2012 Highlights

Top: Joined by Sudanese bishop Andudu Adam Elnail and Darfur activist Omer Ismail, George Clooney and John Prendergast give a trip report following their return from South Sudan with the Enough Project.

Lower left to right: Chinese activist and U.S.-Asia Law Institute special student Chen Guangcheng; U.S. Department of Homeland Security secretary Janet Napolitano; U.S. Senate member (R-FL) and member of the U.S. Senate Foreign Relations Committee Marco Rubio
Top left: Turkish president Abdullah Gul hosts CFR’s Task Force on Turkey chaired by former secretary of state Madeleine K. Albright and former national security adviser Stephen J. Hadley.

Top right: Task Force chairs Joel I. Klein, former chancellor of New York City public schools, and Condoleezza Rice, former secretary of state, speak with ABC’s Terry Moran at the U.S. Education Reform and National Security rollout event.

Lower left: CFR Adjunct Senior Fellow Matthew J. Slaughter with Task Force chairs Andrew H. Card, former chief of staff during the George W. Bush administration, and Thomas A. Daschle, former Senate majority leader, at the launch of U.S. Trade and Investment Policy.

Lower right: Task Force chairs Samuel W. Bodman, former secretary of energy, and James D. Wolfensohn, former president of the World Bank, at a Global Brazil and U.S.-Brazil Relations meeting with CFR Senior Fellow Julia E. Sweig.
Task Forces

CFR sponsored four Independent Task Forces over the past twelve months. *Global Brazil and U.S.-Brazil Relations* finds that Brazil is a significant international actor—a driver of growth within its region and an active force in world politics—whose influence on global issues is only likely to increase. The Task Force report recommends that the Obama administration recognize its global standing by endorsing the country’s bid for a seat as a permanent member of the United Nations Security Council. The Task Force was chaired by former secretary of energy Samuel W. Bodman and former president of the World Bank James D. Wolfensohn and directed by CFR Senior Fellow and Director of the Global Brazil Initiative Julia E. Sweig.

*U.S. Trade and Investment Policy* urges the United States to adopt policies that further its position as a dynamic trading country while bringing more Americans the benefits of global engagement. The bipartisan report calls for the Obama administration and Congress to develop a strengthened rules-based trading system that will produce American job and wage growth. The Independent Task Force was chaired by former White House chief of staff Andrew H. Card and former Senate majority leader Thomas A. Daschle and codirected by Bernard L. Schwartz Senior Fellow Edward Alden and Adjunct Senior Fellow for Business and Globalization Matthew J. Slaughter.

Led by former U.S. secretary of state Condoleezza Rice and former chancellor of the New York City Department of Education Joel I. Klein and directed by CFR term member Julia Levy, *U.S. Education Reform and National Security* stresses that the United States’ failure to educate its students impairs the country’s ability to thrive in a global economy and threatens U.S. national security. The report’s policy recommendations for reform of the nation’s underperforming K-12 public schools include implementing and expanding national education standards, quantifying and assessing educational achievement across the country, and offering more education choices for students and parents.

The Independent Task Force on Turkey was chaired by former secretary of state Madeleine K. Albright and former national security adviser Stephen J. Hadley and directed by Hasib J. Sabbagh Senior Fellow for Middle Eastern Studies Steven A. Cook. *U.S.-Turkey Relations: A New Partnership* recognizes Turkey as an increasingly influential regional and economic power and calls for American and Turkish leadership to forge a new relationship based on a set of shared strategic interests—promoting stable political transitions in the Middle East, stopping bloodshed and repression in Syria, and frustrating Iran’s pursuit of nuclear weapons.

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Meetings

CFR held over 250 general meetings for members in New York and Washington, DC, maintaining its reputation for convening world leaders, senior government officials, and diplomats. During the United Nations General Assembly last fall, CFR hosted the foreign ministers of Cuba, France, Indonesia, Iran, Iraq, and Vietnam; the presidents of Chile, Ivory Coast, and Sierra Leone; and the secretary-general of the Arab League.

In Washington, the prime minister of Ethiopia, the home secretary of the United Kingdom, the German finance minister, the Egyptian and Portuguese foreign ministers, opposition leader Aung San Suu Kyi (via live videoconference from Myanmar), former national security adviser Zbigniew Brzezinski, and Undersecretary of State for Democracy and Global Affairs Maria Otero addressed the membership.

In New York, members met with Chinese dissident Chen Guangcheng in his first public appearance in the United States, former U.S. special envoy George J. Mitchell, and former White House chief of staff Erskine Bowles. A meeting cosponsored by the National History Center featured biographer John Lewis Gaddis, author of *George F. Kennan: An American Life*. Other special events included a meeting with the service chiefs as part of the Robert B. McKeon Endowed Series on Military Strategy and Leadership and a panel discussion with top network news executives from ABC, CBS, CNN, and NBC. This year’s Darryl G. Behrman Lecture on Africa was an update on Sudan, with activist George Clooney and the Enough Project’s John Prendergast, while the Kenneth A. Moskow Lecture on Homeland Security and Counterterrorism featured U.S. Special Operations commander Admiral William H. McRaven.

A symposium marking the tenth anniversary of the 9/11 attacks featured former executive director of the 9/11 Commission Philip D. Zelikow, former career CIA officer and State Department coordinator for counterterrorism Henry Crumpton, CFR Shelby Cullom and Kathryn W. Davis Adjunct Senior Fellow for Counterterrorism and Homeland Security Richard A. Falkenrath, former CIA acting director John McLaughlin, former assistant to the president for homeland security and counterterrorism Frances Townsend, and former deputy national security adviser for combating terrorism Juan Zarate.

Other symposia focused on the bilateral relationship between the United States and Mexico and the implications of the Arab upheavals one year later. Speakers at “U.S.-Mexico Relations Beyond the 2012..."
Elections” examined issues important to both countries, including drugs, organized crime, trade, immigration, and the outlook for each country’s election. CFR and St. Antony’s College at the University of Oxford cosponsored a daylong symposium on unrest in the Middle East and North Africa featuring panel debates on the role of monarchies, the interplay between Islam and governance, and the changing politics of the region.

The annual Stephen C. Freidheim Symposium featured White House Office of Management and Budget director Jacob Lew, Financial Times U.S. managing director Gillian Tett, and former Federal Reserve chairman Alan Greenspan. Speakers analyzed the debt and fiscal deficits plaguing the United States, Europe, and other economies and proposed remedies for the crises.

Kenneth I. Chenault, chairman and chief executive officer of American Express, discusses the upheaval in the eurozone, the struggling U.S. economy, and the role of business in foreign policy with the Wall Street Journal's Alan S. Murray.
National Program

The organization staged nearly one hundred events for national members, the over one-third of CFR membership located outside of New York and Washington, DC. Highlights included sessions with State Department officials Tamara Wittes, Michael Posner, and Reuben Brigety; a discussion on the future of global public health with Congressman Adam Smith (D-WA) and Senior Fellow Laurie Garrett; and a rollout event for the CFR-sponsored Independent Task Force report on education reform.


Corporate Program

CFR’s Corporate Program hosted a number of events to bring together members of the business community and policymakers. As part of the CEO Speaker series, the institution convened meetings with the leadership of American Express, Anheuser-Busch InBev, BlackRock, Deere, Deutsche Bank, ExxonMobil, Grupo Salinas, McKinsey & Co., and SAP.

The ninth annual Corporate Conference gathered more than 370 representatives of 120 companies to explore issues at the intersection of foreign policy and international economics. Sessions featured former U.S. treasury secretaries Lawrence H. Summers and Robert E. Rubin, Princeton University economist Alan S. Blinder, Columbia University economist Glenn Hubbard, Carlyle Group vice chairman David M. Rubenstein, former U.S. secretary of state Madeleine K. Albright, SOHO China CEO Zhang Xin, and CBS’s Charlie Rose.

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CFR experts gave nearly 300 interviews to leading broadcast news outlets, authored over one hundred pieces on CFR.org, and published more than 350 op-eds.

**David Rockefeller Studies Program**


The latest CFR ebook, *Iran: The Nuclear Challenge*, was edited by Henry A. Kissinger Senior Fellow for U.S. Foreign Policy Robert D. Blackwill and includes contributions from scholars Ray Takeyh, Meghan L. O’Sullivan, Richard A. Falkenrath, Matthew Kroenig, Robert M. Danin, and Elliott Abrams. The volume maps objectives, tools, and strategies for dealing with Iran’s nuclear program. In its seven chapters, the volume aims to provide clarity on policy choices and principles to assist in analyzing one of the most vexing issues in the world today.

The U.S.-India Joint Study Group, cosponsored by CFR and Aspen Institute India, released its final report in conjunction with rollout meetings in New York and Washington, DC. The group comprised business, policy, and thought leaders from the United States and India and was chaired by Robert D. Blackwill and India’s National Security Advisory Board chairman Naresh Chandra. The report calls for the United States to express strong support for India’s peaceful rise as a crucial component of Asian security and stability.

Scholars published five books over the past year. Senior Fellow Steven A. Cook’s *The Struggle for Egypt: From Nasser to Tahrir Square* explains Egypt’s state of affairs, its relationships with regional and international actors, the circumstances that resulted in the events of Tahrir Square, and its outlook post-Mubarak. Former adjunct senior fellow for Middle Eastern studies Thomas Lippman published *Saudi Arabia on the Edge: The Uncertain Future of an American Ally*, in which he dissects the challenges the country—wealthy and young, but politically stagnant and repressed—presents to itself and to U.S. interests in the region. Adjunct Senior Fellow Richard K. Betts authored *American Force: Dangers, Delusions, and Dilemmas*, which examines the American use of military
The David Rockefeller Studies Program is CFR’s world-class think tank, comprising more than eighty scholars whose work over the past year includes:

- **5 Books published**
- **7 Average weekly number of op-eds published**
- **14 Appearances by CFR experts before Congress**
- **43 Magazine or journal articles published**
- **45 Reports published**
- **109 Expert Briefs, First Takes, and Interviews on CFR.org**
- **286 Briefings given to U.S. and foreign government officials**
- **354 Study group and roundtable meetings**

Capabilities since the end of the Cold War, and recommends that the United States exercise greater caution and restraint, using force less frequently but more decisively. In *No One’s World: The West, the Rising Rest, and the Coming Global Turn*, Senior Fellow Charles A. Kupchan argues that the twenty-first century will mark the first time in history that the world is both interdependent and without a center of gravity or global guardian. Senior Fellow Scott A. Snyder edited *The US–South Korea Alliance: Meeting New Security Challenges*, in which the contributors consider the capacities and potential for cooperation, assess the corresponding challenges, and propose new forms of collaboration between the two countries.

Beyond books, the Studies Program generated an unprecedented sixty-four reports, a nearly 70 percent increase over the previous year. Among these were three Council Special Reports:

- In *Partners in Preventive Action: The United States and International Institutions*, Director and Senior Fellow Paul B. Stares and Fellow Micah Zenko of the Center for Preventive Action call for the United States to nurture effective international partnerships to help prevent and manage violent conflicts that threaten U.S. interests.
- The University of Vermont’s F. Gregory Gause III examines the challenges and opportunities facing Saudi Arabia and argues for a more modest, businesslike relationship between Washington and Riyadh, in *Saudi Arabia in the New Middle East*.
- Michael Shifter, president of the Inter-American Dialogue, reviews the causes and consequences of the violence in several Central American countries and evaluates the national, regional, and international efforts intended to curb its worst effects, in *Countering Criminal Violence in Central America*.

CFR’s think tank extended its roster of Policy Innovation Memoranda with papers on the Arctic economy, a code of conduct for outer space, U.S. policy options for Syria, American visa systems, financial regulation, governance in Afghanistan, tobacco control, U.S.-Japan relations, Yemen, and the risk of a Cuban oil spill, among other topics.
The Academic Initiative connects educators and students at the college and graduate levels with CFR’s research and analysis.

Outreach

Over the past year, the institution greatly expanded its work for the academic community. Made possible in large part by a generous grant from David M. Rubenstein, the Academic Initiative connects educators and students at the college and graduate levels with CFR’s research and analysis. The Higher Education Working Group of college, university, and community college presidents and select foundation heads convened for its ninth session. Briefings with fellows and other leading experts focused on the global economy, Asia, Europe, and the Middle East, as well as the implications of globalization for higher education.

As part of its outreach to the religious community, CFR assembled the fifth annual Religion and Foreign Policy Summer Workshop. The more than one hundred participants included congregational leaders from sixteen religious traditions, religious scholars, fellows, and outside experts. Discussions focused on demographic trends in the United States and abroad, political revolutions in the Middle East and North Africa, religious freedom, electoral and economic challenges in Africa, and immigration and border security.
CFR.org attracted a monthly average of 1.3 million page views, up nearly 10 percent from the previous year, and 540,000 unique visitors, an increase of 20 percent from a year earlier. New content partnership agreements with CNN and the Atlantic added hundreds of thousands of monthly page views of CFR content. More than a dozen blogs showcase timely commentary created and curated by in-house experts.

CFR accelerated its in-house broadcast production to reach online audiences around the world more effectively. The website launched new video series featuring fellows’ analysis of breaking international developments and the U.S. presidential election, and guided viewers on issues ranging from how international organizations function to lessons learned from major events in modern history. Subscribers to the institution’s YouTube channel increased by 85 percent over the past twelve months, and video views grew 170 percent, to 540,000.

Released last October, “Crisis Guide: Iran,” the latest multimedia feature in the Emmy Award–winning series, includes analysis of Iran’s history, oil-driven economy, and nuclear program from interviews with more than twenty-five experts.

The Global Governance Monitor, an interactive tracking multilateral efforts to address international difficulties, added three new components: on counterterrorism, human rights, and transnational crime. Through timelines, issue briefs, and maps, the monitor shows that international arrangements to fight terrorism are insufficient and uncoordinated, the human rights regime has made strides to prevent abuses and atrocities but falls short in crucial areas, and the anticrime system is not adequate to combat international criminal networks.

This year, the institution’s presence in social media developed significantly. Fans on Facebook grew by more than 80 percent as a result of the enhanced experience on our institutional page, while Twitter followers increased nearly 40 percent, propelled in part by the twenty-five fellows now active in that space.