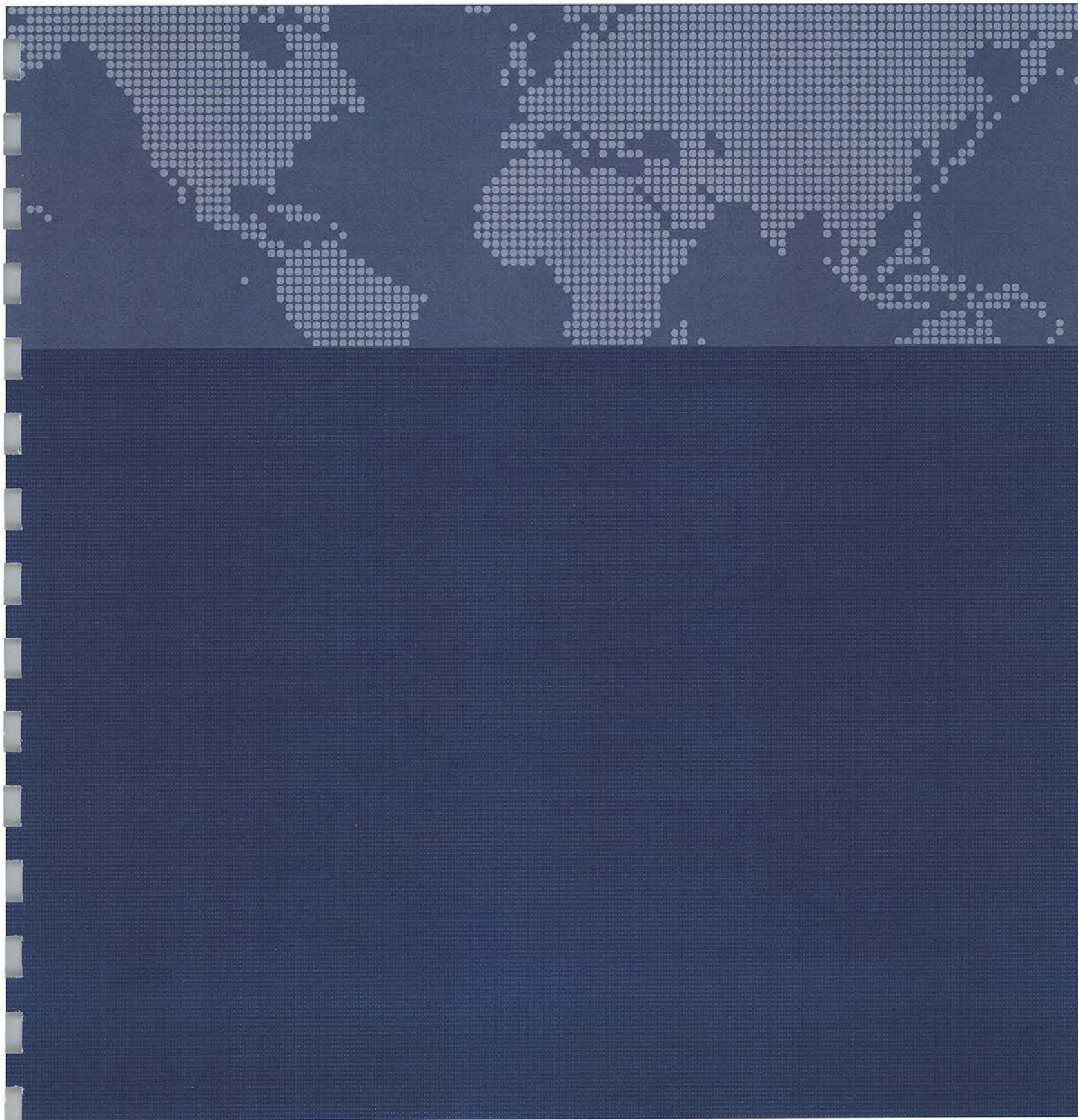


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"Thank you to CSIS for doing so much as a resource for our country."

Senator Kay Bailey Hutchison



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

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

Since 1962, CSIS has grown to become one of the world's preeminent international policy institutions, with more than 220 full-time staff and a large network of affiliated scholars focused on defense and security, regional stability, and transnational challenges ranging from energy and climate to global development and economic integration.

Former U.S. senator Sam Nunn became chairman of the CSIS Board of Trustees in 1999, and John J. Hamre has led CSIS as its president and chief executive officer since April 2000.

"[CSIS is] a benchmark player in the active debate that drives Washington in foreign policy matters. Here, as in France and worldwide, your reputation precedes you."

Foreign Minister Bernard Kouchner
of France



photo: Liz Lynch

Message from the Chairman

Moving toward its 50th year, the Center for Strategic and International Studies (CSIS) remains at the forefront of helping policymakers find solutions to the complex foreign policy and national security challenges of our times.

CSIS's scholars are engaged in relevant, timely, and impactful work. Just a few of the areas in which CSIS will help shape all our futures in meaningful ways include providing a blueprint for a smarter way to wield U.S. power; assessing crucial developments in the Middle East and South Asia; and promoting global health.

Our experts do not do this alone. As you will see in this document, our trustees actively participate in the core work of CSIS. Additionally, none of this would be possible without the support we receive from individuals, private foundations, corporations, and government agencies. We invite you to join CSIS as we help our nation navigate toward a more secure and prosperous future.

Sam Nunn
Chairman of the Board

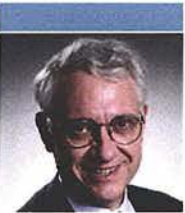


photo: Liz Lynch

Message from the President

These are the most exciting days in the history of CSIS. Our plans to construct a permanent headquarters in downtown Washington are under way. Meanwhile, our current home is busier than ever. CSIS plays host to some 300 conference participants a day — as world leaders and policymakers continue to choose our Center as a place for reasoned and insightful bipartisan dialogue.

But more so than at any time in our history, CSIS is producing work of unparalleled quality.

A staff of more than 220 full-time employees and a large network of affiliated scholars are working diligently to analyze and understand the many challenges inherent in a rapidly changing world. Their goal is not just analysis and commentary, but real action, providing solutions to some of our most complex problems.

This document contains only a sample of this important work. All of our scholars are energized to build a better future for America and the world.

John J. Hamre
President & CEO

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CSIS trustees are drawn equally from the worlds of public policy and the private sector. They contribute a wealth of expertise to the Center's mission and management.

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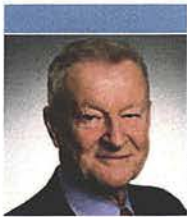


photo: Liz Lynch

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A New Home for CSIS

1616 Rhode Island Avenue, NW, Washington, DC

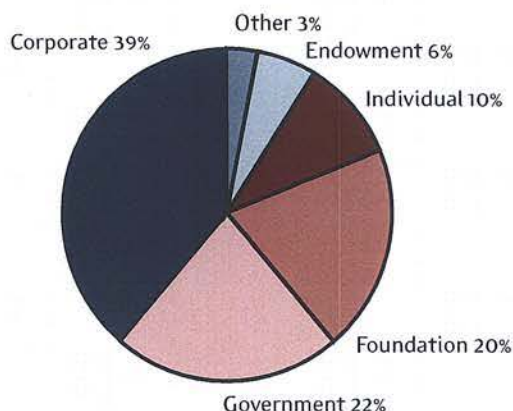
CSIS is busy planning its new home. In August 2007 we purchased what is now a vacant lot at 1616 Rhode Island Avenue, NW. We envision that this new space will become a catalyst for our future – a premier destination that facilitates the joining of intellect with opportunity.

The lot is only a few blocks from our current location in downtown Washington, DC, which is essential for our continued engagement of world leaders and U.S. policymakers. Our new location retains our proximity to the White House, embassies, and the city's most prominent institutions. We also will remain less than two miles from Capitol Hill and the State Department.

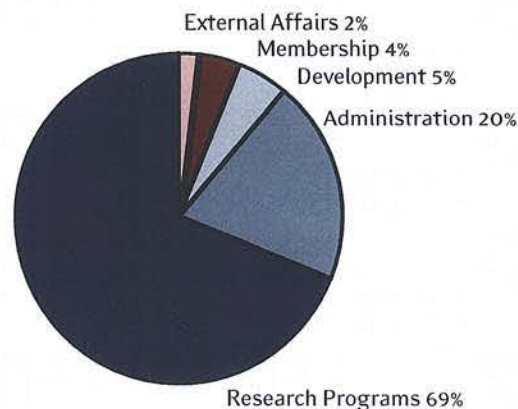
We have ambitious plans for our new home. Behind a striking façade, we foresee a world-class, two-story conference space; multiple visitor and staff meeting rooms; modern, flexible office space to support our growing staff; and state-of-the-art electronics and audiovisual facilities. The building's design and construction will be guided by the latest green principles.

Financial Information FY 2007

Operating Revenue: \$29.101 million



Expenditures: \$29.093 million



Total increase in net assets in 2007 from all activities: \$3.30 million

Percentages listed above are drawn from the year ended September 30, 2007. To obtain a copy of the latest audited financial statements, contact the CSIS Finance and Accounting Office at (202) 887-0200.

CSIS Programs and Projects

Abshire-Inamori Leadership Academy	International Security Program
Africa Program	Japan Chair
Americas Program	Kissinger Chair in National Security
Brzezinski Chair in Global Security and Geostrategy	Middle East Program
Burke Chair in Strategy	New European Democracies Project
CSIS Commission on Smart Power Decision 2008	Pacific Forum CSIS
Energy and National Security Program	Russia and Eurasia Program
Europe Program	Scholl Chair in International Business
Freeman Chair in China Studies	Schreyer Chair in Global Analysis
Global Aging Initiative	Simon Chair in Political Economy
Global Strategy Institute	South Asia Program
Hills Program on Governance	Space Initiatives
HIV/AIDS Task Force	Statesmen's Forum
Homeland Security Program	Technology and Public Policy Program
Human Rights and Security Initiative	The Washington Quarterly
	Transnational Threats Project
	Turkey Project

“CSIS has been a leader in making sure that we have a balanced, intellectually honest, and thoughtful view of some of these major contentious issues that we have before us.”

Homeland Security Secretary
Michael Chertoff

Time calls CSIS “moderate and internationalist.”

Newsweek calls the Center’s work “prestigious.”

Broadcast Media

CSIS experts appear on television and radio between 75 and 120 times per month on

- ABC
- CBS
- FOX News
- NPR
- C-Span
- Bloomberg
- CNBC
- NBC
- CNN
- PBS

Top-Tier Newspapers

CSIS experts and studies are cited between 70 and 100 times per month in

- *New York Times*
- *Wall Street Journal*
- *Financial Times*
- *Washington Post*
- *LA Times*
- *USA Today*

Regional Newspapers

CSIS experts and studies are cited between 1,600 and 2,000 times per month in

- *Houston Chronicle*
- *Chicago Tribune*
- *San Francisco Chronicle*
- *Boston Globe*
- *Miami Herald*
- *Dallas Morning News*

Congress

CSIS experts frequently testify before Congress, lead forums on Capitol Hill, and brief members and their staffs.

Members of Congress often take leading roles in the Center’s projects, including the Task Force on HIV/AIDS and the Commission on Smart Power. The Center runs several regular congressional forums on issues such as defense reform, U.S.-Europe relations, proliferation prevention, and Islam.

The Center also hosts members of Congress for policy speeches and bipartisan debate.

The CSIS Press

CSIS annually publishes about a dozen new books, 30 reports, and several monthly newsletters that are focused on functional and regional topics. They are an essential resource for policymakers, academics, and journalists.

CSIS.org

CSIS.org houses multimedia from nearly all our public events, our publications, and expert bios – a repository of our work that is relied upon by thousands every month.



Left: CSIS Senior Adviser Michael Green on The News Hour with Lim Lehrer

Center: CSIS South Asia Program Director Teresita Schaffer on NBC Nightly News

Right: CSIS Russia and Eurasia Program Director Andrew Kuchins on CBS Evening News

“CSIS is an incomparable institution worldwide. It proposes ideas and programs, but I think, more importantly, it promotes common sense.”

Prince Turki al-Faisal, Saudi ambassador to the United States

CSIS hosts more than 300 guests per day at private meetings, major conferences, and policy roundtables.

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SPEAKERS RECENTLY HOSTED AT CSIS:

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Commonwealth Secretary-General
ASEAN Secretary-General
League of Arab States Secretary-General
UN Undersecretary General
for Political Affairs
UN Undersecretary General for
Communications and
Public Information
U.S. Secretary of Homeland Security
U.S. Secretary of Energy
U.S. National Security Advisor
U.S. Trade Representative
U.S. Director of National Intelligence
U.S. Coordinator for Iraq
U.S. Special Envoy for Sudan
U.S. Special Envoy for China and
the Strategic Economic Dialogue

Prime Minister of Belgium
Prime Minister of Turkey
Prime Minister of Ukraine
President of Afghanistan
President of Bosnia-Herzegovina
President of Botswana
President of China
President of Dominican Republic
President of Estonia
President of Ghana
President of Latvia
President of Mongolia
President of Romania
Foreign Minister of Afghanistan
Foreign Minister of Bulgaria
Foreign Minister of France
Foreign Minister of Greece
Foreign Minister of Japan
Foreign Minister of Slovak Republic

Defense Minister of Albania
Defense Minister of Estonia
Defense Minister of Finland
Defense Minister of Japan
Defense Minister of Macedonia
Energy Minister of Saudi Arabia
CEO of BLS Investments
CEO of Citigroup
CEO of Coca-Cola
CEO of Dell
CEO of Ethan Allen
CEO of Global Hyatt
CEO of Lightyear Capital



Left: UN Secretary-General Ban Ki-moon delivers his first policy speech in Washington as UN secretary-general at CSIS.

Right: Turkish prime minister Recep Tayyip Erdogan accepts a traditional Native American peace pipe as a gift from CSIS president and CEO John J. Hamre.

"I think right now [CSIS is] probably the premier think tank in the world."

John Glenn

Former U.S. senator and astronaut

The Center's work can be grouped into three broad categories: defense and security policy; global challenges; and regional transformation. Here are a few highlights of CSIS projects:

CSIS Independent Commission on the Security Forces of Iraq

As mandated by Congress, CSIS provided the research and administrative staff in Washington and Iraq for the Independent Commission on the Security Forces of Iraq, which was chaired by James L. Jones, a CSIS trustee and retired Marine Corps general. The commission was tasked with assessing Iraq's security forces.

Key finding from the report: "The Iraqi armed forces — Army, Special Forces, Navy, and Air Force — are increasingly effective and are capable of assuming greater responsibility for the internal security of Iraq; and the Iraqi police are improving, but not at a rate sufficient to meet their essential security responsibilities."

Senate Armed Services Committee member Joseph Lieberman called the commission report an "extraordinary piece of work."



CSIS president and CEO John J. Hamre (center) and CSIS trustee General James L. Jones (right) confer with Iraqi security forces.



Richard L. Armitage (left) and Joseph S. Nye Jr. (right) Smart Power Commission cochairmen and CSIS trustees, testify on Capitol Hill.

CSIS Commission on Smart Power

Chaired by CSIS trustees Richard L. Armitage and Joseph S. Nye Jr., the Commission on Smart Power released a report that offered a set of recommendations on how America can integrate hard power — military might — with soft power — the ability to wield influence by attraction and persuasion — to create a *smart* power that helps restore America's standing in the world.

From the text: "To maintain a leading role in global affairs, the United States must move from eliciting fear and anger to inspiring optimism and hope."

The Iraq Study Group Report

CSIS was one of four sponsoring organizations of the Iraq Study Group, also known as the Baker-Hamilton Commission. The Center's experts advised the group of former senior public servants, who released a highly anticipated report in December 2006 that made nearly 80 recommendations for U.S. policy in Iraq and the region.



photo: AP Images

The *New York Times* called Anthony Cordesman's assessments of security in Iraq "required reading."

Embassy of the Future

Former ambassadors George L. Argyros and Felix G. Rohatyn — both CSIS trustees — and former ambassador Marc Grossman chaired the CSIS Embassy of the Future Commission. The 25-member commission studied the effectiveness of the diplomatic pursuit of U.S. interests abroad and provided recommendations to diplomats and those who support them with the tools and capacity to do their work.

Key finding from the report: "Based on State Department estimates, it would cost approximately \$198 million to hire 1,079 people. . . . By comparison, the estimated cost of hiring more people is less than the cost of a single C-17 transport aircraft."



Embassy of the Future Commission cochair George L. Argyros (left), a CSIS trustee, and Marc Grossman (right) present the report to Henrietta Holsman Fore (center), then U.S. under secretary of state for management.

HIV/AIDS Task Force

The CSIS HIV/AIDS Task Force works to carve out a bipartisan consensus on critical U.S. policy initiatives and emphasizes the centrality of U.S. leadership in strengthening country-level capacities to enhance prevention, care, and treatment of HIV/AIDS. The task force has been active in sustaining U.S. commitment to the President's Emergency Plan for AIDS Relief, or PEPFAR.

President Festus Mogae of Botswana publicly thanked CSIS for its "tireless" efforts at bringing his country's health challenges "to the attention of the U.S. government, the U.S. Congress, and the American people."

Decision 2008

CSIS launched its Decision 2008 series to provide a platform for constructive and balanced dialogue and debate on foreign policy and national security issues during the run-up to the 2008 elections. The Presidential Candidates Forum has brought presidential candidates to CSIS for major policy speeches. The Congressional Dialogue Series has invited members of Congress from both sides of the aisle to discuss critical national security and foreign policy issues.



Senator John McCain speaks on energy security issues. Representative Jane Harman participates in a bipartisan dialogue on China.

National Petroleum Council Study

CSIS led the Geopolitics and Policy task group of the National Petroleum Council's study *Facing the Hard Truths about Energy*. The unique project, requested by the U.S. secretary of energy, brought together researchers, representatives from environmental and conservation groups, and energy-consuming and -producing countries and companies for a comprehensive energy outlook to 2030.



Key CSIS Reports on Pakistan and Afghanistan

Findings from the CSIS report *A Perilous Course: U.S. Strategy and Assistance to Pakistan* became an essential source for policymakers and journalists. The report found that close to 60 percent of the \$10.58 billion in aid dispensed to Pakistan since September 11, 2001, has gone toward funds intended to reimburse U.S. partners for their assistance in the war on terrorism.

The CSIS report *Breaking Point: Measuring Progress in Afghanistan* found that Afghans are losing trust in their government because of an escalation in violence; public expectations are neither being met nor managed; and conditions in Afghanistan have deteriorated in all key areas targeted for development, except for the economy and women's rights.



A scene from Afghanistan photographed by CSIS researchers while collecting data in the field for the Breaking Point report.

Seven Revolutions

The Seven Revolutions initiative seeks to identify and analyze the key global trends — and the corresponding policy opportunities and challenges — that policymakers, business figures, and nonprofit leaders will face out to the year 2025 and beyond. A constantly updated multimedia presentation capturing the results of the research has been presented to more than 650 policy and business audiences — nearly 90,000 individuals — throughout the United States and in 22 other countries.



China: The Balance Sheet

CSIS and the Peterson Institute for International Economics joined together for a multiyear study of China's domestic transformation and emergence as an international power and the implications for the United States and the global community. The partnership produced the well-received book *China: The Balance Sheet*.

World Bank Group president Robert B. Zoellick said the project is important for China and the United States because "it can help us to learn and understand more about one another, to better enable the United States and China to strive together to accomplish the common good."

"*China: The Balance Sheet* ... is one of the most lucid and well-argued recent books on how the West should respond to China's rise." — *The Economist*

Additional Information:

To obtain indepth analysis, expert bios, and reports on these and other CSIS projects, programs, and initiatives, please visit www.csis.org or call 202.887.0200.

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LEED for New Construction v 2.2 Registered Project Checklist

Project Name: CSIS - Silver

Project Address: 1616 Rhode Island Ave. NW, Washington DC

Yes	?	No		
34	0	35	Project Totals (Pre-Certification Estimates)	
SILVER			69 Points	
			Certified: 26-32 points Silver: 33-38 points Gold: 39-51 points Platinum: 52-69 points	

Yes	?	No		
12	0	2	Sustainable Sites	
			14 Points	

Yes			Prereq 1	Construction Activity Pollution Prevention	Required
1			Credit 1	Site Selection	1
1			Credit 2	Development Density & Community Connectivity	1
		1	Credit 3	Brownfield Redevelopment	1
1			Credit 4.1	Alternative Transportation, Public Transportation	1
1			Credit 4.2	Alternative Transportation, Bicycle Storage & Changing Rooms	1
1			Credit 4.3	Alternative Transportation, Low-Emitting & Fuel Efficient Vehicles	1
	0	1	Credit 4.4	Alternative Transportation, Parking Capacity	1
1			Credit 5.1	Site Development, Protect or Restore Habitat	1
1			Credit 5.2	Site Development, Maximize Open Space	1
1			Credit 6.1	Stormwater Design, Quantity Control	1
1			Credit 6.2	Stormwater Design, Quality Control	1
1			Credit 7.1	Heat Island Effect, Non-Roof	1
1			Credit 7.2	Heat Island Effect, Roof	1
1			Credit 8	Light Pollution Reduction	1

Yes	?	No		
4		1	Water Efficiency	
			5 Points	

1			Credit 1.1	Water Efficient Landscaping, Reduce by 50%	1
1			Credit 1.2	Water Efficient Landscaping, No Potable Use or No Irrigation	1
		1	Credit 2	Innovative Wastewater Technologies	1
1			Credit 3.1	Water Use Reduction, 20% Reduction	1
1			Credit 3.2	Water Use Reduction, 30% Reduction	1



LEED for New Construction v 2.2 Registered Project Checklist

Yes	?	No		
4	0	13	Energy & Atmosphere	17 Points

Yes	Prereq 1	Fundamental Commissioning of the Building Energy Systems	Required
Yes	Prereq 1	Minimum Energy Performance	Required
Yes	Prereq 1	Fundamental Refrigerant Management	Required

***Note for EAc1:** All LEED for New Construction projects registered after June 26, 2007 are required to achieve at least two (2) points.

2	0	8	Credit 1	Optimize Energy Performance	1 to 10
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Credit 1.1	10.5% New Buildings / 3.5% Existing Building Renovations	1
--> Credit 1.2	14% New Buildings / 7% Existing Building Renovations	2
Credit 1.3	17.5% New Buildings / 10.5% Existing Building Renovations	3
Credit 1.4	21% New Buildings / 14% Existing Building Renovations	4
Credit 1.5	24.5% New Buildings / 17.5% Existing Building Renovations	5
Credit 1.6	28% New Buildings / 21% Existing Building Renovations	6
Credit 1.7	31.5% New Buildings / 24.5% Existing Building Renovations	7
Credit 1.8	35% New Buildings / 28% Existing Building Renovations	8
Credit 1.9	38.5% New Buildings / 31.5% Existing Building Renovations	9
Credit 1.10	42% New Buildings / 35% Existing Building Renovations	10

		3	Credit 2	On-Site Renewable Energy	1 to 3
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Credit 2.1	2.5% Renewable Energy	1
Credit 2.2	7.5% Renewable Energy	2
Credit 2.3	12.5% Renewable Energy	3

0	0	1	Credit 3	Enhanced Commissioning	1
1			Credit 4	Enhanced Refrigerant Management	1
0	0	1	Credit 5	Measurement & Verification	1
1		0	Credit 6	Green Power	1



LEED for New Construction v 2.2 Registered Project Checklist

Yes	?	No		
3	0	10	Materials & Resources	13 Points

Yes			Prereq 1	Storage & Collection of Recyclables	Required
		1	Credit 1.1	Building Reuse , Maintain 75% of Existing Walls, Floors & Roof	1
		1	Credit 1.2	Building Reuse , Maintain 95% of Existing Walls, Floors & Roof	1
		1	Credit 1.3	Building Reuse , Maintain 50% of Interior Non-Structural Elements	1
1			Credit 2.1	Construction Waste Management , Divert 50% from Disposal	1
0		1	Credit 2.2	Construction Waste Management , Divert 75% from Disposal	1
		1	Credit 3.1	Materials Reuse , 5%	1
		1	Credit 3.2	Materials Reuse , 10%	1
1			Credit 4.1	Recycled Content , 10% (post-consumer + 1/2 pre-consumer)	1
	0	1	Credit 4.2	Recycled Content , 20% (post-consumer + 1/2 pre-consumer)	1
1			Credit 5.1	Regional Materials , 10% Extracted, Processed & Manufactured	1
0	0	1	Credit 5.2	Regional Materials , 20% Extracted, Processed & Manufactured	1
	0	1	Credit 6	Rapidly Renewable Materials	1
0	0	1	Credit 7	Certified Wood	1

Yes	?	No		
6	0	9	Indoor Environmental Quality	15 Points

Yes			Prereq 1	Minimum IAQ Performance	Required
Yes			Prereq 2	Environmental Tobacco Smoke (ETS) Control	Required
1			Credit 1	Outdoor Air Delivery Monitoring	1
1			Credit 2	Increased Ventilation	1
1			Credit 3.1	Construction IAQ Management Plan , During Construction	1
1			Credit 3.2	Construction IAQ Management Plan , Before Occupancy	1
0	0	1	Credit 4.1	Low-Emitting Materials , Adhesives & Sealants	1
1			Credit 4.2	Low-Emitting Materials , Paints & Coatings	1
1			Credit 4.3	Low-Emitting Materials , Carpet Systems	1
0		1	Credit 4.4	Low-Emitting Materials , Composite Wood & Agrifiber Products	1
0	0	1	Credit 5	Indoor Chemical & Pollutant Source Control	1
0	0	1	Credit 6.1	Controllability of Systems , Lighting	1
	0	1	Credit 6.2	Controllability of Systems , Thermal Comfort	1
0		1	Credit 7.1	Thermal Comfort , Design	1
0		1	Credit 7.2	Thermal Comfort , Verification	1
		1	Credit 8.1	Daylight & Views , Daylight 75% of Spaces	1
		1	Credit 8.2	Daylight & Views , Views for 90% of Spaces	1



LEED for New Construction v 2.2

Registered Project Checklist

Yes	?	No		
5			Innovation & Design Process	
			5 Points	
1			Credit 1.1 Innovation in Design: SSc5.2 Exemplary Performance	1
1			Credit 1.2 Innovation in Design: SSc7.1 Exemp Perf - 100% Parking Underground	1
1			Credit 1.3 Innovation in Design: WEc3 Exemplary Performance - 40% Reduction	1
1			Credit 1.4 Innovation in Design: Green Housekeeping	1
1			Credit 2 LEED® Accredited Professional	1