



Annual Report

2010

Center for Strategic
and International Studies

Strategic Insights and Bipartisan Policy Solutions

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The Center for Strategic and International Studies

*Strategic insights and bipartisan
policy solutions*



“The work of CSIS in
convening experts and
producing thoughtful
analysis on important issues
has been and continues
to be a great value to
policymakers.”

—Senator Richard G. Lugar

About CSIS

At a time of new global opportunities and challenges, the Center for Strategic and International Studies (CSIS) provides strategic insights and bipartisan policy solutions to decisionmakers in government, international institutions, the private sector, and civil society. A bipartisan, nonprofit organization headquartered in Washington, DC, CSIS conducts research and analysis and develops policy initiatives that look into the future and anticipate change.

Founded by David M. Abshire and Admiral Arleigh Burke at the height of the Cold War, CSIS was dedicated to finding ways for America to sustain its prominence and prosperity as a force for good in the world.

“CSIS represents the
intellectual capital
we need to meet the
challenges of the
twenty-first century.”

—General James L. Jones
Former National Security Adviser



Since 1962, CSIS has grown to become one of the world’s preeminent international policy institutions, with more than 220 full-time staff and a large network of affiliated scholars 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 became chairman of the CSIS Board of Trustees in 1999, and John J. Hamre has led CSIS as its president and chief executive officer since April 2000.



SAM NUNN
Chairman of the Board

Message from the Chairman

At the end of the first decade of the twenty-first century, the United States continues to face a seemingly endless set of public policy challenges. To address these challenges and to help restore America’s long-standing positive and determined spirit, we need new approaches and fresh ideas.

For nearly 50 years, the Center for Strategic and International Studies has engaged in relevant, timely, and impactful work that tackles current challenges and points to approaches for a better future. From security to technology to global health, the world-class scholars at CSIS are sought out for their expertise in developing innovative, nonpartisan, and balanced solutions to the most complex problems of our time.

John Hamre and his team do not make this contribution alone. As you will see in this document, our trustees actively participate in the core work of CSIS. Our work would not be possible without the support we receive from individuals, private foundations, corporations, and government agencies.

Our Board of Trustees invites you to join CSIS as we help our nation navigate toward a more peaceful, secure, and prosperous future.



JOHN J. HAMRE
President & CEO

Message from the President & CEO

These are challenging days for America and the world. Over the past two years we have seen a loss of confidence in many of the enduring institutions of the twentieth century. Across the globe threats to stability and security test our leaders.

Yet times of uncertainty are also times of opportunity. Our scholars and associates at CSIS demonstrate a positive spirit and look for ways to better understand and shape our world.

Since 1962, CSIS has been a tremendous source of thoughtful, innovative, and bipartisan solutions to the most complex policy issues of our time. Our staff of more than 220 full-time employees, large network of affiliated scholars, and world-class Board of Trustees all share a common purpose: to help our world navigate toward a more secure and prosperous future.

And this spring, we will break ground on our new permanent headquarters in downtown Washington. We envision our new building will serve as a premier destination that facilitates the joining of intellect with opportunity and fosters a constructive environment where the government and the governed can meet to solve problems.

The following pages represent only a sample of our work and activities, which would not be possible without your critical support. We invite you to join us.

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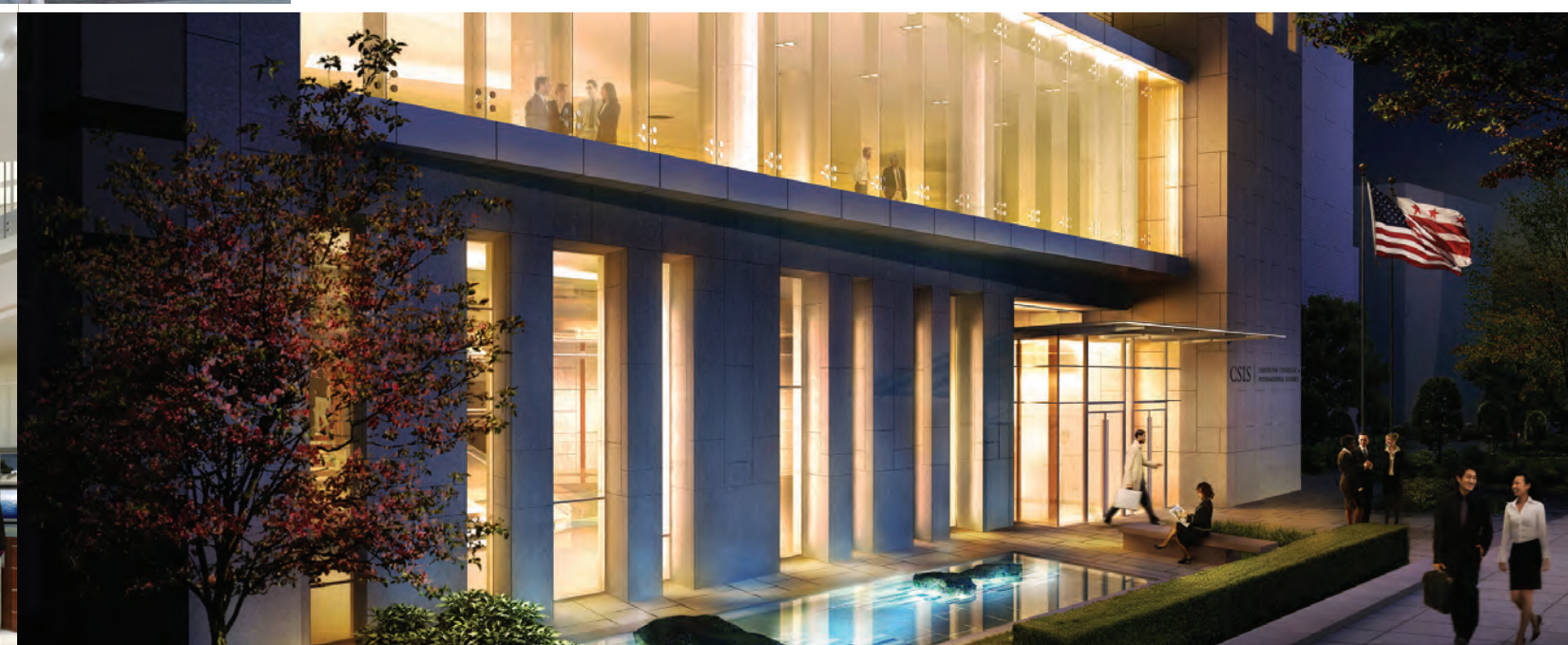
A New Home for CSIS

1616 Rhode Island Avenue, NW, Washington, DC

The overall design phase of the new CSIS headquarters has been completed. We plan to break ground in 2011, and in the summer of 2013 we plan to move into a new facility that will greatly enhance the impact of our world-class research agenda.

Behind a striking façade, our new building will house 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. The building's design and construction are guided by the latest green principles.

Our new headquarters will be centrally located within the city to permit continued engagement of world leaders and U.S. policymakers. We will retain proximity to the White House, embassies, and the city's most prominent institutions and will be only minutes from Capitol Hill, the State Department, and the Pentagon.



The new building will be emblematic of our enduring leadership on foreign policy and national security issues. We invite you to join us as we move forward with the process. To learn more, please visit csis.org/newbuilding.

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Young Professional Development at CSIS



Col. Jeff McCausland and the 2010–2011 AILA International Fellows discuss the challenges of modern leadership.

Named for founders David Abshire and Kazuo Inamori, the CSIS Abshire-Inamori Leadership Academy (AILA) trains, educates, and provides insights into current and future foreign policy and security challenges through the following programs:

- **Speed Debates**—Interns learn the public speaking and argumentation styles of debate in an effort to enhance communications skills. CSIS hosts a competition as a capstone to each semester.

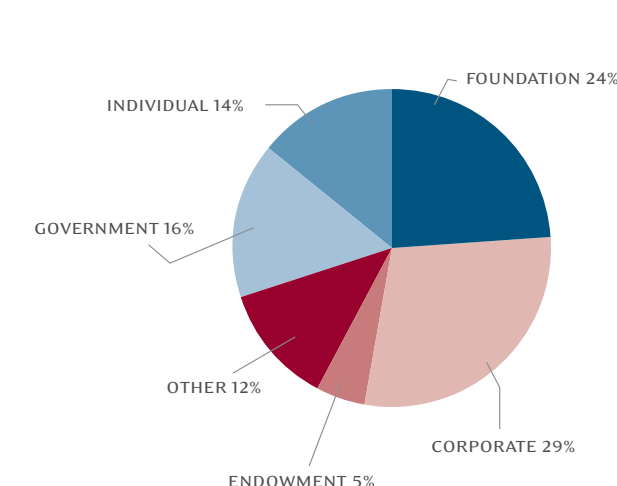
- **Interviewing History**—An opportunity for select young professionals to interview America's leaders before a live audience.
- **International Fellows**—Mid-career professionals from across the world come to CSIS each year to investigate new challenges in global leadership.
- **Seven Revolutions**—7Revs is an ongoing research effort to identify and analyze the most important trends shaping our world out to the year 2025.

Financial Information FY 2010

Percentages listed below are drawn from the year ending September 30, 2010. To obtain a copy of the latest audited financial statements, contact the CSIS Finance and Accounting Office at (202) 887-0200.

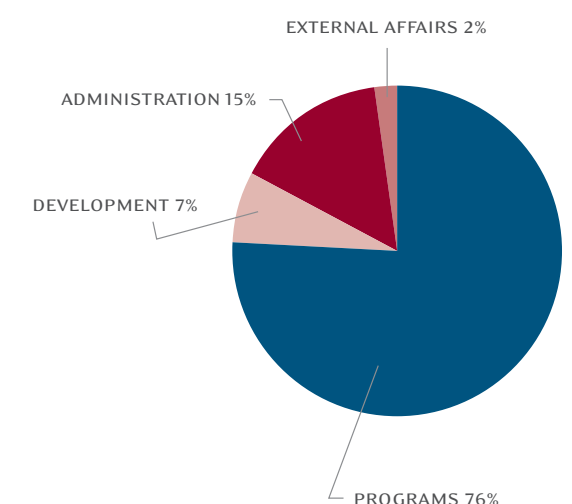
Operating Revenue:

\$29.8 million



Expenditures:

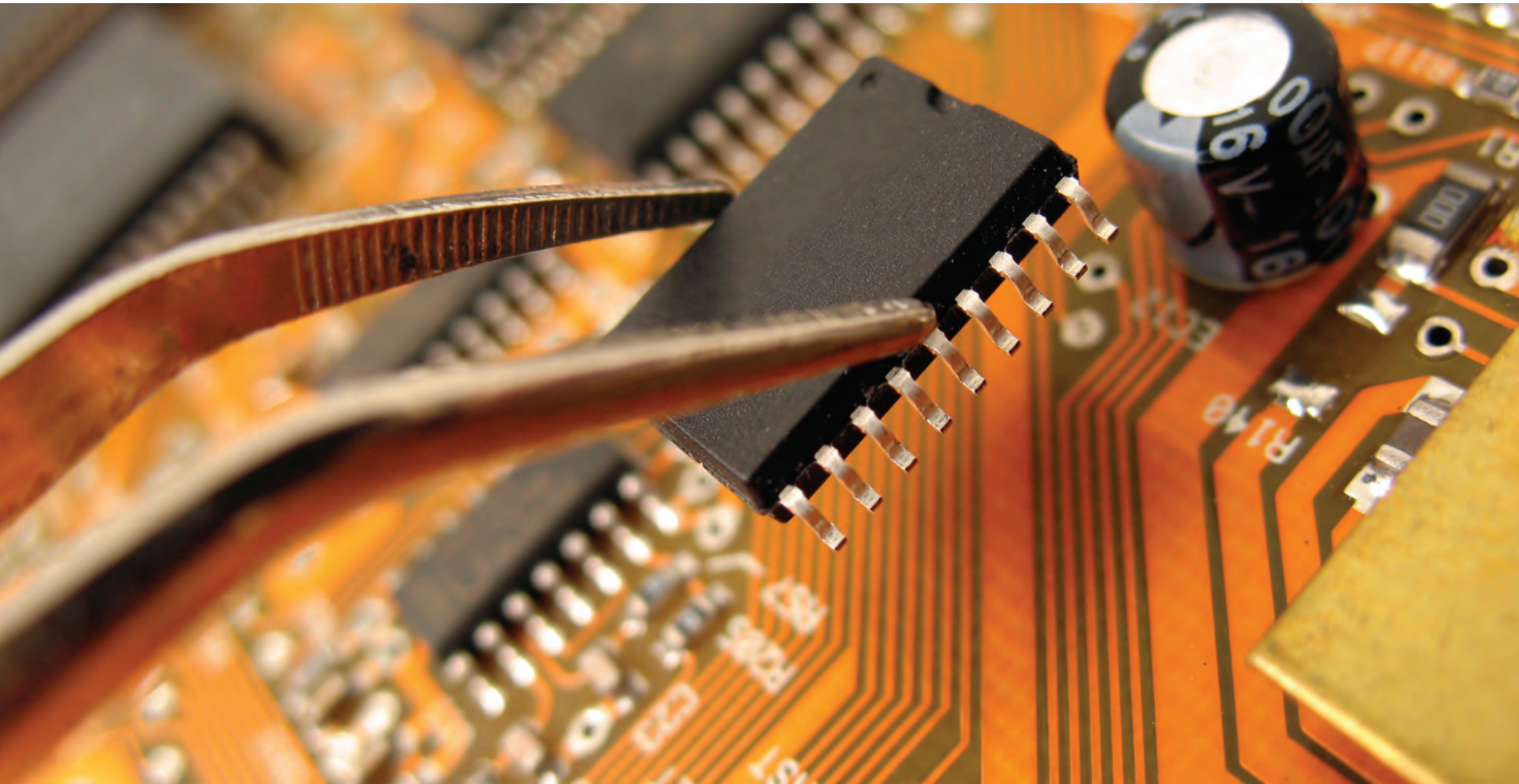
\$29.8 million



Impact

The Center's work is grouped into three broad categories: defense and security policy, regional studies, and global challenges. In the pages that follow, we have provided some highlights of our work from 2010 and a look at some of what we will be doing in 2011.

Cybersecurity
Afghanistan and Iraq
Energy and National Security
Global Health
Asia's New Power Architecture
Defense-Industrial Base Studies
Global Security Forum
Future of NATO
Food Security
2011 and Beyond



CSIS's Technology and Public Policy Program has made cybersecurity one of its primary areas of focus over the past several years.

The Information Age has transformed America's national and economic security. America's cyber infrastructure empowers us and also provides opportunity to those who seek to do us harm.

When President Obama announced a new comprehensive approach to securing America's digital infrastructure, he made a point of thanking CSIS's Bipartisan Commission on Cybersecurity for pointing the way ahead.

Senior U.S. government officials, members of Congress, industry heads, and international experts look to CSIS as a trusted venue to discuss cyber policy. CSIS's Cybersecurity Dinner Series, made possible by Northrop Grumman and CSIS's Cybersecurity Speaker Series, made possible by AT&T, are two such forums for cyber policy discourse. For example, General Keith Alexander (pictured on opposite page), America's first Cyber Commander, gave his first public address at CSIS.

CSIS has also established a Cybersecurity Podcast Series that features candid interviews with leaders and experts in the field.



(Left) Electronic micro chip. (Right) Rod Beckstrom, CEO of the Internet Corporation for Assigned Names and Numbers (ICANN), discusses the future of Internet governance at CSIS.

“CSIS is continuing to show leadership in the field of cybersecurity. Indeed, CSIS's report, *Securing Cyberspace for the 44th Presidency*, served as a key thread of continuity across two administrations and really set the foundation for crafting this administration's strategy for cyber and security.”

—General Keith Alexander
U.S. Cyber Commander and NSA Director





CSIS serves as a key resource for political and military analysis on the continuing conflicts in Afghanistan and Iraq as well as other strategic challenges.

CSIS's Arleigh Burke Chair in Strategy provides decisionmakers in government and military with timely, authoritative updates on progress on the wars and reconstruction efforts. CSIS scholars routinely travel to the region to meet with high-ranking officials and commanders in order to develop an independent view of events.

(Opposite) British Royal Marine Commandos taking part in Operation Soud Chara in southern Afghanistan. (Top left) Road to Bamiyan, Afghanistan. (Top right) M1 Abrams Main Battle Tank staging area in Ramadi, Iraq. (Bottom) Another shot of British Royal Marine Commandos taking part in Operation Soud Chara in southern Afghanistan.

CSIS reports shape perspectives on Capitol Hill and in the Executive Branch to such an extent that the *New York Times* has called a recent Burke Chair anthology of the U.S. war effort “required reading.”

CSIS has also sought to look to the future of the region with forward-looking analysis on the “Modern Silk Road,” the northern distribution trade network linking Afghanistan to Central and South Asia, as well as alternative models of governance and state-building in Southwest Asia and beyond.



CSIS's Energy and National Security Program is uniquely positioned and respected within government, industry, and nonprofit circles for its cutting-edge, independent analysis.

This was most evident with the April 2010 explosion of the Deepwater Horizon offshore drilling rig and resulting oil spill, a tragic and polarizing event with effects that reached well beyond the Gulf. CSIS's energy team mobilized and played the role of honest broker between government, industry, and the public with thoughtful analysis on the spill and its long-term policy implications.



To better inform public debate, CSIS developed the “Impacts of the Gulf Oil Spill Series,” a speaker series examining the complex interconnection between exploration, risk, regulatory environment, and economic consequences.



(Opposite top) Members of a certified shoreline boom retrieval team prepare to haul in a section of a containment boom off the north shore of Trinity Island, Louisiana. (Opposite bottom) Fire boat response crews battle the blazing remnants of the offshore oil rig Deepwater Horizon. (Top) U.S. Coast Guard Cutter Oak (WLB-211) gets under way while U.S. Coast Guard Cutter Cypress (WLB 210) stands by to deploy from Naval Air Station Pensacola in support of Deepwater Horizon oil spill recovery efforts. (Bottom left) Crews aboard beach clean-up vehicles sift oil on the southeast Louisiana shoreline. (Bottom right) CSIS Impacts of the Gulf Oil Spill Series event on the future of offshore exploration featuring (left to right) Charlie Williams of Shell, Albert L. Modiano of the US Oil and Gas Association, and Lloyd Guillory of ExxonMobil Development Company.



(Top) Polio vaccination in Nepal. (Bottom left) Commission report launch event featuring cochair Admiral William Fallon, USN (ret.), Jacob Lew, then deputy secretary of state for management and resources, and cochair Helene Gayle, CARE president and CEO and CSIS trustee. (Bottom right) Dr. Helene Gayle and commissioner Rep. Keith Ellison, during a commission trip to Kenya to visit U.S.-funded health projects.

CSIS’s Global Health Policy Center has been a leader in shaping how the U.S. government and international partners think about global health.

Health is vital to human development, economic growth, national security, and the building of stable ties between countries. CSIS’s bipartisan Commission on Smart Global Health Policy addressed the nexus of global health and U.S. foreign policy by outlining a long-term strategic approach for U.S. global health investments. Chaired by CARE President and CEO and CSIS Trustee Helene Gayle and Admiral William Fallon, USN (ret.), the commission released its report *A Healthier, Safer, and More Prosperous World* in 2010.

The commission report offers a five-point agenda for global health: 1. Maintain our commitment to the fight against HIV/AIDS, malaria, and tuberculosis; 2. Prioritize women and children in U.S. global health efforts; 3. Strengthen prevention and health emergency response capabilities; 4. Ensure that the United States has the capacity to match our global health ambitions; and 5. Make smart investments in multilateral institutions.



“I commend CSIS for really paving the way toward an integrated health approach... [and for] pointing people, conceptually and in practice, to the concept that the future lies in smart, strategic investments in health systems.”
—Dr. Rajiv Shah
USAID Administrator

Since last spring, more than 30,000 copies of the commission report have been downloaded. CSIS continues to work closely with the Obama administration as it establishes its Global Health Initiative, a six-year plan to improve global health outcomes through careful integration of programs, a new business model that emphasizes measurement and accountability, and a woman- and girl-centered approach. A number of follow-on high-level activities are planned for 2011.

CSIS Commission on Smart Global Health Policy

Cochairs

- Admiral William J. Fallon, *U.S. Navy (ret.)*
- Helene D. Gayle, *President and CEO, CARE*

Commissioners

- Rhona S. Applebaum, *Vice President, The Coca-Cola Company*
- Christopher J. Elias, *President & CEO, PATH*
- Representative Keith Ellison (D-MN)
- William H. Frist, *former U.S. Senate Majority Leader*
- Representative Kay Granger (R-TX)
- John J. Hamre, *President & CEO, CSIS; former U.S. Deputy Secretary of Defense*
- Peter Lamptey, *President, Public Health Programs, Family Health International*
- Margaret G. McGlynn, *former President, Global Vaccines & Infectious Diseases, Merck and Co.*
- Michael Merson, *Director, Global Health Institute, Duke University*
- Patricia E. Mitchell, *President & CEO, The Paley Center for Media*
- Surya N. Mohapatra, *Chairman, President & CEO, Quest Diagnostics, Inc.*
- Thomas R. Pickering, *Vice Chairman, Hills & Company*
- Peter Piot, *Director, Institute for Global Health, Imperial College London; former Director of UNAIDS*
- Karen Remley, *Commissioner, Virginia Department of Health*
- Judith Rodin, *President, The Rockefeller Foundation*
- Joe Rospars, *Founding Partner, Blue State Digital*
- Robert E. Rubin, *Cochairman, Council on Foreign Relations; former U.S. Secretary of the Treasury*
- Senator Jeanne Shaheen (D-NH)
- Donna E. Shalala, *President, University of Miami; former U.S. Secretary of Health and Human Services*
- Senator Olympia Snowe (R-ME)
- Debora L. Spar, *President, Barnard College*
- Rex Tillerson, *Chairman & CEO, Exxon Mobil Corporation*
- Rajeev Venkayya, *Director, Global Health Delivery, Bill & Melinda Gates Foundation*

Asia’s New Power Architecture



CSIS recently launched a dedicated Korea Chair, a Wadhwani Chair in India-U.S. Policy Studies, and Washington’s leading Southeast Asia Program to go along with the already established Japan Chair and Freeman Chair in China Studies.

In 2010, CSIS’s entire Asia team produced a signature study for the MacArthur Foundation looking at new ways of addressing nontraditional security threats in the region as a pathway to increase regional cooperation. The project had a specific focus on energy security, climate change, and humanitarian crisis. All have the potential to shape Asia’s politics and growth in the coming century.

Two widely distributed reports grew out of this study, including *Green Dragons: The Politics of Climate Change in Asia*. The project has helped to influence how people in America and Asia think about emerging architecture in a time of shifting power relations in Asia and between Asia and the United States.



(Top) Indonesian NGO workers offload supplies from a U.S. Navy helicopter on Sumatra during international relief efforts following the Indian Ocean tsunami. (Bottom) CSIS report launch for Asia’s Response to Climate Change and Natural Disasters featuring (left to right) CSIS’s David Pumphrey and Charles Freeman, Senior U.S. Representative to APEC Kurt Tong, and CSIS’s Victor Cha and Stacey White.

(Top) A man walks amid the ruins in Sri Lanka after the December 2004 Asian Tsunami. (Bottom) Wind farm at Bangui Bay on the Ilocos Norte, Philippines.



No other think tank in Washington has the ability to address the full array of geopolitical and economic issues confronting U.S. policy in Asia as CSIS. CSIS recently launched a dedicated Korea Chair, a Wadhwani Chair in India-U.S. Policy Studies, and Washington’s leading Southeast Asia Program to go along with the already established Japan Chair and Freeman Chair in China Studies.



CSIS’s Defense-Industrial Initiatives Group (DIIG) provides unvarnished analysis of the complex relationship between the Defense Department, the defense industry, and the public interest in a time of growing fiscal constraints.

Secretary Gates’ Efficiency Initiative has sought to find efficiencies in the department and apply savings to more deserving projects. Decisionmakers in Congress, the Executive Branch, and industry rely on CSIS to provide independent analysis and research to inform their thinking.

CSIS was asked by Dr. Ashton Carter (pictured on opposite page), under secretary of defense for acquisition, technology, and logistics to host a series of dialogues with the defense industry entitled “Delivering Better Acquisition Value: Conversations with Industry.”



This past year CSIS also completed work on a review of the importance of the commercial space sector to U.S. national security and provided a framework for analyzing and evaluating options to improve access to commercial launch services. The success of this project led the Department of the Navy to ask CSIS to apply this innovative framework for analyzing the defense-industrial base, and this coming year CSIS will conduct a similar review of the shipbuilding industry. Projects like these build on the CSIS core capability to analyze defense budgets and industry.

(Across) The U.S. Naval Ship Pililaau passes the historic Diamond Head Crater in Honolulu, Hawaii. (Opposite bottom) Helicopters from Task Force 34, 1st Battalion 244 Assault Helicopter Battalion, on fly on Joint Base Balad, Iraq. (Bottom right) Dr. Ashton Carter speaks at a CSIS event in April 2010.

CSIS was asked by Dr. Ashton Carter, Under Secretary of Defense for Acquisition, Technology, and Logistics, to host a series of dialogues with the defense industry entitled “Delivering Better Acquisition Value: Conversations with Industry.”





CSIS launched what is to become an annual signature policy conference, the CSIS Global Security Forum.

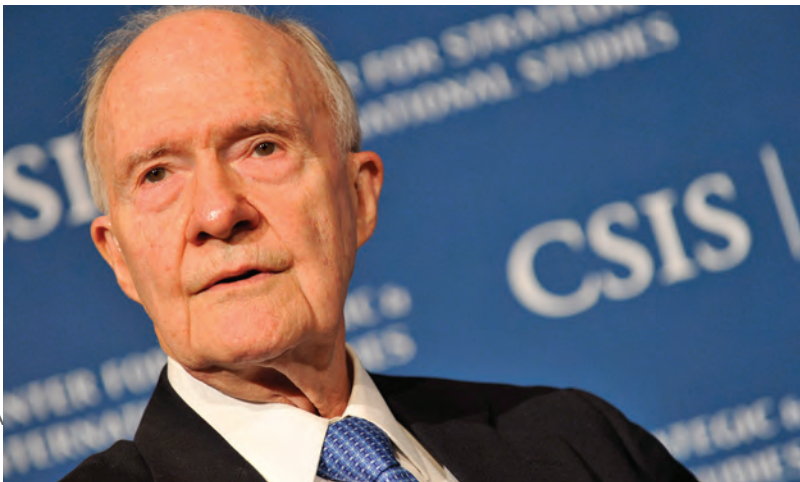
Last May, the forum brought together foreign policy and national security leaders to discuss the top strategic challenges on the horizon. Gen. James Cartwright (USMC), vice chairman of the Joint Chiefs of Staff, delivered keynote remarks on adapting to tomorrow’s strategic challenges. Following General Cartwright’s speech, the forum held nine concurrent sessions featuring such notable experts (all pictured on opposite page) as former national security adviser and CSIS trustee, Lt. Gen. Brent Scowcroft (USAF, ret.); David Ignatius of the *Washington Post*; former Joint Chiefs chairman Gen. Peter

Pace (USMC, ret.); Amb. Thomas Pickering; and former deputy secretary of state and CSIS trustee Richard Armitage.

Made possible with support by Finmeccanica, the innovative conference examined medium- and long-term global security issues such as U.S. engagement in the Middle East; post-U.S. involvement in Iraq and Afghanistan; cybersecurity; the role of nuclear weapons in national security strategy; U.S. power projection and overseas bases; the possibility of a domestic intelligence agency; robots on the battlefield; changes in the defense-industrial base; and perceptions of waning U.S. power in Asia.



(Opposite) U.S. Navy Hospital Corpsman 3rd Class Eric Nobriga hands candy to Afghan children while on patrol in Nawa District, Helmand Province, Afghanistan. (Top) Vice Chairman of the Joint Chiefs of Staff Gen. James Cartwright, USMC. (Middle left) CSIS’s Ray DuBois, former Joint Chiefs Chairman Gen. Peter Pace, USMC (ret.), CSIS’s Maren Leed, and Amb. Thomas Pickering (left to right) discuss the loss of overseas bases. (Middle right) Former deputy secretary of state and CSIS trustee Richard Armitage discusses the perception of waning U.S. power in Asia. (Bottom left) Columnist and associate editor for the *Washington Post* David Ignatius (right) discusses U.S. engagement in the Middle East after Iraq and Afghanistan with CSIS’s Haim Malka (left) and former national security adviser and CSIS trustee Lt. Gen. Brent Scowcroft, USAF (ret.) (bottom right).





With help from CSIS security experts, former Secretary of State Madeleine Albright prepared the report on NATO's new Strategic Concept: *NATO 2020: Assured Security; Dynamic Engagement*.

NATO's Strategic Concept, which frames the Alliance's political goals and military requirements, had last been updated in 1999 and needed to be replaced with a document that reflects dramatic changes in global security affairs over the last decade.

CSIS's senior vice president and Henry A. Kissinger Chair Stephen Flanagan served as Secretary Albright's lead adviser in her work as Chair of the Group of Experts on the new Strategic Concept.

After nine months of deliberations and study, the Group's final report assessed the implications of



(Opposite left) NATO flag. (Top) The Honorable Madeleine Albright, former U.S. secretary of state, at the CSIS launch of NATO 2020: Assured Security; Dynamic Engagement.

changes in the global security environment and recommended that the Alliance expand its external partnerships, transform its military capabilities, and streamline its organizational structures to ensure its effectiveness over the coming decade. By clarifying Alliance consensus on these issues and advancing various reform proposals, the Albright report framed the main elements of the new Strategic Concept and facilitated the work of NATO's secretary general and member governments in drafting the final document.

CSIS hosted the Washington launch of the report in May, featuring keynote remarks by Secretary Albright and former national security adviser and CSIS trustee Lt. Gen. Brent Scowcroft.



CSIS continues to lead efforts to develop and coordinate a U.S. strategic approach to food security.

A CSIS-created task force, chaired by Sen. Richard G. Lugar (R-IN), Sen. Robert P. Casey (D-PA), and Rep. Betty McCollum (D-MN), addressed three key areas: raising agricultural productivity, investing in research and development, and improving trade policy. In April, CSIS published *Cultivating Global Food Security*, a report containing the task force's recommendations for the Obama administration and Congress.



(Opposite left) Market in Amritsar, India. (Top) CSIS Food Security event on Capitol Hill featuring (left to right) Representative Betty McCollum, Senator Robert P. Casey, and Senator Richard G. Lugar. (Bottom) CSIS's Johanna Nesselth and Steve Morrison (left to right) at the same event.



In addition to the task force report, CSIS produced four papers to examine in greater depth the issues of agricultural productivity, research and development, trade, and attitudes toward agricultural biotechnology and genetic modification. CSIS continues to shape thinking within the Obama administration's signature Feed the Future initiative.

2011 and Beyond

Since 1962, CSIS has grown to become one of the world's preeminent international policy institutions, and in 2011 CSIS will continue its leadership as a provider of thoughtful, innovative, and balanced solutions to the most complex foreign policy and national security challenges of our time.



(Above) Skyline of Mumbai, India.

Looking ahead, CSIS has laid the groundwork to augment current projects and expand into new areas and issues that will shape the twenty-first century. A sampling of new projects include:

- The Global Development Opportunities Project (GDOP), an umbrella program for CSIS's diverse activity on issues ranging from poverty alleviation to climate adaptation to economic growth in conflict settings to water, food, health, and trade. GDOP will have a particular focus on the role of the private sector in aid delivery and will have at its center a high-profile series of public events to bring new ideas into Washington on global development.
- The Wadhvani Chair in U.S.-India Policy Studies is the first of its kind at a Washington think tank and will launch in early 2011 under the direction of Ambassador Karl Inderfurth, former assistant secretary of state for South Asian affairs.
- CSIS senior adviser Mark Quarterman will direct our new Project on Crisis, Conflict, and Cooperation, which will examine innovative strategies to speed, enhance, and strengthen international conflict responses and focus on effective multilateral responses to global issues.
- CSIS William A. Schreyer Chair in Global Analysis Daniel Runde will undertake a deeper look at the private sector's role in development.
- Meredith Broadbent, former assistant USTR and now senior adviser and holder of the Scholl Chair in International Business, will take a renewed look at the important role of trade in foreign policy.
- As views on current nuclear issues become increasingly polarized, CSIS's work on nuclear policy, led by Clark Murdock and Sharon Squassoni, helps examine the issues through analytic blog posts and a live debate series.

- The U.S.-ASEAN Strategy Commission, cochaired by Maurice R. "Hank" Greenberg and former defense secretary and CSIS trustee William S. Cohen, will develop an in-depth assessment of U.S. interests in Southeast Asia and make recommendations for the development of a long-term U.S. strategy for the region. (Photo adjacent, Left to right: CSIS's Ernest Bower, William S. Cohen, Maurice R. "Hank" Greenberg, and CSIS trustee and former USTR Amb. Carla Hills)

- The New Defense Approaches Project will examine the contribution of amphibious capabilities to deterrence and shaping missions, such as building partnership capacity, humanitarian assistance, and disaster relief.

- The CSIS Middle East Program will publish a major new study that analyzes the current and future trajectory of U.S.-Israeli strategic ties.

- At the request of the U.S. Combatant Command AFRICOM, the CSIS Africa Program will review 10 case studies of African countries to examine potential fissures and stressors that might ultimately lead to significant social dislocation or political instability in the medium to long term.

- Europe Program director Heather Conley will lead an effort with Steve Flanagan and David Berteau on the financial crisis's impact on European defense and security capabilities. Funded by the National Intelligence Council, the project will look out over the next five years in light of the economic recession and its effect on European government and defense industry.

- Korea Chair Victor Cha received a major multiyear grant from the Academy of Korean Studies in Seoul to direct a laboratory for the globalization of Korean Studies. This is the Academy's first grant to a U.S. think tank. Topics will include U.S. grand strategy in Asia, demography and Korean security, culture and the Cold War, negotiation and North Korea, and U.S. alliances in East Asia.



U.S.-ASEAN Strategy Commission

Commission work directed by CSIS Southeast Asia Program Director and Senior Adviser Ernest Bower

Cochairs

Maurice R. "Hank" Greenberg
Chairman of the C.V. Starr Company

Senator William S. Cohen
Former Secretary of Defense and U.S. Senator

Commissioners

Richard Armitage
President, Armitage International

Manuel Arroyo
President, ASEAN Business Unit, Coca-Cola

James Blackwell
President, Chevron Asia Pacific

Former Senator Kit Bond

Ralph "Skip" Boyce
President for Asia, The Boeing Company

George David
Former Chairman, United Technologies Corporation

Ralph Gerson
CEO, Guardian Industries

Carla Hills
Chairman & CEO, Hills & Company

Roderick Hills
Partner, Hills Stern and Morley LLP
Founder & Chairman, CSIS Hills Program on Governance

Henrietta Holsman Fore
Chairman & CEO, Holsman International
Former Administrator of USAID

Admiral Timothy Keating
Former Commander, U.S. Pacific Command

William Reilly
Founding Partner, Aqua International Partners
Former Director of EPA

Tim Shriver
Chairman, Special Olympics

Edward Tortorici
Executive Director, First Pacific Company Limited

Keith Williams
CEO, Underwriters Laboratories



Reach

The Center holds 1,600 events yearly and utilizes a robust outreach strategy to both traditional and nontraditional media, Congress, and the broader public.

- Events and Forums at CSIS
- CSIS Online
- CSIS in the Media
- Congressional Outreach
- Publications

Events and Forums at CSIS



(Top) CSIS-Schieffer Series Dialogue on the Obama administration’s foreign policy, featuring (left to right) Steve Coll, staff writer for the New Yorker; Thomas Friedman, foreign affairs columnist for the New York Times; Bob Schieffer, host of CBS’s Face the Nation; and David Ignatius, columnist and associate editor for the Washington Post. (Bottom) CSIS Statesmen’s Forum event featuring (left to right) James Steinberg, deputy secretary of state, and Jacob Lew, then deputy secretary of state for management and resources.



CSIS hosts more than 1,600 events annually, which translates to an average of 385 visitors daily. In addition, CSIS has several signature event series that feature leading thinkers from government, media, business, and academia. They include the following:

The Statesmen’s Forum
Current U.S. and foreign senior government officials deliver keynote speeches before a cross-section of the Washington policy community. This series is made possible by the Lavrentiadis Group of Companies.

The CSIS–Schieffer School Series in Public Policy and the Media
Bob Schieffer, CBS News’ chief Washington correspondent and host of *Face the Nation*, moderates the monthly series, a partnership with the Schieffer School of Journalism at Texas Christian University (TCU). This series is made possible by United Technologies Corporation (UTC).

The CSIS–University of Miami Series on Global Challenges
CSIS and the University of Miami School of Communication’s Knight Center for International Media cohost a monthly series focused on the Millennium Development Goals. This series is made possible by the Knight Foundation.

(Left) U.S. Ambassador-at-Large for Global Women’s Issues Melanne Verveer at a CSIS–Miami Series event on advancing progress of the UN Millennium Development Goals through the empowerment of women and girls. (Right) CSIS International Councillor Dr. Lavrentis Lavrentiadis provides introductory remarks at a CSIS Statesmen’s Forum.





(Top) General David Petraeus speaks at a CSIS Military Strategy Forum event with CSIS senior fellow Maren Leed. (Bottom left) Under Secretary for International Affairs at the U.S. Department of the Treasury Lael Brainard speaks at CSIS in November 2010. (Bottom right) Senator John Kerry speaks at a CSIS event in November 2010 on U.S. policy in the Democratic Republic of Congo.

The Military Strategy Forum

The forum hosts senior Department of Defense and military service leaders who present their insights and vision on the direction of U.S. national security and defense policy. This series is made possible by Rolls-Royce North America.

The Congressional Dialogue Series

Members of Congress frequently choose CSIS as a bipartisan platform for policy speeches and discussions.



“The kind of conversations and the kind of meetings and discussions you have at CSIS really are a very important part of political life in Washington because a lot of the ideas that we need in order to do our jobs in the federal government come from discussions of the kind we’re having today.”

—Robert D. Hormats
Undersecretary for Economic, Energy, and Agricultural Affairs

CSIS Cybersecurity Policy Series

The CSIS Forum on Cybersecurity is a public series for business leaders, policymakers, and experts to address some of the most pressing policy challenges surrounding cybersecurity. This bimonthly series is intended to focus public and media attention on the issue and help shape the policy agenda for cybersecurity. This series is made possible by AT&T.

The CSIS-LSU Series on Disaster Management and Emergency Response

In the fall of 2010, CSIS launched a new event series on disaster management made possible by the LSU Stephenson Disaster Management Institute (SDMI) and the Irene W. and C.B. Pennington Foundation. The kickoff event featured Admiral Thad Allen (pictured below), U.S. Coast Guard (ret.), National Incident Commander for the Deepwater Horizon Response.

(Bottom) Admiral Thad Allen, U.S. Coast Guard (ret.), speaks at the launch of the new CSIS-LSU Series on Disaster Management and Emergency Response in November 2010.





(Above) A CSIS-Schieffer Series Dialogue at CSIS on security issues surrounding the South China Sea.



(Middle left) U.S. Secretary of Homeland Security Janet Napolitano spoke at a CSIS event in June 2010. (Middle right) Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff, spoke at a CSIS event in January 2010. (Bottom left) John Brennan, Assistant to the President for Homeland Security and Counterterrorism, spoke at a CSIS Statemen’s Forum in May 2010.



“CSIS has long served as a venue for some of the most insightful and intellectual discourse on national security issues.”

—John Brennan
Assistant to the President for Homeland Security and Counterterrorism

Selection of Speakers Hosted by CSIS

President of the United States	Assistant Secretary of State for Western Hemisphere Affairs	Chairman of the Joint Chiefs of Staff
U.S. Ambassador to Afghanistan	U.S. Global AIDS Coordinator	Vice Chairman of the Joint Chiefs of Staff
Secretary of State	U.S. Global Ambassador for Women’s Issues	Chief of Naval Operations
Secretary of Defense	U.S. Ambassador to Afghanistan	U.S. CENTCOM Commander
Secretary of Commerce	Department of State Coordinator for Counterterrorism	U.S. SOCOM Commander
Secretary of Homeland Security		U.S. SOUTHCOM Commander
Secretary of the Army		U.S. AFRICOM Commander
Deputy Secretary of State		U.S. Cyber Command Commander
Deputy Secretary of Defense		Supreme Allied Commander Europe
Deputy Secretary of Energy	Prime Minister of Latvia	
Undersecretary of State for Policy	Prime Minister of Moldova	UN Secretary General
Undersecretary of State for Economic, Energy, and Agricultural Affairs	Prime Minister of Malaysia	UN World Food Programme Executive Director
Assistant to the President for Homeland Security and Counterterrorism	Foreign Minister of Afghanistan	UN Development Campaign Director
Undersecretary of the Treasury for Terrorism and Financial Intelligence	Foreign Minister of Albania	NATO Supreme Allied Commander (Transformation)
Undersecretary of Defense for Acquisition	Foreign Minister of Indonesia	
Deputy U.S. Trade Representative	Foreign Minister of Sri Lanka	CARE CEO
USAID Administrator	Foreign Minister of Maldives	Exxon CEO
CDC Director	Foreign Minister of Bulgaria	ICANN CEO
Millennium Challenge Corporation CEO	Foreign Secretary of India	ONE CEO
Assistant Secretary of State for Asian Affairs	Foreign Secretary of the Philippines	Saudi Aramco CEO
	Deputy Prime Minister for Reintegration of Moldova	President of Resources for the Future
	Defense Minister of Norway	
	Defense Minister of Germany	
	Defense Minister of Singapore	
	Education Minister of Afghanistan	
	Crown Prince of Serbia	

CSIS has developed a robust online presence through its website and through its multimedia platform on Apple's iTunes U.

CSIS.org

The redesigned CSIS.org serves as the essential platform for the dissemination of our content, including events, publications, and multimedia. The products that our experts and research programs produce are readily available on our website through many different paths so users can easily access content.

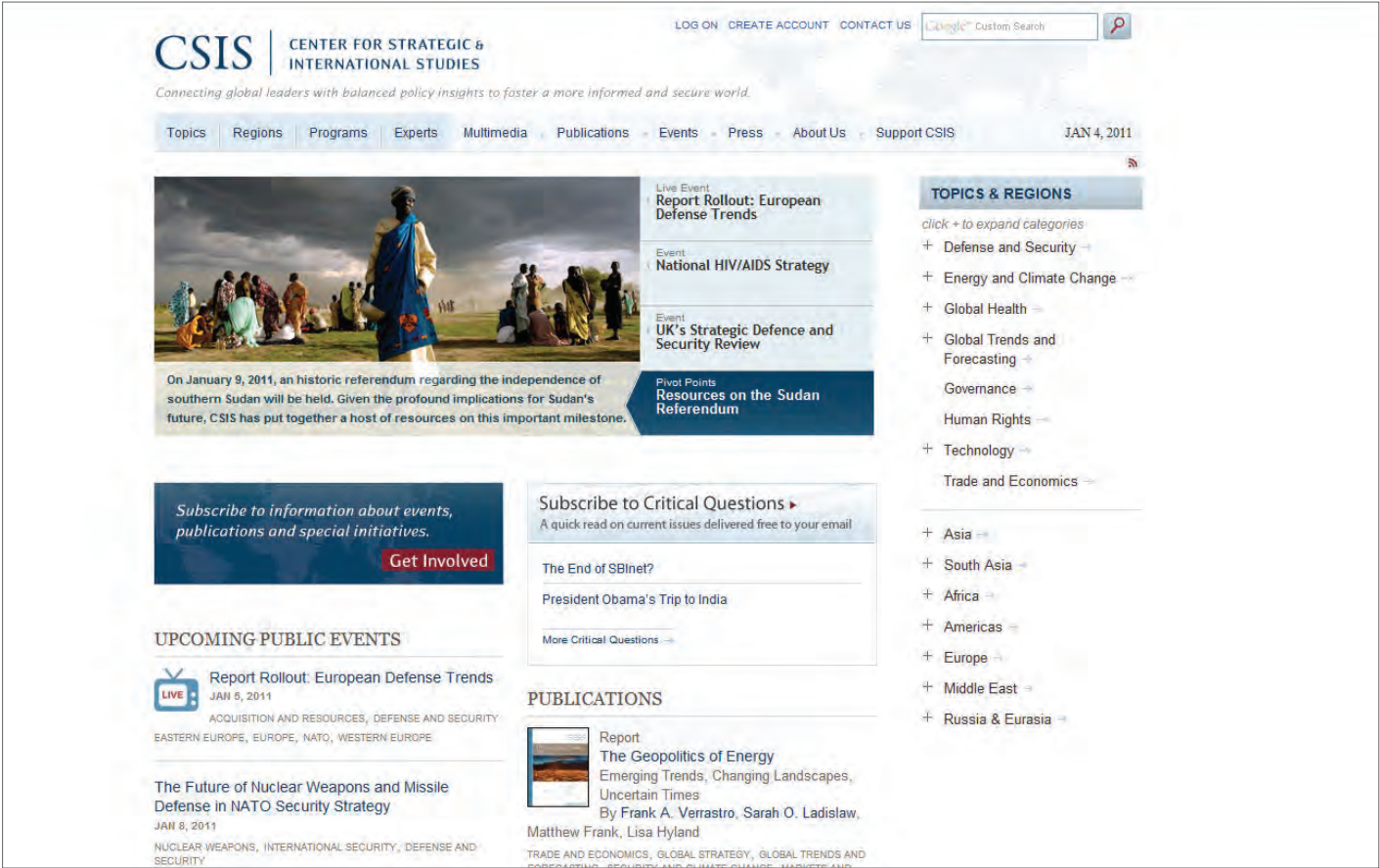
Combined, CSIS.org and our iTunes U platform receive more than 1.2 million visitors monthly.

iTunes U

CSIS was the first think tank to develop a platform on Apple's iTunes U, a popular destination within Apple's iTunes store that offers free educational content. Last fall, Apple reported that over the past three years iTunes U has had more than 300 million downloads from content supplied by more than 800 providers. CSIS has been selected as a "featured provider" by iTunes U along with other prestigious organizations and universities such as Stanford, the Library of Congress, Duke, and Oxford.

Every month visitors download an average of 270,000 CSIS tracks from iTunes U and view more than 4 million pages on our website, plus thousands more follow us online by subscribing to our RSS feeds, newsletters, and podcasts.

(Right) A CSIS Intern holds an Apple iPad while looking at CSIS's iTunes U platform. (Opposite top) The CSIS homepage, CSIS.org. (Opposite bottom) CSIS iTunes U platform highlighting the CSIS-Schieffer School Series.



To learn more, please visit CSIS.org, itunes.csis.org, or follow us on Facebook at Facebook.com/CSIS.org.





CSIS has a strong and growing presence in the media. CSIS experts are often called upon for their analysis of major policy issues, and many CSIS events are well attended by the media.

On November 24, CSIS Senior Adviser Michael Green published an op-ed in the *Wall Street Journal*, “Why We’re Always Fooled by North Korea.”

“North Korea’s artillery bombardment of the South Korean island of Yeonpyeong . . . makes it doubly clear that Pyongyang intends to leverage its new nuclear breakthrough for maximum concessions from the international community.”

On June 20, David Ignatius of the *Washington Post* cited *The Key to Success in Afghanistan: A Modern Silk Road Strategy*, by CSIS Russia Program director Andrew Kuchins and CSIS Transnational Threats Project deputy director Thomas Sanderson, in his column “Afghanistan’s Future Lies in Trade Partnerships.”

“The most useful analysis I’ve seen recently is *The Key to Success in Afghanistan: A Modern Silk Road Strategy*.”

“Tokyo needs to realize that time is not on its side.”

On January 7, CSIS Senior Adviser Victor Cha published an op-ed in the *New York Times*, “Focus on Policy, Not Politics.”

The *New York Times* called CSIS’s Anthony Cordesman a “foreign policy dignitary.”



(Middle left) International Security Program Senior Fellow Stephanie Sanok addressed U.S. strategy on Iraq on the CBS Evening News. (Middle right) Transnational Threats Project Senior Adviser Juan Zarate discussed Internet wiretapping on the PBS NewsHour. (Bottom) Project on Conflict, Crisis, and Cooperation Director Mark Quarterman discussed U.S.-Pakistan relations on CNN’s Situation Room.





One of CSIS's core missions is to use its bipartisan platform to help members of Congress and their staffs better navigate a complex world.

We do so through a targeted outreach program that connects thousands of Capitol Hill staffers with CSIS products and research. We host regular events that help educate Congress on current policy matters. We organize policy discussions that bring Congress, the administration, and policy communities together, and we offer a convenient forum from which representatives and senators can discuss their priorities with the public and wider policy community.



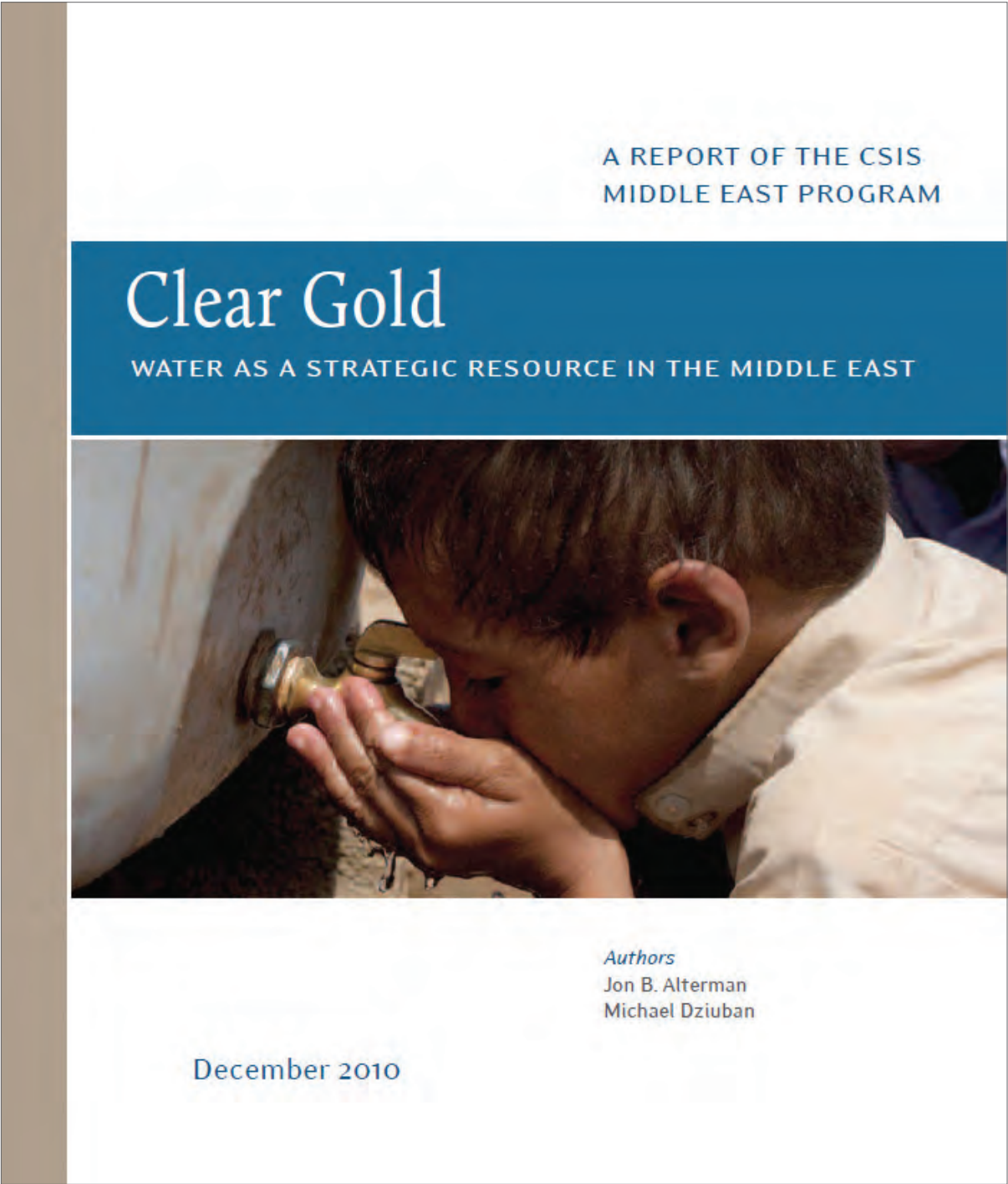
(Opposite top) Representative Howard Berman (D-CA), then chairman of the U.S. House Foreign Affairs Committee, spoke at CSIS in September. (Opposite bottom left) Senator Lindsey Graham (R-SC), pictured next to CSIS trustee and former Senator Bill Brock, spoke to the CSIS International Policy Roundtable. (Opposite bottom right) Sharon Squassoni, director of the CSIS Proliferation Prevention Program, testified before the U.S. House Foreign Affairs Committee on nuclear cooperation and nonproliferation. (Top) Representative Kay Granger (R-TX) (left) and Representative Keith Ellison (D-MN) (right) spoke at a CSIS Global Health Commission meeting.

“CSIS was born to leadership in international affairs, and this place represents what is best about American leadership abroad when it is done right: we find here policy that is thoughtful, nonpartisan, intellectually unafraid, genuinely knowledgeable, and capable of bringing together diverse viewpoints for frank argument, debate, and analysis of public policy and our shared future.”

—Representative Gary Ackerman (D-NY)



In the last year, CSIS experts testified before congressional committees a dozen times, hosted monthly forums on Capitol Hill, and briefed members and staff regularly. In 2010, 17 members of Congress spoke at events at CSIS, and several participated in audio or video interviews with CSIS programs. CSIS continues to be an effective resource for Congress with continued direct involvement of members in CSIS projects and a robust outreach effort that opens new doors for CSIS experts and their ideas.



Clear Gold: Water as a Strategic Resource in the Middle East
By Jon B. Alterman and Michael Dziuban

Over the next 20 years, the real wild card for political and social unrest in the Middle East is not war, terrorism, or revolution—it is water. Conventional security threats dominate public debate and government thinking, but water is the true game-changer in Middle Eastern politics. This report examines the implications of water on security policy in the Middle East.

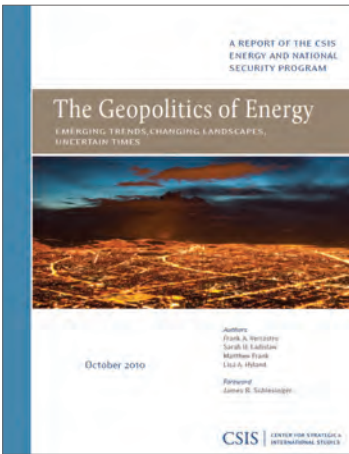
In 2010, CSIS published 77 formal reports in addition to a variety of monthly newsletters and brief analyses.

CSIS publications are essential resources for the policy, academic, and business communities and the public and are available to those communities via CSIS.org, Amazon.com, BarnesandNoble.com, Google Editions, and iPad Books. Below and opposite are examples of recent reports.



- *The Global Aging Preparedness Index*
By Richard Jackson, Neil Howe, and Keisuke Nakashima

This report provides the first comprehensive quantitative assessment of the progress that countries worldwide are making in preparing for global aging, particularly the old-age dependency dimension of the challenge.



- *The Geopolitics of Energy: Emerging Trends, Changing Landscapes, Uncertain Times*
By Frank A. Verrastro, Sarah O. Ladislav, Matthew Frank, and Lisa A. Hyland

This report identifies and examines the relevant drivers that are likely to dictate future trends in energy consumption and fuel choices in the context of a shifting geopolitical landscape, taking into account the attendant economic, foreign policy, energy security, and environmental consequences and priorities.

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Photos

Page 3: Kaveh Sardari
Page 4, 7, 8: Liz Lynch
Page 9: (Top and middle) Liz Lynch (Bottom) Kaveh Sardari
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