newswires. CSIS is increasingly visible in financial outlets like CNBC and Bloomberg TV and provides regular guests for policy-focused interview shows on PBS (*PBS NewsHour*), NPR, and WTOP.

“The U.S. willingness to give engagement [with North Korea] another shot is also the result of an increasingly prevalent school of thought within the state department, fuelled by an analysis by Victor Cha of the Center for Strategic and International Studies.”

*Financial Times*  
July 27, 2011

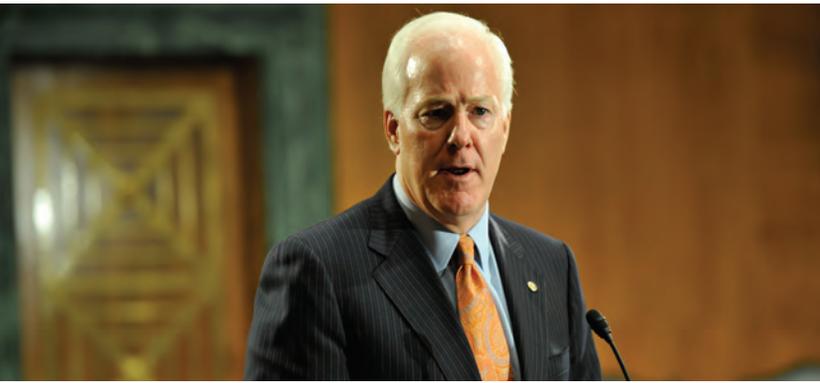


## CSIS provides a bipartisan platform to help members of Congress and their staffs stay informed amid shifting national security priorities and political turbulence abroad.

Fourteen members of Congress spoke at CSIS events in 2011 as part of our mission to bring Congress, the administration, and the broader policy community together to discuss legislative priorities with the public.

CSIS continues to be an effective resource for Congress. Our targeted outreach effort delivers timely research to thousands of

Hill staffers. We convene regular dialogues for members and their staffs covering such areas as national security, energy security, and international politics. And our scholars were called on to testify before Congress 20 times last year.



*(Opposite): Senator John McCain (R-AZ) at a two-day CSIS conference on maritime security in the South China Sea. (Top) Congressmen Charles Boustany (R-LA) and Rick Larsen (D-WA), cochairs of the bipartisan U.S.-China Working Group. (Middle, from left) The Wadhvani Chair in U.S.-India Policy Studies hosts India Caucus cochairs Senators John Cornyn (R-TX) and Mark Warner (D-VA). (Bottom) CSIS Africa Program director Jennifer Cooke testifies before the Senate Foreign Relations Committee, Subcommittee on African Affairs, on next steps in Côte d'Ivoire.*

# Capacity and Resolve

FOREIGN ASSESSMENTS OF U.S. POWER



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June 2011

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## *Capacity and Resolve: Foreign Assessments of U.S. Power*

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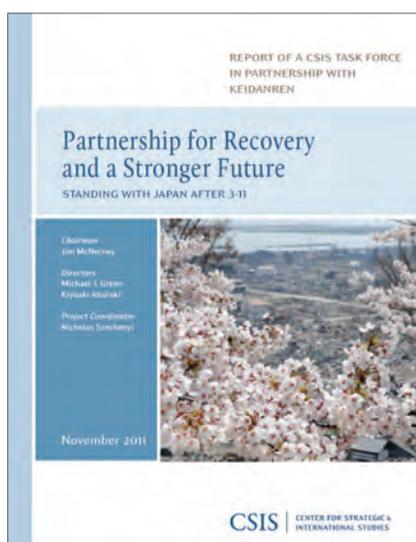
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Michael J. Green, Nicholas Szechenyi,  
Kiyooki Aburaki

*Partnership for Recovery and a Stronger Future* assembled senior experts from business and civil society to remap a path towards recovery from Japan's March 11 earthquake, tsunami, and nuclear disasters and craft an agenda for U.S.-Japan cooperation to that end.

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