The NEW VISION places an even higher premium on maintaining a research staff in Washington with international backgrounds and fluency in languages relevant to our work, daily coordination and communication with the four other offices, financial support, and an international communications program. Washington will also be the hub through which the other programs collaborate on issues of mutual interest from trade to energy policy, political transitions to nonproliferation.
The Carnegie Endowment for International Peace is a private, non-profit organization dedicated to advancing cooperation between nations and promoting international engagement by the United States. Founded in 1910, its work is nonpartisan and dedicated to achieving concrete outcomes.

Through research, publishing, convening, and creating new institutions and international networks, Endowment associates shape new and practical policy approaches. Their work spans geographic regions and the relations among governments, business, international organizations, and civil society, focusing on the economic, political, and social forces driving change.

A new international era is emerging. The rise of new power centers is coupled with a decline in the ability of even powerful states to control the forces affecting events inside and across borders. Peace reigns among the major powers, yet they fail to work effectively to end destabilizing conflicts and prevent new threats—from terrorists, states, and the natural environment—from proliferating. Economic integration is bringing unprecedented worldwide growth but also new, shared vulnerabilities. The gulf is widening between states that participate in the world market and those that do not.

Power politics and traditional security threats remain with us, but complex and often contradictory effects of globalization are changing the rules and altering geopolitical strategies. Power and influence in many areas are shifting to non-state actors—whether multinational corporations, nongovernmental organizations, or terrorist groups and criminal cartels. These dramatic changes hold far-reaching implications for international stability, human welfare, and peace.

Through its main areas of work in Washington and its operations in Moscow, Beijing, Beirut, and Brussels, the Carnegie Endowment helps to tackle longstanding and newly emerging challenges. This work includes:

The Democracy and Rule of Law Program
The Democracy and Rule of Law Program rigorously examines processes of democratization around the world and U.S., European, and multilateral efforts to promote political change. The Program gives special attention to the impact of external democracy promotion efforts, including reactions within recipient societies, and the patterns of learning by key actors. Major areas of focus include political party formation, rule of law development, democracy promotion in semiauthoritarian states, and strengthening of civil society. The Program takes a broad comparative view, exploring political change in all regions of the developing world and the postcommunist world, drawing on extensive field research by project staff.

The Middle East Program
Combining in-depth local knowledge with incisive comparative analysis, Carnegie’s Middle East Program examines politics in the Arab world. The Program studies extensively attempts at political reform, through detailed country studies and the exploration of
key cross-cutting themes. The Program has special expertise in Islamist participation in pluralistic politics throughout the region. The Program publishes the *Arab Reform Bulletin*, a monthly electronic newsletter in English and Arabic assessing key political reform developments in the Arab world. In 2006, the Program opened the Carnegie Middle East Center in Beirut, Lebanon, a research center staffed by regional experts already established as a hub for independent analysis of political, economic, social, and security issues throughout the Middle East.

**The China Program**

Since its establishment in 2001, the China Program has assembled a team of first-rate researchers, established project-based cooperation with a number of Chinese counterpart institutions, and produced a volume of timely policy research on important issues. The Program agenda is designed to help policy makers gain a better understanding of the dynamics of change in China and of U.S.-China relations in the context of globalization. Key policy areas on the research agenda include regional security, economic performance, global trade, energy and environment, and governance and the rule of law.

Since late 2005, the Program has had an on-the-ground presence in Beijing through its partnership with the China Reform Forum, a leading Chinese think tank. Our dedicated research staff in Beijing collaborate with our Washington-based experts on the full spectrum of policy issues.

The China Program, with its presence in Beijing, is actively integrated with Carnegie's network of other regional programs, particularly the Carnegie Moscow Center. Experts from our Moscow, Washington, and Beijing bases are engaged in joint research on cross-border issues spanning Eurasia including energy policy, treatment of ethnic minorities, and the role of Islam.

**The Russia and Eurasia Program**

The Carnegie Russia and Eurasia Program has been a leader in its field since the end of the Cold War. The senior research team comprises an unparalleled group of experts in the United States and Russia on Russian, East European, and Eurasian security and development, economic and social issues, governance and the rule of law, as well as security issues such as strategic nuclear weapons and nuclear nonproliferation. The Program has adapted to changing policy priorities during the region's dramatic evolution in the past fourteen years—from the collapse of the Soviet Union, through the early phase of post-Communist transitions, into the post-9/11 era, and the current period.

The groundbreaking Carnegie Moscow Center, established in 1993, is the centerpiece of the Program's activities. With a Russian staff of over 40, the Center is the premier think tank in Moscow working across borders on policy issues of local, regional, and global interest. Current research projects include studies on the regional impact of energy policy within Russia, the challenge of Islamic extremism throughout Eurasian societies, the drivers of Russian security policy toward neighboring regions, and the prospects for enhanced U.S.-Russian bilateral cooperation on nuclear nonproliferation and related common security concerns such as Iran and North Korea.

The Center's success in Moscow is the model for our NEW VISION of a fully internationalized think tank—a globally positioned policy research institution with a multinational character and a shared culture of excellence and commitment to international peace.
Nonproliferation Program
A leading global clearing house of information on nuclear non-proliferation issues and publisher of *Proliferation News*, a bi-weekly e-newsletter read around the world, an extensive website, and factual publications, including the acclaimed reference book, *Deadly Arsenals*. The next international nonproliferation conference, which typically draws 800 leading experts from over 30 countries—the largest of its kind—will be held in Washington, D.C. in April 2009.

The Program is also a leading source of analysis and policy prescriptions and a major convener of international officials and experts. In Washington, Moscow, Brussels, New Delhi, and increasingly in Beijing, the program hosts public and private seminars, speeches, and workshops, where leading officials and experts seek to overcome obstacles to reducing the danger of nuclear war. The Program works publicly and behind-the-scenes in active Track II diplomacy to promote solutions to challenges such as the Iranian nuclear case, U.S.–Russian and North Korean threat reduction cooperation, new approaches to managing the nuclear fuel cycle, and the future of nuclear disarmament. The Program’s *Universal Compliance: A Strategy for Nuclear Security* provides an overall strategic framework for strengthening a rule-based system for containing and, over time, eliminating nuclear threats.

South Asia Program
India, China, and Pakistan will in many ways determine the character of economics and security in the twenty-first century. Carnegie researchers have unsurpassed expertise on the national security and nuclear policies of these three critical states, and the interactions among them and the United States. Through books, special reports, and briefings, Carnegie researchers shed penetrating light on India’s military and civilian nuclear programs, Pakistan’s internal stability and evolution, Afghanistan and the struggle against violent extremism, and the regional strategic relationships. Carnegie’s Trade, Equity, and Development Program collaborates with Indian economists to model the impact of possible alternative trade rules on the majority of the Indian population, and to heighten understanding of how demography and domestic politics in developing countries can affect international trade negotiations.

The Trade, Equity, and Development Program
The Trade, Equity, and Development Program analyzes how economic integration affects developing countries and how they in turn are shaping globalization. The Program looks in particular at the impact of trade and development on employment, poverty, and the households that comprise the majority of the world’s population. As with the recent *Winners and Losers: The Impact of the Doha Round on Developing Countries*, the Program explores how the benefits and costs of global integration are distributed. It marshals its analyses to produce practical recommendations for policies to break deadlocks, find win-win solutions in trade negotiations, and offer development prescriptions that maximize gains and spread them broadly across the world and within developing countries. The Program hosts dialogues and debates with leading U.S. and international trade negotiators and policy makers, economists, and business and NGO leaders to advance knowledge-based solutions to the challenges of globalization, development, and poverty.
Publications
Endowment publications have a history of influencing international policy. Policy briefs, working papers, and books widely used by students as well as scholars and practitioners are available at www.CarnegieEndowment.org/pubs.

The website is unique in making available the Endowment’s work in English, Russian, Chinese, and Arabic. The website also includes a substantial number of e-newsletters:

- **Carnegie e-news**, sent every other week, keeps readers informed of the latest conferences, books, policy briefs, working papers, and news from the Endowment.

- **Arab Reform Bulletin** addresses political reform in the Middle East. Sent monthly, it offers analysis from U.S.-based and Middle Eastern political experts, as well as news synopses and annotated resource guides. An Arabic edition (ARB-Arabic) is also available.

- **Carnegie Proliferation News** provides a synopsis of top news stories related to weapons of mass destruction and missile defense every Tuesday and Thursday as well as periodic briefs on the top news-making issues.

- **ChinaNet Insight News** (Chinese) provides monthly updates that provide objective, original policy analysis and serves as a communication channel for American and Chinese researchers and policy makers.

- **Hong Kong Journal** offers a quarterly, online publication designed to provide thoughtful writing about political, economic, and social issues relating to Hong Kong and its neighborhood.

- **Russia and Eurasia Program News** offers a monthly update of the Program’s work and the Carnegie Moscow Center’s recent reports, publications, and events.

- **South Asian Perspectives** offers a monthly update of Carnegie’s South Asia Program and selected views and opinions from the South Asian media and policy circles, thus providing a forum for U.S. policy makers and others interested in the study of South Asia to hear voices from the region.

- **Central Asian Voices** features analyses of political, economic, social, and security developments in the five states of Central Asia.

- **Foreign Policy e-Alert** offers monthly updates with links to online resources on international affairs and the latest features in *Foreign Policy*, the award-winning magazine of global politics, economics, and ideas.

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Foreign Policy Magazine ForeignPolicy.com

Founded in 1970, Foreign Policy is the premier, award-winning magazine of global politics, economics, and ideas. Published by Carnegie in nine languages, the magazine is read by leaders in business and government, among other professionals, in more than 160 countries. FP won the National Magazine Award for General Excellence in 2007 and 2003 and has been a finalist for the award five out of the past six years.

Pro et Contra, a bimonthly journal of policy and social issues, is published in Russian with English-language article summaries. It addresses the most burning issues of the day with its customary in-depth and multi-sided approach. With some 3,500 subscribers, it has the second highest circulation of policy journals in Russia.

Staff and Funding

Carnegie associates have backgrounds in government, academia, journalism, law, and public affairs, and represent perspectives from around the world. Thirty-six percent of Carnegie researchers are foreign born and raised. They are supplemented by growing numbers of visiting scholars from abroad. Their combined breadth of accomplishment and firsthand experience enrich public debate in the United States and worldwide.

The work of the Carnegie Endowment for International Peace is funded through its own endowment and external grants.

Junior Fellows

The Endowment sponsors the only competitive, entry-level fellowship for college graduates who seek hands-on exposure to international policy making and wish to explore careers in international affairs. In place for more than 25 years, the program today attracts twenty-five applicants per available place—each of them nominated by their college or university.