



A NEW VISION

FOR THE CARNEGIE ENDOWMENT

PIONEERING THE GLOBAL THINK TANK

The last decade saw rapid internationalization in all kinds of fields—from small business to terrorism to religion and social activism. Oddly, think tanks—even those whose interests are international—remained largely national enterprises, rooted in the views of one country. The Carnegie Endowment for International Peace was the first to break the pattern.

Fifteen years ago, the Endowment launched the Carnegie Moscow Center, thereby pioneering the idea that in today's world a think tank whose mission is to contribute to global security, stability, and prosperity requires a permanent international presence and a multinational outlook at the core of its operations.

Building on the strength of this success and a century-long practice of changing as global circumstances change, the Carnegie Endowment for International Peace is therefore undertaking a fundamental redefinition of its role and mission. Carnegie aims to transform itself from a think tank on international issues to *the first truly multinational — ultimately global — think tank*.

With operations in Moscow, Beijing, Beirut, Brussels, and Washington, the Carnegie Endowment will not only change its nature but is also likely to alter the way think tanks operate and can be effective in a global marketplace of ideas where a single national outlook is bound to be overly restrictive.

An additional factor also motivates this change. The past fifteen years have dramatically underlined history's lesson that one superpower is much harder to swallow than two. Because a dominating power engenders fear, resentment, and resistance, the United States today has, paradoxically, a greater than normal need to hear and understand the interests of others and to take these into account in pursuing its own interests. Unfortunately, U.S. willingness to do so has perhaps never been at such a low ebb.

The challenge for the foreseeable future is therefore neither to attempt to tame globalization nor to impose it, but rather to distribute its economic benefits more widely; to create new ways and means of international collaboration equal in strength to the political and security threats the world faces; and to do both in a way that reconnects the United States with the rest of the world and makes it possible for it to exercise positive, constructive leadership. The challenge cannot be met without a sustained effort in the United States and abroad to create collaborative links far deeper and stronger than what we have today. This is the fundamental spirit that inspires Carnegie's new strategic vision.



THE CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

The Endowment's pioneering effort has three overarching goals:

- To develop improved understanding in the United States of thinking in other countries and regions, thereby affecting American policy. Equally, to develop deeper understanding abroad of U.S. thinking and to derive, on both sides, a critical mass of research-based insights on vital issues.
- To model and demonstrate—in microcosm—the approach we believe the United States should be taking in its international relations and thereby help develop a sustainable American role in the world, successful for itself and for the world community.
- To provide a model of how to do first-rate, independent policy research—even in constrained political circumstances — and demonstrate how such institutions can contribute to the strengthening of their governments and societies.

THE NEW VISION IN PRACTICE

In the NEW VISION's first phase the Carnegie Endowment added three new operations to its long-standing offices in Washington and Moscow—a new presence in Beijing, a regional Middle East office in Beirut, Lebanon, and a representative office in Brussels. These five locations include the centers of world governance and the three places whose political evolution and international policies will most determine the near-term possibilities for international peace and economic advance.

■ **Moscow**

Through the Moscow Center, Carnegie brings to this undertaking nearly a decade and a half of uniquely successful operation in Russia. The experience has provided invaluable lessons in operating in a difficult political environment and emphasized that no form of relationship

is nearly as valuable as a sustained, physical presence on the ground. With a staff of over 30 Russians and one American on the directing staff, the Moscow Center has established itself as a brand name for independence and top quality analysis.

■ **Beijing**

Carnegie established its presence in Beijing in 2004, expanding its operations through a joint program with the China Reform Forum (CRF) the following year. The joint program has a staff of six, including four senior Chinese scholars based at CRF and research partnerships with seven other leading governmental and nongovernmental Chinese institutions.

■ **Beirut**

The Endowment established its regional Middle East office in Beirut in mid-2006. The Center's rapidly growing staff is attracting leading researchers from throughout the region. The Center works closely with the very active Middle East Program at Carnegie in Washington and with institutional partners throughout the region and in Europe.

■ **Brussels**

Carnegie opened an office in Brussels, Belgium, early in 2007. The office's primary mission is to establish and nurture contacts and research relationships with European policy makers at the European Union and within European governments, as well as with European journalists, NGOs, policy experts, and scholars and to leverage Carnegie work in Washington and the other three centers.

■ **Washington**

The NEW VISION placed an even higher premium on maintaining a research staff in Washington with international backgrounds and fluency in languages relevant to its work, daily coordination and communication with the four other offices, financial support, and

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a robust, international communications program. Washington is also the hub through which the other programs collaborate with each other on issues of shared interest from trade to energy policy to political transitions.

As important as its expanded geographic presence, the NEW VISION entails a commitment to developing innovative approaches to policy research that engage scholars from relevant regions of the world in sustained collaboration, from the early development of research questions to outreach to governments, civil society, and international institutions on final recommendations. The NEW VISION changes the structure of a think tank from a group of scholars in one place, to an integrated global network. Primary collaborators will no longer be Washington-based, but international. Audiences will vary: some will be targeted to Washington and/or U.S. audiences, but others will be regional or even global.

A commitment to fluency in relevant languages and to publishing in hard copy and on the web in Russian, Chinese, and Arabic, as well as other languages where appropriate, is unique among American foreign policy think tanks and integral to the NEW VISION. The intensive use of new communication tools to disseminate research results and policy recommendations, to convene groups of shared interests and to create “communities of influence” at a global, regional, or national level is also an important pillar of the initiative.

MAKING IT HAPPEN

The NEW VISION adds \$45 million to what Carnegie will need in external funding over the next decade. We are raising these funds from Carnegie’s established funders; individuals, foundations, and other sources new to us; and donors with interests specific to each regional office.

In the first two years of developing the plan and building the new centers, the NEW VISION

received an enthusiastic response—to the concept and the initial steps of its execution. At the time of the NEW VISION’s public launch in early 2007 more than half of the necessary funds had been raised. This emphatically positive reception is a clear market test of the timeliness and power of this new idea.

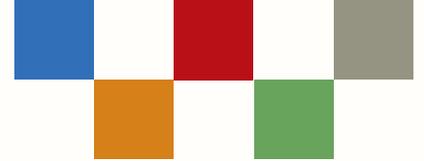
Advisory Councils of distinguished leaders from China and the Middle East have been formed, complementing the role of our Russian Advisory Council. They provide programmatic and political advice and support, vital feedback from local audiences, and help to ensure the sustainability of the centers. Internationalizing Carnegie’s board of trustees is another priority.

MEASURING SUCCESS

Over time our goal is to build a body of work that generates fresh ideas and proves its value by affecting policy choices in the United States, Russia/Eurasia, China, the Middle East, and Europe. If this ambitious goal is even partially achieved its impacts will be measurable in these regions and its spillover effects should be consequential, even for the world at large. At least by the end of phase one, we intend to be prepared managerially and financially to expand the NEW VISION to additional areas of the world where it can make the most difference.

The new operations in Beirut and Beijing provide a model in their respective regions of how an international think tank can conduct research relevant to local conditions and contribute constructively to improved policy making. Establishing a presence in Brussels acknowledges Europe’s vital role on the international stage and a channel to integrate what it can offer. We aim to make the words “Carnegie Center” synonymous—as they have become in Moscow—with a high standard of quality in its work, and rigorous intellectual and political independence.

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We expect to be measured as well on whether we are successful in building a portfolio of innovations in process and research methodology by scholars committed to and experienced in policy analysis spanning national borders. We should be judged on whether the opinions of Carnegie researchers and our products are sought by policy makers, research and advocacy groups, the business community and the concerned public, and are well covered by international media.

Over time we should be able to bring new information, new understanding, regional perspectives, and perhaps even a new approach to U.S. foreign policy making.

A LAST WORD

One of Carnegie's chief strengths over the decades has been its ability to reinvent itself as circumstances at home and abroad change. We will retain this distinctive agility even as we make a collaborative international network the defining feature of our work.

Over the next ten years, Carnegie will create and develop a unique institution: the first stage of the first global think tank. As in Moscow and Washington in the past, its defining characteristics will be political independence, first rate scholarship combined with high level experience in government and other sectors, sustained, first-hand, expert collaboration across borders, and an unrelenting focus on constructively affecting real world outcomes.

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