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“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

“For half a century your research, scholarship, analysis have...been the intellectual capital that have informed so many of our national security priorities.”

—THOMAS DONILON
U.S. National Security Adviser
For 50 years, the Center for Strategic and International Studies (CSIS) has developed solutions to the world’s greatest policy challenges. As we celebrate this milestone, CSIS scholars are developing strategic insights and bipartisan policy solutions to help decisionmakers chart a course toward a better world.

CSIS is a nonprofit organization headquartered in Washington, DC. 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.

Founded at the height of the Cold War by David M. Abshire and Admiral Arleigh Burke, CSIS was dedicated to finding ways to sustain American prominence and prosperity as a force for good in the world. Since 1962, CSIS has become one of the world’s preeminent international institutions focused on defense and security; regional stability; and transnational challenges ranging from energy and climate to global health and economic integration.

Former U.S. senator Sam Nunn has chaired the CSIS Board of Trustees since 1999. Former U.S. deputy secretary of defense John J. Hamre became the Center’s president and chief executive officer in April 2000.
The 2012 election was closely fought, but neither party achieved a mandate and the United States continues to face a seemingly endless set of serious public policy challenges. Americans are hungry for pragmatic, common-sense solutions to these challenges, and more than ever we need nonpartisan policy institutions like the Center for Strategic and International Studies (CSIS) to help formulate and stimulate smart policy decisions at home and abroad.

One of the most immediate challenges we face concerns the nation’s fiscal position. Last fall, CSIS hosted a series of forums entitled Strengthening of America—Our Children’s Future that brought together former members of Congress and other national leaders from both political parties to ask hard questions about the nation’s unsustainable and rapidly growing debt and to suggest bipartisan approaches to meet these challenges. How America solves this looming crisis in the short term and the long term will have a significant impact on every issue that CSIS covers including foreign, economic, and security policy.

The world-class scholars at CSIS are working hard to develop innovative, nonpartisan, and balanced solutions to the most complex problems of our time on issues as diverse as nuclear policy, defense spending, global health, Southeast Asia, and energy policy. These experts work independently, but come together to tackle complex problems.

As you will see in this report, John Hamre and his team do not work alone. Our trustees are actively engaged in the core work and life of the Center. Their generous support, as well as that which we receive from individuals, foundations, corporations, and government agencies is integral to our success.

The CSIS Board of Trustees invites you to join us as we begin 2013 with renewed vigor in helping solve America’s and the world’s greatest challenges.
I am often asked “what is a think tank?” It is a term familiar in American political lexicon, but not well understood. The short answer is “a university without students.” We have a “faculty” of scholars and researchers working on cutting-edge policy issues, harnessing scholarship to pragmatic policy problems to find solutions. But there is a far deeper and more important answer to the question.

Every country struggles with a central requirement—how to introduce new ideas to advance the policies that guide and strengthen the country—politically, technologically, economically, and socially. Dynamic societies are constantly changing, but government bureaucracies are static and slow to evolve. Policies quickly become obsolete with fast-changing private-sector developments and slow-moving governments.

From its beginning, America was built with a “bottom-up” civil society culture. In older cultures, political structures derived from kings and ruling families. Even with the transition to parliamentary government, civil society in these countries remains “top down.” The central government provides the attributes of civil progress—new museums, hospitals, universities, and think tanks.

America was unique. People came to America to exercise their own ambitions and struggle for their own dreams. American government was “republican”—built on a structure of politicians elected from geographically distinct regions to represent those regions. America is inherently a “bottom-up” civil society. You can do almost anything you want in this country if you have the initiative and can convince others to join you in the effort. Fortunately, this has produced the most dynamic, creative, and energetic civil society of any place in the world. The “nonprofit” world is the foundation of civil society, and think tanks play a vital role.

Where do governments get new ideas to deal with changes in society and advance the well-being of the citizens? Big bureaucracies do not invent new ideas. Big government organizations elaborate old ideas, but don’t invent new ideas. Yet our dynamic society is constantly changing, constrained by policy frameworks of the past.

This is the central role of think tanks, and America’s bottom-up civil society culture explains why over half of the think tanks in the world are in the United States. In varying ways, we all are working to invent new ideas to improve the quality of government and society.

Message from the President, CEO, & Pritzker Chair

Three things make CSIS unique in this landscape. First, we do all of our work on a bipartisan basis. Honestly, this is harder in these days of brittle, arid partisan politics, but we believe it is still the foundation of durable policy consensus in America. Second, we actively create an objective intellectual environment where representatives from the private sector and the government can meet constructively to jointly define the problem and identify alternative policy solutions. Third, we measure ourselves by tangible results. The goal of every project at CSIS is improved policy, not a book.

What you will see in these pages is the record of the past year. It was the most active and influential year in our 50-year history. This is possible because of a world-class Board of Directors and Advisers, a superb staff of scholars and researchers, and a dedicated community of foundations, corporations, and individuals supporting our work financially. All of us are bound by a common vision—America and the world can be improved through the thoughtful adaptation of good ideas to solve real problems of government. We invite you to join us in this noble work.
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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ON NOVEMBER 1, 2011, CSIS broke ground on a new headquarters. Over the past year we’ve watched with great excitement as the building has risen, and along with it, our plans for the future.

In the fall of 2013, CSIS will open its doors to a new destination for global dialogue in the heart of Washington. Our proximity to the nation’s principal branches of government and key institutions will allow CSIS to continue to play a critical role in generating ideas with policy impact for the administration and Capitol Hill.

CSIS is utilizing the latest in green building techniques and is seeking LEED platinum status for our new home. The building will feature one of the premier three-story conference centers in Washington; modern, flexible office space to support our growing staff; and state-of-the-art technology throughout.

With the support of CSIS’s trustees and our many donors, and the help of the great teams at Hickok Cole Architects, HITT Contracting, and Jones Lang LaSalle Project Management, 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.
Financials

FY 12 Operating Revenue ($33.2 million)

- Corporate: 27%
- Foundation: 27%
- Government: 21%
- Individual: 11%
- Other: 10%
- Endowment: 4%

Revenue Growth (in millions)

- '95: $15.78
- '99: $16.94
- '03: $19.66
- '07: $29.06
- '11: $31.30
- '12: $33.20

FY 12 Operating Expenses ($33.1 million)

- Programs: 77%
- Administration: 6%
- Development: 17%
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Individual membership at CSIS offers many unique benefits. Members are invited to participate in substantive dialogues throughout the year in which CSIS leverages its convening power to assemble the highest caliber leaders from business, government, academia, and journalism to discuss the pressing foreign and security challenges of the day. In addition, membership gives individuals access to CSIS experts and opportunities to participate directly in the substantive work of the Center.

**THE CSIS INTERNATIONAL COUNCILLORS**, chaired by Henry Kissinger, is composed of select business CEOs drawn from different corners of the world. It convened in 2012 in Washington, DC, focusing on an analysis of the global economic outlook from former Federal Reserve chairman Alan Greenspan; the regional implications of China’s leadership transition with CSIS’s top Asia experts; and a look at global security and U.S. defense policy in an age of austerity with Secretary of Defense Leon Panetta.

**THE CSIS ADVISORY BOARD**, cochaired by Zbigniew Brzezinski and Carla Hills, is composed of U.S. and international business leaders and current and former senior government officials. It met twice in Washington, DC, in 2012, focusing on the World Bank’s role in poverty alleviation as viewed by President Jim Yong Kim; a discussion on the likely foreign policy priorities of the next administration with the *Washington Post*’s David Ignatius and the *Financial Times*’ Edward Luce; and remarks on the future of the U.S. economic recovery and the possibility of going over the fiscal cliff from the *Wall Street Journal*’s David Wessel.

**THE CSIS REGIONAL ROUNDTABLES** in Dallas, TX, San Francisco, CA, and New York, NY, provide premier forums for business leaders inside and outside of Washington, DC, with the opportunity to engage with CSIS experts on timely foreign policy issues. In 2012, the roundtable meetings featured a wide range of discussion topics, such as America’s global leadership, the future of the euro zone, developments in South Asia, the global energy outlook, America’s strategic pivot to Asia, and the conflict in the Middle East.
(Top) Jim Yong Kim, president of the World Bank Group; (Middle left) Secretary of Defense Leon Panetta; (Middle right) Former Federal Reserve chairman Alan Greenspan; (Bottom, from left) Ivan Krastev, chairman of the Centre for Liberal Strategies, CSIS trustee and former senator Bill Brock (R-TN), and CSIS Europe Program Director Heather Conley at a CSIS International Policy Roundtable in 2012.
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For the second year in a row (2011 and 2012), CSIS has been named the world’s #1 security and international affairs think tank by the University of Pennsylvania’s Think Tanks and Civil Societies Program. According to the University’s 2012 “Global Go To Think Tanks Report,” 6,545 think tanks worldwide were evaluated.
New Chairs at CSIS

Sumitro Chair for Southeast Asia Studies & Sumitro Djojohadikusumo Center for Emerging Economies in Southeast Asia (SDCEESEA)

**Ernest Z. Bower**, senior adviser and director of the Southeast Asia Program and codirector of the Pacific Partners Initiative at CSIS, was named the chair of the new Sumitro Center in 2012. With support from the Arsari Djojohadikusumo Foundation, the SDCEESEA will conduct research on U.S.-Indonesia relations and Southeast Asia and include a proactive program to promote deeper understanding and closer relations between the United States and Southeast Asia.

James R. Schlesinger Chair for Energy and Geopolitics

In late 2012, CSIS established the James R. Schlesinger Chair for Energy and Geopolitics in honor of Dr. Schlesinger’s years of public service and service to CSIS as a member of its Board of Trustees. CSIS named Senior Vice President **Frank Verrastro**, formerly the director of the CSIS Energy and National Security Program, the inaugural chairholder. The Energy and National Security Program will now be led by David Pumphrey and Sarah Ladislaw, who will codirect the program and work in conjunction with the Schlesinger Chair.
New Chairholders at CSIS

ZBIGNIEWS BRZEZINSKI CHAIR IN GLOBAL SECURITY AND GEOSTRATEGY

In February 2012, Jon B. Alterman, director of the Middle East Program, was named the new Zbigniew Brzezinski Chair in Global Security and Geostrategy. In 2013, Dr. Alterman will use the chair to expand on his work examining the dynamics of Middle East economic and security relationships with South and East Asia and their implications for U.S. national security. He will also launch a new project entitled “Prodigal States,” which seeks to understand better the motivations of sanctioned states that decide to change their behavior.

FREEMAN CHAIR IN CHINA STUDIES

In April 2012, CSIS named Christopher K. Johnson, former senior China analyst at the Central Intelligence Agency, its Freeman Chair in China Studies. Under Mr. Johnson’s leadership, the Freeman Chair will help shape a sensible and realistic policy approach to China by engaging with a wide range of stakeholders in both the public and private sectors in Washington and beyond.

WILLIAM M. SCHOLL CHAIR IN INTERNATIONAL BUSINESS

Scott Miller, former director of global trade policy at Procter & Gamble, has joined CSIS as the William M. Scholl Chair in International Business. Mr. Miller succeeds Meredith Broadbent, who was appointed to the International Trade Commission. Ms. Broadbent had served CSIS as Scholl Chair since 2010.

SIMON CHAIR IN POLITICAL ECONOMY

In January 2012, CSIS welcomed Matthew P. Goodman as the William E. Simon Chair in Political Economy. Under Matthew Goodman’s leadership, the Simon Chair leads the Center’s work on economic growth, governance, and statecraft, with a particular focus on the dynamic Asia-Pacific region.
“For the last four years, every Friday afternoon, I’ve asked my staff to prepare me a reading binder for the weekend. And the task is to go out and try to find the most interesting things that they can find with respect to national security issues, and to, again, put them in the binder for my weekend reading as an effort to try to get beyond the inbox and to look for the most interesting thinking in the world with respect to the issues that face us. And almost every week, there are products from CSIS up there, and it really is a tribute to this organization.”

—Thomas Donilon
U.S. NATIONAL SECURITY ADVISER
IMPACT in 2012
Centerwide Initiatives
STRENGTHENING of America—Our Children’s Future

Led by former senator Sam Nunn, CSIS chairman, and former senator Pete Domenici, CSIS launched Strengthening of America—Our Children’s Future along with several partner organizations to examine the consequences of the growing federal debt.

The initiative brought together experts from diverse audiences—the security community, the economic and budgetary community, the health community, the tax community, and both political parties—to have an ongoing conversation through a series of four forums about the debt crisis and what can be done to address it.

CSIS and a number of other policy institutes—the Concord Coalition, the Bipartisan Policy Center, the American Business Conference, the James A. Baker III Institute for Public Policy at Rice University, the Hoover Institution at Stanford University, the Belfer Center for Science and International Affairs at Harvard University, and the Woodrow Wilson International Center for Scholars—have felt the need to raise public consciousness on the country’s looming fiscal crisis. The common denominator of this diverse group is a belief in the urgency of this issue and the need for equitable and pragmatic solutions that go beyond the near-term “fiscal cliff” and try to generate support for a long-term debt-reduction plan.

The SOA Initiative held four forums between Labor Day and the first presidential debate to focus attention on the causes of the debt, the potential consequences of the long-term structural
imbalance, and ideas for addressing the crisis. In addition to Senators Nunn and Domenici, the initiative included 35 former members of Congress and an unparalleled group of former officials to “testify” in hearing format on this set of crucial issues. The goal was to support, strengthen, and enlarge the group of congressional members working across party lines to achieve workable compromises on fiscal issues and to help create political space to make the enactment of those plans possible by fostering a more engaged and educated public.

FOR MORE INFORMATION VISIT:
http://csis.org/program/strengthening-america-our-childrens-future

(Opposite, from left) Former senator Pete Domenici and CSIS chairman Sam Nunn. (Clockwise from top) Robert Gates, former secretary of defense (on screen) with Admiral Michael Mullen (ret.), former chairman of the Joint Chiefs of Staff; former rep. Jane Harman (D-NY); former rep. William Gray (D-PA); former senator William H. Frist (R-TN) with Donna Shalala, former secretary of health and human services.
(Clockwise from left) Admiral James A. Winnefeld Jr., vice chairman of the Joint Chiefs of Staff; Lt. Gen. Brent Scowcroft (ret.), CSIS trustee and former U.S. national security adviser, Jon Alterman, Brzezinski Chair in Global Security and Geostrategy and director of the CSIS Middle East Program, Zbigniew Brzezinski, CSIS trustee and former U.S. national security adviser; Maurice R. "Hank" Greenberg, CSIS trustee and C.V. Starr & Co., Inc., chairman and CEO.
Admiral James Winnefeld, vice chairman of the Joint Chiefs of Staff, launched GSF 2012 with a keynote address on matching resources to strategy in U.S. national security policy.

The third annual Global Security Forum brought together 500 foreign policy and national security leaders and 1,750 online viewers on April 12, 2012, to address some of the critical challenges confronting the United States and the world.

Made possible by Finmeccanica, the conference featured sessions on defense planning under the threat of sequester; the shifting relationship among Turkey, Iran, and Russia; the future of unconventional oil and gas; the geopolitics of the South China Sea; the outlook for the U.S. nuclear industry; the U.S. relationship with Afghanistan and Pakistan after the bulk of U.S. troops depart in 2014; the future of U.S. special operations; the challenges of fighting a cyber war; and the rise of populism, nationalism, and extremism in Europe in the aftermath of the economic crisis.

Forum speakers included former senior officials such as CSIS trustees Dr. Zbigniew Brzezinski and Lt. Gen. Brent Scowcroft; private-sector leaders like CSIS trustee and chairman and CEO, C.V. Starr & Co., Inc., Maurice R. “Hank” Greenberg, and president and CEO of the Constellation Energy Group Mayo A. Shattuck III; and current government officials like U.S. Deputy Energy Secretary Daniel B. Poneman.

Since April, multimedia content produced from GSF 2012 has drawn 193,000 web visitors and been downloaded 60,000 times on iTunes U.

FOR FULL AUDIO AND VIDEO FROM THE CONFERENCE VISIT: GSF.CSIS.org.
U.S. FORCE POSTURE in the Asia Pacific

Given the U.S. “pivot”—or better put, “rebalancing”—of defense, diplomatic, and economic resources toward the Asia-Pacific region, the National Defense Authorization Act for Fiscal Year 2012 required the Department of Defense to commission an independent assessment of U.S. security interests in that area. The department chose CSIS, as a nongovernment institute with recognized credentials and expertise in national security and military affairs, to conduct this important and timely study.

The project team, led by CSIS senior vice presidents Mr. David Berteau and Dr. Michael Green, traveled extensively throughout the Asia-Pacific region and interviewed nearly 300 current and former U.S., foreign national, and local government officials, as well as foreign affairs and military experts.

The CSIS study explored critical issues related to U.S. force realignment in the Asia-Pacific area, such as the United States’ posture toward China, vital U.S. alliances with Japan and Korea, and U.S. engagement throughout the region. The team’s independent analysis of these issues and posture options garnered significant government, public, and media attention and will be a cornerstone of U.S. strategy toward the Asia-Pacific region in the years to come.

TO READ THE STUDY VISIT:
http://csis.org/publication/pacom-force-posture-review
(Top) David Berteau, senior vice president and director of the CSIS International Security Program, and Mike Green, senior vice president for Asia and CSIS Japan Chair, testify on “U.S. Force Posture Strategy in the Asia Pacific Region” before the House Armed Services Committee Subcommittee on Readiness on August 1, 2012.
EXECUTIVE COUNCIL on Development

In 2012, CSIS convened the Executive Council on Development, a high-level commission focused on repurposing the United States’ development policy.

Bipartisan leaders representing government, industry, and nongovernmental organizations met three times over the past year to explore how the U.S. government and private sector—both on their own and in partnership—can support the economic success of developing countries.

The Council is cochaired by Thomas A. Daschle, former U.S. senate majority leader (D-SD); Carly Fiorina, former chairman and CEO, Hewlett-Packard; Thomas J. Pritzker, executive chairman, Hyatt Hotels Corporation and CSIS trustee; and Vin Weber, former U.S. representative (R-MN). Council members include CSIS trustees Henrietta H. Fore, Helene D. Gayle, Ben W. Heineman, E. Neville Isdell; CSIS counselor Theodore E. McCarrick; and CSIS advisory board member Farooq Kathwari.

In March 2013, the Council will release a report outlining a new vision for U.S. development that advocates for a greater reliance on business, trade, and investment tools to achieve development outcomes. The bottom line is that the United States ought to focus on fostering broad-based economic growth abroad and that to do so it must partner more often and in more substantial ways with the U.S. private sector. This will set the stage for a follow-on effort focused on implementation of the report’s recommendations.

This work is made possible by a multiyear grant from Chevron Corporation, which also continues to support the ongoing speaker series known as the Chevron Forum.
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(Opposite, from left) Thomas A. Daschle, former U.S. senate majority leader (D-SD); Carly Fiorina, former chairman and CEO, Hewlett-Packard; Thomas J. Pritzker, executive chairman, Hyatt Hotels Corporation and CSIS trustee; Vin Weber, former U.S. representative (R-MN). (From Top) Cardinal Theodore E. McCarrick, archbishop emeritus of Washington; Rhonda I. Zygocki, executive vice president, policy and planning, Chevron Corporation; Farooq Kathwari, chairman, president, and CEO, Ethan Allen Interiors Inc.; and Anne-Marie Slaughter, professor, Princeton University, and former director of policy planning, U.S. Department of State.
IMPACT in 2012
Global Challenges
The center of gravity in world affairs is shifting to Asia, and CSIS’s Asia team provides the most balanced and insightful commentary in Washington.

The U.S.-Japan alliance remains the cornerstone of peace and prosperity in the region. In October 2012, John Hamre, CSIS president and CEO, led a delegation including CSIS trustees Richard Armitage and Joseph S. Nye Jr. and CSIS senior vice president for Asia Michael J. Green to the 9th annual CSIS-Nikkei Symposium in Tokyo. The delegation members met with senior Japanese and U.S. government officials, including Assistant Secretary of State for East Asian and Pacific Affairs Kurt Campbell, and discussed the U.S.-Japan alliance and the future course of Japan-U.S.-China trilateral relations.

The 60-year-old alliance with the Republic of Korea is vital to U.S. interests in East Asia. Victor Cha, CSIS Korea Chair, continues to investigate ways of deepening the relationship, including the best way to view North Korea after the death of Kim Jong-il in December 2011. In 2012, Dr. Cha published The Impossible State: North Korea, Past and Future with HarperCollins. This volume offers much-needed answers to the world’s most pressing questions about North Korea and warns of the regime’s potential collapse.

Increasingly, Southeast Asia is becoming the focal point for U.S. engagement in Asia. CSIS created this year the Sumitro Center for Emerging Economies in Southeast Asia, with Ernest Bower as chair. In August 2012, Mr. Bower led a group of senior CSIS Asia scholars to Myanmar/Burma to explore the political, economic, and social reforms launched by the new government. CSIS produced a report that made recommendations for U.S. policy in advance of President Obama’s historic visit to the country in November 2012.
(Top) Ernest Z. Bower, CSIS Sumitro chair for Southeast Asia studies (3rd left) meets with Aung San Suu Kyi, chairwoman of the National League for Democracy of Myanmar (far right).

The Impossible State, by CSIS Korea Chair Victor Cha, was named one of 2012’s best books on Asia and the Pacific by Foreign Affairs.
(Clockwise from top left) Cochair of the Senate India Caucus Senator Mark Warner (D-VA); Karl F. Inderfurth, CSIS Wadhwani Chair in U.S.-India Policy Studies; CSIS Trustee and Pacific Forum president Ralph Cossa (middle) speaking at a Peking University conference; Senator Richard Lugar (R-IN), John Hamre, CSIS president, CEO, and The Pritzker Chair, and CSIS trustee Romesh Wadhwani; Ambassador J. Stapleton Roy, CSIS trustee Richard L. Armitage, and Chris Johnson, CSIS Freeman Chair in China Studies.
India is the country in Asia with the potential for the greatest gravitational pull outside of China. It is a democracy and shares our values of openness and transparency, but the U.S.-India relationship has not reached its full potential. The purpose of the Wadhwani Chair in U.S.-India Policy Studies is to unlock the full potential of the relationship. This year the Wadhwani Chair issued groundbreaking reports on security cooperation between the United States and India and another report on how to deepen trade and investment, including through a bilateral investment treaty.

There is no escaping that America’s “rebalance” in Asia is shaped in part by China’s incredible economic growth in recent years and its growing role in regional and global events. CSIS’s new Freeman Chair in China Studies, Christopher Johnson, has been one of Washington’s leading voices analyzing China’s leadership transition and its implications for U.S.-China relations. His program has also focused on the political barriers that make economic reform difficult and the economic and trade issues confronting the world’s two largest economies, as well as the relationship between Taiwan and mainland China.

CSIS has other strengths devoted to the study of Asia and U.S. activity in the region. Matthew Goodman, the Simon Chair in Political Economy, has led on an effort in conjunction with the China-U.S. Exchange Foundation on the potential for U.S.-China economic cooperation over the next decade. Senior Adviser Bonnie Glaser published *Reordering Chinese Priorities on the Korean Peninsula*, a report that offers in-depth analysis of Chinese policy toward North Korea in light of recent leadership transitions in both countries and what this means for American attempts to denuclearize the Korean peninsula. CSIS hosts a number of visiting fellows from Asia and conducts executive education training sessions for both the Asian public and private sector.

Additionally, founded in 1975 and based in Honolulu, Pacific Forum CSIS is a nonprofit, independent, foreign policy research institute that operates as an arm of CSIS located in the Asia-Pacific region. Pac Forum is led by CSIS trustee Ralph Cossa. In 2012, Pac Forum hosted events such as the China Town Hall, which featured U.S. ambassador to China Gary Locke, and the Hawaii Emerging Leaders Program. Pac Forum works closely with CSIS scholars and complements our growing focus on all things Asia.
Economic relationships increasingly drive world affairs. From the global financial crisis, to the U.S. debt, to the rise of the emerging economies, to international business and trade, economic analysis is critical to understanding geopolitics.

CSIS’s two principal voices on economics are its Scholl Chair in International Business, Scott Miller, and its Simon Chair in Political Economy, Matthew Goodman. Both scholars work closely with our regional and functional programs, exploring the intersection of economics with such topics as energy, defense, Europe, and Asia.

In addition to its work on the future of the U.S.-China economic relationship, in 2012, the Simon Chair brought together leaders from business, the diplomatic community, government, and academia to discuss American economic statecraft and the challenges facing the G-20 and other institutions of global economic governance.

CSIS’s Scholl Chair carries out ongoing work on U.S. trade relationships and will focus this coming year on U.S. trade and investment policy and corporate tax reform, which will have a major impact on the global competitiveness of U.S. firms.

Both chairs are focusing attention on the potential for the Trans-Pacific Partnership agreement, as well as a possible U.S.-EU free trade agreement. CSIS has a regular forum of senior U.S. government and private-sector officials speaking on economics, including House Ways and Means Committee chairman Dave Camp, Deputy National Security Adviser Michael Froman, Senator John McCain, as well as former U.S. trade representatives Susan Schwab, Charlene Barshefsky, William Brock, Layton Yeutter, Carla Hills, and Michael Kantor.

“CSIS has been a leader in promoting bipartisan solutions, focusing on economic growth through the expansion of U.S. trade opportunities.”

—REP. DAVID CAMP (R-MI)
(Top, from left) Ambassador Carla Hills, CSIS trustee, Scott Miller, CSIS Scholl Chair in International Business, and Rep. Adam Smith (D-WA) speak at a CSIS conference on U.S.-Russia trade relations on Capitol Hill. (Middle) CSIS Simon Chair in Political Economy Matt Goodman. (Bottom Right) Deputy National Security Adviser Michael Froman; (Bottom left, from left) former U.S. trade representatives Susan Schwab, Charlene Barshefsky, William Brock, Clayton Yeutter, Carla Hills, and Michael Kantor.
CSIS has convened a working group of high-level defense and budgetary experts to inform the debate on the difficult choices that will be required by sequestration or by a comparable reduction in the defense budget.

Reflecting this group’s feedback, CSIS proposed an innovative approach for determining which military capabilities must be retained and developed in the face of a deep defense drawdown. It has produced additional analyses of internal cost growth within the Department of Defense and the declining purchasing power of the defense dollar. Over the next year, CSIS will continue to analyze issues related to defense strategy and the potential defense budget drawdown.
CSIS is applying this same approach to the Department of Homeland Security by hosting a dialogue regarding the path forward in the coming years, bringing a variety of experts together to discuss how to achieve tangible progress on a host of issues ranging from border security intelligence to investment and resource planning.

CSIS’s Military Strategy Forum (MSF) has also focused in 2012 on how the various branches of the U.S. armed forces will cope with an impending budgetary drawdown. The MSF, sponsored by Rolls-Royce North America, is a cornerstone of the CSIS International Security Program. 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. Keynote Speeches this year included Marine Corps Commandant General James F. Amos, Chief of Naval Operations Jonathan Greenert, Chief of Staff of the Army General Raymond T. Odierno, and General Norton A. Schwartz, then USAF chief of staff.
“What to do [about Iran]? The sagest advice comes from Anthony Cordesman, a military analyst at the Center for Strategic and International Studies.”

—Charles Krauthammer, Washington Post Syndicated Columnist, "The Cordesman Criteria"
**STRATEGIC Challenges**

CSIS continues to offer political and military analysis of key strategic challenges facing the United States and the world.

In 2012, Anthony H. Cordesman, CSIS Burke Chair in Strategy, continued his detailed analysis of the history and character of U.S. and Iranian strategic competition. The report takes an in-depth look at areas around the world in which the Iranian regime is confronting the United States’ strategic priorities.

The Burke Chair’s Afghan Project analyzes the course of the Afghan War and provides an independent critique of the transition, reporting on military progress in the war, the security challenges Afghanistan faces, and the major problems in Afghanistan’s politics, governance, and economy as the United States prepares for a 2014 withdrawal.
CSIS Technology and Public Policy Program director James Lewis is one of the nation’s leading experts on cybersecurity and cyber policy.

Thoughout the year, Dr. Lewis led a delegation that engages China in a “Track 1.5” dialogue on cybersecurity, including a trip to Beijing in May for the dialogue’s sixth installment and hosting the seventh round of discussions in Washington, DC, in December. While neither side is naïve about the challenges to more effective cooperation on cyber, the dialogue has developed an understanding that there are concrete opportunities for cooperation in both countries’ interests.

Dr. Lewis is also at the forefront of developing new thinking on strategic concepts for cybersecurity, including reconsidering deterrence and how it relates to both cyberspace and space policy. CSIS will continue to look at the role of technology in space, including potential vulnerabilities and military use.

In 2012, CSIS examined federal cybersecurity policy and recommended areas of improvement. Dr. John Hamre, CSIS president, CEO, and Pritzker Chair, hosted former deputy secretary of defense William Lynn, former vice chairman of the Joint Chiefs of Staff General James E. Cartwright (ret.), now CSIS Harold Brown Chair in Defense Policy Studies, and CSIS’s James Lewis for a discussion on fighting a cyber war at the 2012 Global Security Forum. CSIS also hosted an event on cybersecurity featuring Janet Napolitano, U.S. secretary of homeland security.
(Top, from left) CSIS trustee Linda Hart and U.S. secretary of homeland security Janet Napolitano. (Below, from left) CSIS Technology and Public Policy Program director James Lewis, William Lynn III, former U.S. secretary of defense, General James E. Cartwright (ret.), CSIS Harold Brown Chair in Defense Policy Studies, and John Hamre, CSIS President, CEO, and Pritzker Chair.
“CSIS’ Homeland Security and Counterterrorism Program [is a] leader in carrying out research and policy analysis on Homeland Security and Counterterrorism and their work has been extremely valuable over the years to our work on the Senate’s Homeland Security and Governmental Affairs Committee.”

—SEN. JOE LIEBERMAN (I-CT)

GLOBAL Threats

In the face of a rapidly changing security landscape and new fiscal realities, CSIS is exploring how to better understand and prepare for terrorism and other transnational threats.

As unconventional operations grew in importance, CSIS examined the future of Special Operations Forces with General Peter Pace, Admiral Eric Olson, and Admiral Timothy Keating as part of the 2012 Global Security Forum and published work on the structure and mission of these elite forces, including in support of the Office of the Secretary of Defense.

In order to build a clearer picture of the threats South Asia may face in the coming years, especially as U.S. troops withdraw from Afghanistan, the CSIS Homeland Security and Counterterrorism Program and the CSIS Transnational Threats Project led by codirectors Arnaud de Borchgrave and Tom Sanderson launched a study exploring the shifting dynamics of militant activity across the region. This effort involves extensive field research being conducted by multiple CSIS experts traveling to hot spots ranging from Afghanistan and Pakistan to India, Nepal, and Bangladesh.

Nuclear terrorism and proliferation continue to be a main focus of the CSIS Proliferation Prevention Program, led by Sharon Squassoni. CSIS helped advise the Korean government as host to the global 2012 nuclear security summit and is now engaging partners across the world to shape the next summit in 2014 in the Hague. Working closely with stakeholders in the United States and abroad, the program is helping define U.S. nonproliferation leadership, foster responsible export behavior among new nuclear exporters, and find solutions to keep nuclear materials and technology out of terrorists’ hands.
(Top left, from left) Adm. Timothy J. Keating (ret.), former commander of U.S. Northern Command and U.S. Pacific Command, Gen. Peter Pace (ret.), former chairman of the Joint Chiefs of Staff, and Adm. Eric T. Olson (ret.), former commander of the U.S. Special Operations Command. (Top right) Sharon Squassoni, director of the CSIS Proliferation and Prevention Program. (Bottom, from left) Juan C. Zarate, CSIS senior adviser, Rick “Ozzie” Nelson, former director of the CSIS Homeland Security and Counterrorism Program, Thomas Sanderson, codirector and senior fellow of the CSIS Transnational Threats Project, and Arnaud de Borchgrave, codirector of the CSIS Transnational Threats Project.
The global energy landscape is changing dramatically.

In 2012, the CSIS Energy and National Security Program was a leader in understanding and analyzing the shifting global and domestic energy landscape. It testified before Congress on gasoline prices, hosted several of the world’s top energy experts, and produced key studies, including *Prospects for Shale Gas Development in Asia, Saudi Arabia’s Energy Policy*, and the *Geopolitics of Cleaner Energy* series. The program also launched a major study to evaluate the key trends, challenges, and opportunities inherent in the North American unconventional gas phenomena. The project report will be released in February 2013 and provide strategies and actions for charting a sustainable path forward.

As development of these unconventional resources expands and as the energy landscape shifts, the Energy and National Security Program, led by codirectors David Pumphrey and Sarah Ladislaw, in conjunction with Schlesinger Chair Frank Verrastro, will continue to examine new issues—both domestically and internationally—including the build-out of new supporting infrastructure and refining in North America, the geostrategic impact of U.S. unconventional oil and gas production, and ways in which economics, environment, technology, and security considerations are driving us toward a more sustainable energy future.
(Top) Senator Johnny Isakson (R-GA). (Middle left) Helene Gayle, CSIS trustee and president and CEO of CARE. (Middle center) Lt. Governor Casey Cagle (R-GA). (Middle right) Rep. Hank Johnson (D-GA). (Below) CSIS Global Health Policy Center team on a visit to Malawi. (Opposite) Admiral William Fallon (ret.).
The Global Health Policy Center (GHPC) has continued to place a priority focus on the nexus between health and security.

In a seminal report, *Global Health as a Bridge to Security*, published in October 2012, 14 of our nation’s leading military and diplomatic leaders recounted how health figured in key decision points in their careers. CSIS also launched two important task forces: Admiral Gary Roughead (ret.) chaired an analysis of the U.S. medical missions, while Admiral Bill Fallon (ret.) (pictured top right) and General James Peake (ret.) cochaired a study of how U.S. health “soft power” can be brought to bear to support the U.S. strategic rebalancing in Asia.

In May 2012, GHPC partnered with Senator Johnny Isakson (R-GA) (pictured opposite top), the World Affairs Council of Atlanta, and CSIS trustee Helene Gayle (pictured opposite middle left), president and CEO of CARE, to host a major summit on U.S. leadership in global health and water in Atlanta, Georgia. Along with its partners, CSIS issued an “Atlanta Declaration,” a vision of future global health and water priorities for the next administration and Congress. J. Stephen Morrison, CSIS senior vice president and director of GHPC, chaired a year-long senior-level advisory group to assist the organizers of the International AIDS Conference, AIDS 2012, which came to Washington in July 2012. In February 2013, GHPC issued a timely volume titled *U.S. Global Health Policy in the Second Obama Term*, which provides succinct analysis in key areas of global health and lays out policy recommendations for strategic priorities moving forward.

GHPC has also given priority to studying how the United States transitions its HIV/AIDS programs to partner countries, while also refocusing efforts on achieving an AIDS-free generation. “In January 2013, a CSIS delegation that included bipartisan Congressional staff traveled to South Africa to look at these issues in the country where the United States has made the biggest health investment, almost $4 billion, of any country in the world.
CSIS continues to be at the forefront of research on global development programs, and its scholars have presented innovative ideas to the highest levels of policymakers in Washington and around the world.

In 2012, the CSIS Program on Crisis, Conflict, and Cooperation (C3) launched the Global Statelets Initiative (GSI) to collect lessons from efforts at building capacity and stability, to identify new thinking about state formation and peace building, and to find constructive alternatives to current practice.

In a time when agriculture is an increasingly important factor in international affairs, CSIS created a program dedicated to providing research, analysis, and policy recommendations that can effectively enhance global food security. In 2012, the CSIS Food Security Program released a report on U.S.-African agricultural science cooperation, recommending policy approaches to complement the scientific research and technological development underway in centers of excellence in Africa. The program also produced a report on private-sector engagement in food security.

CSIS also continues to focus on private enterprise development, the role of private actors in development (philanthropy, business, diasporas, and others), and the role of “emerging donors” (e.g., members of the G-20).

In 2012, the Hills Program on Governance, both in Washington, DC, and in its network of global centers, continued its work on a diverse range of important governance topics, including combating corruption in the Philippines, corporate governance in Indonesia, the governance of information security, and a year-long study on Chinese competitiveness and policy making. Jerry Hyman, the program president, has also performed major democracy and governance assessments in South Africa, Afghanistan, and South Sudan for USAID and the U.S. Department of State.
(Top, from left) Johanna Nesseth Tuttle, CSIS Global Food Security Project director and Project on U.S. Leadership in Development codirector, Tara Acharya, director, Global Health and Agriculture Policy, PepsiCo, and Nancy Roman, director, communications, public policy and private partnerships, UN World Food Programme (WFP). (Middle, left) Robert Lamb, director of the CSIS Program on Crisis, Conflict, and Cooperation. (Middle, right) Rod Hills, chairman and cofounder of the CSIS Hills Program on Governance speaking at the International Finance Forum in Beijing. (Below, from left) Daniel W. Yohannes, CEO of the Millennium Challenge Corporation, Jakaya M. Kikwete, president of Tanzania, and Daniel Runde, CSIS William A. Schreyer Chair and Project on Prosperity and Development director.

GLOBAL CHALLENGES
IMPACT in 2012
Regional Analysis
(Top) Secretary of State Hillary Rodham Clinton. (Below, left) Jon Alterman, CSIS Brzezinski Chair in Geostrategy and Middle East Program director testifying on Syria before the Senate Foreign Relations Committee. (Below, right) Haim Malka, deputy director and senior fellow of the CSIS Middle East Program at the Maghreb in Transition conference.
Through another year of dramatic change in the Middle East, the CSIS Middle East Program continued its efforts to stay one step ahead of the current debate and help frame solutions for policymakers and other key audiences.

Sensing that Washington had taken its eye off North Africa, where the current round of change began, CSIS convened a group of distinguished North Africa experts in October to discuss the political, economic, and security trends in the region at a day-long conference. Secretary of State Hillary Rodham Clinton delivered a keynote address. In it, she highlighted U.S. stakes in the region and the importance of sustained U.S. engagement in the wake of the murder of U.S. Ambassador to Libya J. Christopher Stevens on September 11, 2012.

Amidst increasingly fraught rhetoric regarding the threat posed by a nuclear Iran, CSIS published Gulf Kaleidoscope, an edited volume that explores how different U.S. approaches to Iran would change key actors’ perceptions and actions.

CSIS Brzezinski Chair and Middle East Program Director Jon Alterman also testified twice before Congress, on U.S. strategy toward Syria, and toward Egypt. Early in the year, the program released Egypt in Transition: Insights and Options for U.S. Policy, which distilled the analysis of a senior group of Egypt experts of the country’s ongoing process of change.
As transformational events continue to unfold in North Africa, the Middle East, Asia and elsewhere, Europe, Russia and Eurasia remain critical players in shaping foreign, economic and security policy.

The CSIS Europe Program, led by Heather Conley, focuses its research and analytical work on identifying innovative policy approaches to make the transatlantic relationship more effective at solving global challenges. The Europe Program has focused its work on the political, economic, and societal impact of the European financial crisis on Europe itself and the transatlantic security agenda. One emerging transatlantic policy frontier is the rapidly transforming Arctic region. Ms. Conley has recently completed a five-year in-depth study of American strategic interests in the Arctic.

The Europe Program has hosted major events with key transatlantic decisionmakers including Giampaolo Di Paola, minister of defense of Italy, Espen Barth Eide, foreign minister of Norway, Jörg Asmussen of the European Central Bank, former prime minister of Hungary and CSIS senior adviser Gordon Bajnai, and many others.

Dr. Kuchins has led CSIS’s work analyzing Russia’s recent WTO accession and internal political dynamics as well as regional activity with an expanded focus on Moscow’s “pivot to Asia” and how these affect U.S. interests.

Turkey remains of critical importance to the region, and CSIS has undertaken collaborative work looking at the nexus of relations between Turkey, Russia, Iran and more broadly with Europe, including from an economic, political, energy, and security perspective. The geostrategic landscape in Europe and Eurasia is changing, and CSIS is at the forefront of assessing the impact of these dynamics.

“CSIS has been over the years a source of inspiration.”
—FOREIGN MINISTER OF SWEDEN CARL BILDT
(Top, from left) Zbigniew Brzezinski, CSIS counselor and trustee, with Andrew Kuchins, director of the CSIS Russia & Eurasia Program. (Below left) Heather Conley, director of the CSIS Europe Program.
EMERGING
Issues in Africa

The CSIS Africa Program, led by Jennifer Cooke, is a market leader in independent, policy-driven analysis on a broad range of African issues.

In 2012, the CSIS Africa Program emphasized new and emergent dimensions of the United States’ Africa policy and focused on four key elements: U.S. security engagement; key strategic partnerships; U.S. engagement in governance; and economic growth and development.

The program provides a platform for visiting African opinion leaders and seeks to integrate African perspectives into the Washington policy dialogue. In 2012, CSIS hosted President Jakaya M. Kikwete of Tanzania, Omari Issa, CEO of the Investment Climate Facility for Africa, and Minister of Finance and Coordinating Minister for the Economy Ngozi Okonjo-Iweala of Nigeria to discuss foreign policy in their respective countries.

CSIS also regularly provides a setting for leading U.S. policymakers and practitioners to explain their thinking on emerging issues in Africa, both in public debate and private dialogue. In 2012, CSIS hosted Ambassador Johnnie Carson, assistant secretary of state for African affairs, on U.S. engagement with Nigeria, and Senator Chris Coons (D-DE), chairman of the Senate Foreign Relations Subcommittee on African Affairs, to discuss his reflections on a recent visit to East Africa.

“Thank you so much for CSIS’s leadership in this area making sure that for 50 years now in Washington and around the world we are able to participate in thoughtful and balanced and mature dialogue on important issues of defense and security and how we balance our values and our priorities around the world.”

—SEN. CHRIS COONS (D-DE)
DEVELOPMENTS in the Americas

2012 proved eventful in the Americas. Mexico’s presidential election witnessed the return of the once dominant Institutional Revolutionary Party (PRI) to the presidential palace. Hugo Chávez was reelected president in Venezuela after a contentious campaign.

The year saw continuing challenges to citizen security in Central America and the Caribbean, while earthquake rebuilding and sustainable growth made small but steady advances in Haiti. The CSIS Americas Program, directed by Stephen Johnson, followed these and other issues closely, with major publications Iran’s Influence in the Americas, Police Reform in Latin America, and U.S.-Cuba Academic and Science-Based Exchanges. Among the many distinguished guests hosted by the program were Chile’s former president Ricardo Lagos, Haitian prime minister Laurent Lamothe, and director of the White House Office of National Drug Control Policy Gil Kerlikowske.

The year 2013 promises similar developments. There will be presidential elections in Ecuador, Paraguay, Honduras, and Chile, and negotiations will continue to bring some American states closer into a pact with Pacific-Asian countries in the Trans-Pacific Partnership. The Americas Program will also examine Colombia’s national development plan in light of the recent peace negotiations and security gains in the countryside. It will facilitate a cyber challenge in Brazil, investigate Mexico’s security and justice reforms, evaluate workforce development, and also focus on how the Haitian private sector can lead that country toward growth.

CSIS Americas Program Ambassadors’ Council

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AMB. ARTURO CRUZ JR.
MR. STEPHEN DONEHOO
AMB. CRAIG KELLY
AMB. LUIS VALDIVIESO
OUTREACH in 2012

Events & Forums
Digital Outreach
CSIS in the News
CSIS on Capitol Hill
Publications
Ideas Lab
CSIS Leadership Academy
Foreign Minister Ahmet Davutoğlu of Turkey; Secretary General Ban Ki-Moon of the United Nations; CBS’s Bob Schieffer; Tony Pipa, deputy assistant to the administrator, Bureau of Policy, Planning, and Learning, USAID; Joe Ruiz, director, UPS Foundation Humanitarian Relief Program; Lori J. Bertman, president and CEO, Irene W. and C.B. Pennington Foundation; Dr. David Abramson, deputy director, National Center for Disaster Preparedness, Columbia University; Steve Dozier, vice president for corporate services, Walmart; and Bob Ottenhoff, president and CEO, Center for Disaster Philanthropy.
STATESMEN’S FORUM

The CSIS Statesmen’s Forum gives international leaders a bipartisan venue to present their views on today’s challenges. Speaking at a Statesmen’s Forum ahead of President Obama’s November trip to Cambodia, Myanmar (Burma), and Thailand, National Security Adviser Tom Donilon explained the president’s vision of a new era of engagement with Southeast Asia. In 2012, CSIS hosted three U.S. cabinet officials, UN secretary general Ban Ki Moon, Haitian prime minister Laurent Lamothe, Panamanian vice president Juan Carlos Varela, Tanzanian president Kikwete, Estonian president Toomas Hendrik Ilves, and ministers from Afghanistan, Finland, India, Italy, Nigeria, Norway, Sweden, and Turkey.

CSIS-SCHIEFFER SCHOOL DIALOGUES

In 2012, CSIS, with support from the Stavros Niarchos Foundation, continued its signature partnership with the Schieffer School of Journalism at Texas Christian University, with dialogues on U.S. policy options for Iran, the future of foreign reporting, the leadership change in North Korea, and China’s leadership transition. 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 its 37th Schieffer Series event.

CSIS-PENNINGTON FAMILY FOUNDATION SERIES ON COMMUNITY RESILIENCE

In late 2012, CSIS and the Pennington Family Foundation launched a new partnership series on community resilience. The series provides a forum for government officials, experts, academics, philanthropists, nongovernmental organizations, and business and community leaders to discuss strengthening the resilience of communities in disaster-prone areas from the perspectives of different sectors, including philanthropy, business, and policy.
CSIS-CHEVRON FORUM ON DEVELOPMENT

In its second year, the CSIS-Chevron Forum brought 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. In 2012, CSIS hosted nine public forums covering a range of development issues, including one celebrating 50 years of the Peace Corps with then Director Aaron Williams.

(From left) Rep. Sam Farr (D-CA) and Aaron S. Williams, Peace Corps director.
Major Public Events

Public Event Attendees
(in 2012)

Webcast Attendees
(in 2012)

Audio and Video Growth
Events, multimedia, and podcasts.
**DIGITAL Outreach**

**150,000 Facebook Fans**

CSIS also has an increasingly robust social media presence, which provides channels to a larger global audience and connects CSIS with young professionals and students interested in foreign policy. Launched in January 2012, CSIS’s Twitter account has maintained the fastest monthly growth rate of any Washington think tank and as of this writing has over 10,000 followers.

On Facebook, CSIS has grown its following nearly 1,000% in just over a year, growing from roughly 14,000 followers in August 2011, to over 150,000 followers in January 2013. Facebook has become a truly international distribution channel for CSIS’s work. On a daily basis, the Center interacts with its network of Facebook fans of which over 94% are outside the United States and about 85% are under 35 years old.

**1 Million Unique Monthly Visitors to CSIS.org**

CSIS.org reached 1 million unique monthly visitors for the first time in October 2012 and has continued that trend into 2013. Previously, the website was averaging 850,000 unique visitors per month. On average, CSIS.org generates 5 million page views each month. Since 2009, CSIS’s average monthly unique visitors has more than doubled.

**Over 3 Million Downloads on iTunes U**

In addition to website views, CSIS’s iTunes U portal receives 600,000 unique visitors per month, and on a monthly basis, CSIS averages over 250,000 downloads of our podcasts. In 2012, CSIS content was downloaded over 3 million times on the iTunes platform.
2012 Digital Universe
(Monthly Unique Users)

- CSIS.org Visitors: 1,000,000
- iTunes U Downloads: 250,000
- Subscribers: 302,557

Digital Audience Growth
(Monthly Unique Users)

- 2007: 71,246
- 2013: 1,502,557

IN THE News
Our scholars were quoted or cited thousands of times by the print and online press and appeared frequently in the AP, Reuters, and Bloomberg newswires. CSIS experts appeared in online media such as HuffPost Live and WSJ Live and were regular guests on PBS’s *News Hour*, NPR’s *Morning Edition*, and other policy-focused interview shows.

FOR MORE CSIS MEDIA APPEARANCES VISIT: 
http://csis.org/press/browse/all/all/csis_in_the_news
CSIS continues to be an effective resource for Congress, delivering CSIS content to a diverse group of over 2,000 targeted members and congressional staff through a robust outreach effort.

In the last year, CSIS experts testified before congressional committees 14 times, hosted monthly forums on Capitol Hill, and briefed members and staff on a consistent basis. In 2012, 17 members of Congress spoke and participated in CSIS events. At the same time, CSIS has retained active participation by former members of Congress, who frequently join CSIS for events and contribute to the intellectual direction of the Center.

CSIS has continued to solidify its reputation as a premier bipartisan convener, hosting numerous high-level meetings for senior congressional staff and administration officials. Through a series of forums and discussion opportunities, CSIS offers policymakers a neutral space to come together on some of our nation’s most pressing issues, ranging from the U.S.-Russia relationship and the Syria crisis to the Trans-Pacific Partnership.

As we enter a new year and a new Congress, CSIS is poised to play a vital role in engaging and educating new members and their staff.
CSIS Brzezinski Chair in Global Security and Geostrategy and Middle East Program director Jon Alterman (center foreground) testified on “Syria: U.S. Policy Options” before the Senate Foreign Relations Committee on April 19, 2012.
CSIS is known for timely analysis and robust research. In 2012, our scholars produced 819 publications, from formal reports to short commentaries and Critical Questions.

CSIS publications are widely distributed to policymakers and thought leaders in the policy, academic, and business communities. They are available at CSIS.org and through strong and growing relationships with Amazon.com, BarnesandNoble.com, Google Editions, and Apple iBooks.

Publication Growth

- **Policy Reports**
- **Commentaries***
- **Critical Questions***

<table>
<thead>
<tr>
<th>Year</th>
<th>Policy Reports</th>
<th>Commentaries*</th>
<th>Critical Questions**</th>
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<tr>
<td>2012</td>
<td>140</td>
<td>83</td>
<td>107</td>
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</tbody>
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*Commentaries provide brief policy analysis by CSIS experts.
**Critical Questions are quick answers to the key questions surrounding today’s top international issues.
2012 PUBLICATIONS HIGHLIGHTS

TO DOWNLOAD CSIS PUBLICATIONS VISIT:
csis.org/publications
In 2012, CSIS launched the iDeas Lab with the support of CSIS trustee Andreas Dracopoulos.

Conceived as a modern convening space for CSIS scholars, young professionals, and multimedia production experts to share ideas, experiences, and visions—a place to take their day-to-day work to a new level of creativity and collaboration—the Lab maintains this mission and has evolved into a state-of-the-art production facility that augments CSIS’s scholarly work. The Lab uses the latest graphic design and audiovisual techniques to produce cutting-edge multimedia products that help bring CSIS scholarship to a wider audience.

Since its inception last spring, the iDeas Lab has brought CSIS into the modern era of communicating ideas in visually creative and interesting ways. Products driven by CSIS expertise and created in the iDeas Lab have been shown to wide acclaim at the White House, to members of Congress on Capitol Hill, to senior military leadership, to private-sector audiences, and to high-level audiences overseas.
The Abshire-Inamori Leadership Academy is the training and education arm of CSIS. Leadership Academy programs benefit a wide range of rising global leaders. Our interactive seminars, presentations, and conferences highlight the strategic leadership insights and foreign policy expertise of CSIS scholars. The Leadership Academy offers the following programs:

**EXECUTIVE EDUCATION**
Tailored to the client, our boutique Executive Education courses are designed to augment leadership and management skills, impart a nuanced understanding of the world and inspire a forward-thinking approach to key domestic and international challenges. Our seminars and training courses provide access to high-level experts and practitioners from CSIS, benefiting a broad spectrum of rising global leaders, including students, educators, corporate officials, diplomatic staff, and military officers.

**SEVEN REVOLUTIONS**
Seven Revolutions is an exciting, fast-paced, up-to-date multimedia presentation that analyzes the key global trends shaping our world out to the year 2030 and beyond. The presentation addresses and analyzes key long-term policy challenges to global leaders, in the realm of population, resource management, technology, information and knowledge, economics, security, and governance. The presentation has been given around the world to governments, private corporations, academic institutions, and nongovernmental organizations.

**PROGRAMMING AND OPPORTUNITIES FOR YOUNG PROFESSIONALS**
The Leadership Academy offers unique opportunities to engage young professionals in the Washington, DC, area and enhance their leadership potential and foreign policy knowledge. Young professionals have written for our academic journal, *New Perspectives in Foreign Policy*; participated in the CSIS Speed Debate Tournament; and simulated diplomatic crises in the U.S. Army War College’s International Strategic Crisis Negotiation Exercise. Our internal programming features a speaker series and debate clinics for CSIS junior staff and interns, as well as “Interviewing History,” a series of off-the-record conversations with America’s most distinguished government and private-sector leaders hosted by teams of CSIS young professionals.
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