SPECIAL INITIATIVES

The Special Initiatives section identifies Council programs, publications, and other efforts from the past year that deserve particular recognition. Included in this year’s group are the Council’s outreach efforts, Task Forces, Council Special Reports, and the Maurice R. Greenberg Center for Geoeconomic Studies. Each of these initiatives made significant contributions to the Council’s mission in 2005–2006.

OUTREACH

This year the Council spearheaded a broad set of outreach activities targeted at three constituencies whose voices are increasingly important to the national foreign policy debate: educators and students, congregational and religious leaders, and state and local officials.

The Academic Outreach Initiative, launched a year ago, is designed to connect the academic community to the Council’s research and analysis. With the guidance of the Academic Advisory Group, chaired by Pepperdine University Professor Dan Caldwell, the Council offered an Academic Conference Call Series, made possible in part by a generous grant from the Carnegie Corporation of New York. These calls give students and professors the opportunity to talk with Council fellows and Foreign Affairs authors. The Council continued to build its online library of customizable academic packages, or modules, to assist educators in developing course syllabi. These modules are organized around a primary Council text and include teaching notes written by the author, secondary source readings, related transcripts, video and audio files of Council meetings, and Foreign Affairs articles—all accessible in a special “For Educators” section on the Council’s website.

The Council’s Religion and Foreign Policy Initiative seeks to deepen the understanding of the influence of religion on U.S. foreign policy and to serve as a source of information and analysis for religious and congregational leaders and thinkers. This year the Council increased its programming for members through a series of meetings on “Religion and Foreign Policy,” which featured speakers such as the Reverend Dr. Richard D. Land, president of the Southern Baptist Convention’s Ethics and Religious Liberty Commission, former Secretary of State Madeleine K. Albright, American University’s Chair of Islamic Studies Akbar Ahmed, and authors Karen Armstrong and Reza Aslan. It also launched a dedicated conference call series that gave religious and congregational leaders the opportunity to interact with Council Senior Fellows David G. Victor on climate change.

The State and Local Officials Initiative provides a forum for nonpartisan discussion of pressing international issues—from homeland security to immigration and trade—that affect the priorities and agendas of state and local governments. Council staff met with representatives of the Republican and Democratic Governors Associations in Washington, DC, to exchange ideas on how the Council can better serve as a resource for this constituency. The Council began a conference call series with its fellows—including Laurie Garrett on pandemic flu preparedness and Stephen E. Flynn on homeland security—to brief state and local officials. It launched a monthly email bulletin and sent select Council publications to governors, mayors, and other state and local officials, including the summary of the Council’s November 2005 pandemic flu conference. This summary led to the inclusion of the July/August 2005 *Foreign Affairs* issue on pandemic flu at the Commonwealth of Virginia’s first summit on this topic.

The Council also made select New York and Washington, DC, meetings available to academics, religious and congregational leaders, and state and local officials via teleconferences and webcasts. Outreach is an important part of the Council’s overall mission and has the potential to make a significant contribution to American public and civic life.
The Council sponsors an Independent Task Force when an issue of critical importance to U.S. foreign policy arises that might benefit from in-depth, non-partisan analysis. A group, diverse in background and perspective, is convened to reach a policy consensus through private deliberations. Task Forces also draw on the expertise of Council membership through a series of review meetings held in New York, Washington, DC, and other major cities. Task Forces are independent of the Council and solely responsible for the content of their reports.

For the release of each Task Force report, the Council tailors a specific outreach strategy designed to engage appropriate audiences. Planning for these outreach efforts begins during Task Force deliberations and continues in the weeks following publication.

Under the stewardship of Lee Feinstein, senior fellow and executive director of the Task Force program, the Council published three Independent Task Force reports in 2005–2006. Two additional Task Forces are currently under way.

Former National Security Advisers Samuel R. Berger and Brent Scowcroft released In the Wake of War: Improving U.S. Post-Conflict Capabilities in July 2005. Their Task Force concluded that nation-building is not just a humanitarian concern but a critical national security priority, and recommended a series of policy and organizational changes to develop civilian and military capacity to conduct stabilization operations. The chairs summarized their findings in a Washington Post op-ed, coauthored an article based on the Task Force’s work for the fall 2005 issue of the National Interest, and discussed their findings on the Charlie Rose Show after the report was released. The New York Times also reported on the Task Force’s recommendations, as did various newswires and other publications. Five months after the Independent Task Force on Post-Conflict Capabilities released its report, the Department of Defense adopted one of its central recommendations: to establish stability operations as a “strategic priority for the armed forces” and to put it on a level with war-fighting in terms of doctrine and training. William L. Nash, the Council’s General John W. Vessey senior fellow for conflict prevention and director of the Center for Preventive Action, served as the Task Force’s project director,
with Mona K. Sutphen, managing director of Stonebridge International, LLC, as deputy director.

Former National Security Adviser Anthony Lake and former Environmental Protection Agency Administrator Christine Todd Whitman released their report, More Than Humanitarianism: A Strategic U.S. Approach Toward Africa, in December 2005. The Task Force found that “a policy based on humanitarian concerns alone serves neither U.S. interests nor Africa’s,” and suggested a comprehensive approach toward the continent that takes into account growing U.S. strategic interests in Africa, including assuring reliable energy supplies, combating terrorism, reducing conflict, controlling pandemic diseases, and enlarging the worldwide community of democracies. The Task Force project directors, Ralph Bunche Senior Fellow for Africa Policy Studies Princeton N. Lyman and Center for Strategic and International Studies Africa Program Director J. Stephen Morrison, briefed Council members and others in ten major U.S. cities as well as London and Paris. The Council also hosted a special event in New York in January with leading Africa scholars and practitioners. In addition, the Task Force leaders presented their findings at Howard, Princeton, Northwestern, and other universities; briefed senior U.S. government officials; and met with more than a dozen members of Congress. The report remains one of the most frequently downloaded publications on CFR.org.

In their report, Russia’s Wrong Direction: What the United States Can and Should Do, former Senator John Edwards (D-NC) and former Secretary of Housing and Urban Development Jack Kemp concluded that growing authoritarianism in Russia and the increasing number of disagreements between Washington and Moscow make a “strategic partnership” unrealis-

**The Russia Task Force report’s findings and recommendations were covered by virtually every major newspaper in the United States and Europe.**
tic. Instead, their Task Force report calls for a policy of “selective cooperation”—and, in some cases, “selective opposition”—to achieve important U.S. goals, including halting Iran’s nuclear program, countering terrorism and the proliferation of weapons of mass destruction, and securing reliable energy supplies. The chairs released their report in March 2006 on Meet the Press. The report’s findings and recommendations were covered by virtually every major newspaper in the United States and Europe, including the New York Times, which urged the administration to “heed the report’s advice.” Available on CFR.org in both English and Russian, the report attracted wide attention in Russia and—in the run-up to the July 2006 G8 meeting in St. Petersburg—became a feature in the transatlantic policy debate on Russia. The report benefited from a visit to Moscow in September 2005 by the chairs, George F. Kennan Senior Fellow for Russian and Eurasian Studies and Project Director Stephen Sestanovich, and Task Force Program Executive Director Lee Feinstein. The Task Force leadership briefed President George W. Bush, Vice President Dick Cheney, and other senior policymakers at the Departments of State and Defense.

### New Task Forces

Former U.S. Trade Representative Carla A. Hills and former Commander-in-Chief of the Pacific Command Dennis Blair chair the Independent Task Force on U.S. Policy Toward China. The Task Force, directed by Cyrus R. Vance Fellow in Diplomatic Studies Evans J.R. Revere, is reviewing internal developments in China and assessing the state of the bilateral relationship. It will recommend an overall strategy and specific policies to meet the near- and long-term challenges posed by China and the complex U.S. relationship with that country.

Former Secretary of Energy and Defense James R. Schlesinger and former Director of Central Intelligence and Deputy Secretary of Energy John Deutch chair the Independent Task Force on Energy and U.S. Foreign Policy, which is examining the consequences of growing dependence on imported oil and gas on U.S. foreign policy and national security. The Task Force has consulted with industry leaders and leaders of environmental, human rights, and other nongovernmental organizations. Project Director David G. Victor, Council adjunct senior fellow for science and technology, has joined the chairs in review sessions with Council members in Washington, DC, New York, and other cities.
Council Special Reports (CSRs), written by Council fellows or experts from outside the institution, are concise policy studies that respond to a developing crisis or contribute to an emerging policy debate. Each report is written in consultation with an independent advisory group composed of experts on the country or issue in question. A report’s conclusions and recommendations reflect the views of the author (or authors), not those of the advisory group or of the Council. The Council actively publicizes each report with roll-out events, such as national meetings, press briefings, emails, and teleconferences.

The Council’s Center for Preventive Action (CPA) released two CSRs in the past year. Barnett R. Rubin, director of studies and senior fellow at the Center on International Cooperation at New York University, wrote Afghanistan’s Uncertain Transition From Turmoil to Normalcy. In the report, he argues that the progress Afghanistan has made in reestablishing the basic institutions of government after the overthrow of the Taliban in 2001 will be lost unless the United States does more to make them work. Blair A. King, a senior program manager at the National Democratic Institute for International Affairs, wrote Peace in Papua: Widening a Window of Opportunity, which follows up on the CPA’s 2003 Preventive Action Commission report, Peace and Progress in Papua. The CSR on Papua recommends steps the United States and the Indonesian government should take to resolve the decades-old conflict there.

The Maurice R. Greenberg Center for Geoeconomic Studies released the report Getting Serious About the Twin Deficits as part of the Bernard and Irene Schwartz Series on American Competitiveness. The author, Menzie D. Chinn, a former member of the President’s Council of Economic Advisers and a professor of economics at the University of Wisconsin, discusses the economic consequences for the United States of failing to tame the federal budget deficit and the country’s current account deficit.

Stephen E. Flynn, the Council’s Jeane J. Kirkpatrick senior fellow for national security studies, and Daniel B. Prieto of the Reform Institute wrote Neglected Defense: Mobilizing the Private Sector to Support Homeland Security in consultation with a nonpartisan group of distinguished private-sector leaders. It argues that the federal government needs to become much more proactive in promoting public-private partnerships on homeland security and recommends ten specific steps that Washington should take to make Americans more secure.
Charles D. Ferguson, Council fellow for science and technology, wrote Preventing Catastrophic Nuclear Terrorism. It examines how the United States and the international community have fallen short in their efforts to secure and eliminate nuclear weapons and weapons-usable nuclear materials. It also identifies a range of unilateral, bilateral, and multilateral steps the United States should take to reduce substantially the threat of nuclear terrorism. Michael A. Levi, Council fellow for science and technology, and Dr. Ferguson coauthored U.S.-India Nuclear Cooperation: A Strategy for Moving Forward. It examines the U.S.-India Civil Nuclear Cooperation Initiative, which proposes lifting the U.S. ban on the export of nuclear technologies and materials for use in India’s civilian nuclear program in return for India’s pledge to open many of its existing and planned nuclear reactors to international inspection. The report suggests several steps that Congress could take, short of rejecting the proposal, to allay concerns that the initiative might hurt international efforts to stem the spread of nuclear weapons.

Nancy E. Roman, vice president and director of the Washington Program, authored Both Sides of the Aisle: A Call for Bipartisan Foreign Policy. The report, part of a broader Council initiative aimed at fostering bipartisan foreign policy, reflects discussions with more than a dozen past and present members of Congress. The report analyzes how partisan politics hampers U.S. foreign policy and recommends several steps the administration and Congress should take to lower partisan tensions.

Steven A. Cook, the Council’s Douglas Dillon fellow, and Elizabeth Sherwood-Randall, adjunct senior fellow for alliance relations, cowrote Generating Momentum for a New Era in U.S.-Turkey Relations. The report discusses how Washington’s long-standing partnership with Ankara became badly frayed as a result of the U.S. decision to invade Iraq. The report outlines steps for repairing the critical U.S.-Turkey partnership, including the creation of a bilateral commission that would involve government agencies, nongovernmental organizations, and private-sector leaders from both countries.

In Challenges for a Postelection Mexico: Issues for U.S. Policy, Pamela K. Starr, Latin America analyst at the Eurasia Group, examined the importance of the 2006 Mexican election and its implications for the United States. The report concludes that Mexico is likely to be more nationalistic and inward looking than during the Vicente Fox administration, presenting new challenges for Washington. The Council released the report in two versions—one in advance of the election and a second postelection.
The annual Arthur Ross Book Award recognizes books that make an outstanding contribution to the understanding of foreign policy or international relations. The prize, endowed by Council member Arthur Ross in 2001, recognizes nonfiction works published in the preceding two years, in English or in translation, that merit special attention for

- bringing forth new information that changes our understanding of events or problems;
- developing analytical approaches that allow new and different insights into a significant issue; or
- providing new ideas to help resolve foreign policy problems.

The award is the most significant for books on international affairs. It consists of a gold medal prize of $25,000, a silver medal prize of $10,000, and an honorable mention of $5,000.

In 2006, the gold medal was awarded to Tony Judt for *Postwar: A History of Europe Since 1945*. The silver medal went to Olivier Roy for *Globalized Islam: The Search for a New Ummah*, and an honorable mention was awarded to George Packer for *The Assassins’ Gate: America in Iraq*.

The Maurice R. Greenberg Center for Geoeconomic Studies works to help policymakers, journalists, and the public better understand how economic and political forces interact to influence world affairs. Under the leadership of its new director, Douglas Holtz-Eakin, the center advances its mission by promoting dialogue among policymakers and scholars and by sponsoring timely research.

The center’s McKinsey Executive Roundtable Series in International Economics featured prominent policymakers, including four former chairmen of the Securities and Exchange Commission—Richard C. Breeden, Arthur Levitt Jr., Harvey L. Pitt, and William H. Donaldson—who convened in February to discuss global markets. The C. Peter McCollough Roundtable Series on International Economics brought together Council members and leading economic figures such as Allan B. Hubbard, assistant to the president for economic policy and director of the National Economic Council, and former Treasury Secretary Lawrence H. Summers. The Bernard and Irene Schwartz High-Level Roundtable Series on American Competitiveness explored challenges to the continued vibrancy of the U.S. economy.

In addition, Council Senior Fellow and Director of International Economics Benn Steil and Robert E. Litan’s book, Financial Statecraft: The Role of Financial Markets in American Foreign Policy, was recently published by Yale University Press. Current research at the center focuses on energy, immigration, international trade, regional monetary integration, and the geopolitical consequences of global demographic shifts.

The Center for Geoeconomic Studies works to help policymakers, journalists, and the public better understand how economic and political forces interact.
## 2006 Council Counts

1. ranking of *Foreign Affairs* in survey about most influential print and broadcast media
2. average weekly number of op-eds published by Council fellows
3. languages in which *Foreign Affairs* is published (English, Japanese, Spanish, and Russian)
4. conferences hosted by the Meetings, Corporate, Term Member, and National Programs
5. senior fellows who testified before Congress
6. Council books, Task Force reports, and Council Special Reports published
7. meetings of the National Program book club
8. percentage of all members who are national members
9. percentage of term members who attended the annual Term Member Conference
10. percentage of Council members who contributed to the Annual Fund
11. briefings, roundtables, and sessions organized by the Council’s congressional program
12. years since the Council was founded
13. meetings and briefings with executive-branch officials
14. percentage growth in newsstand sales of *Foreign Affairs* since 2001
15. on-the-record meetings and press briefings
16. total Council staff members and visiting/adjunct fellows (172 in New York, 46 in DC)
17. Corporate members
18. Q&As, Daily Analysis Briefs, and Interviews produced by the CFR.org editorial team
19. participants in the National Conference
20. meetings hosted by the New York and Washington Meetings, National, and Corporate programs
21. downloads from CFR.org of the Independent Task Force report on U.S. policy toward Russia in the first week after its release (March 5–12, 2006)
22. Council members (3,794 life members, 488 term members)
23. international *Foreign Affairs* subscribers
24. mentions of the Council in print, television, radio, wire, and web outlets
25. paid circulation of *Foreign Affairs*
26. annual page views on CFR.org
27. annual page views on foreignaffairs.org
28. Council annual operating expenses in fiscal year 2006