



**CSIS LAUNCHES BIPARTISAN COMMISSION
SMART POWER:
RESTORING AMERICA'S INSPIRATIONAL LEADERSHIP**

WASHINGTON, March 14, 2007 – The Center for Strategic and International Studies (CSIS) has launched a bipartisan Commission on Smart Power chaired by former deputy secretary of state Richard Armitage and Harvard University's Joseph Nye.

“Smart power” is the effective integration of “hard power” – our military might – and “soft power” – our ability to wield influence by attraction and persuasion. Although America has the strongest military in the world, there are limits to its ability to address critical challenges facing it today. America's reputation, standing and influence matter, but they are at all-time lows.

“After 9/11, the United States found itself exporting something unfamiliar – fear and anger,” Secretary Armitage explained at the Commission's inaugural meeting on March 8 at CSIS. “We want to go back to exporting more traditional American characteristics and values of hope, enthusiasm and optimism.”

The Commission, comprised of 20 national leaders in the public and private sectors (see full list below), will report on its findings in the fall of 2007, including a diagnosis of how and why America's standing in the global community has declined. It will also provide a clear vision for the future and deliver concrete recommendations for action to the 2008 presidential campaigns.

“When standing by American policy becomes like a kiss of death to foreign leaders' popularity, we need to consider the implications for U.S. national security,” said Dr. Nye, who coined the term “soft power” in his 1990 book, *Bound to Lead: The Changing Nature of American Power*.

The Commission's work is supported by the analysis and policy advice of more than 20 senior CSIS scholars who will be traveling widely to assess America's image, influence and effectiveness abroad. CSIS scholars will also be examining ways of restoring traditional civilian tools of national power such as public diplomacy, foreign assistance, trade and alliances.

“The next American president must develop a vision and narrative for U.S. leadership that integrates hard and soft powers,” said CSIS president and CEO Dr. John J. Hamre. “Until we do, it's like we're playing with one hand tied behind our back.”

For more information about the project, including video of an interview with Secretary Armitage and Dr. Nye, please visit <http://www.csis.org/smartpower/>.

COMMISSION ON SMART POWER MEMBERS

- **Co-Chair Richard Armitage**, president, Armitage International
- **Co-Chair Joseph Nye**, distinguished service professor, Kennedy School of Government, Harvard University
- **Nancy Landon Kassebaum Baker**, former U.S. Senator (R-KS)
- **Frederick Barton**, senior adviser and co-director, Post-Conflict Reconstruction Project, CSIS
- **Charles G. Boyd**, president and CEO, Business Executive for National Security
- **Allan Goodman**, president, Institute for International Education
- **Helene Gayle**, president and CEO, CARE USA
- **Maurice R. Greenberg**, chairman and CEO, C.V. Starr, Inc.
- **Chuck Hagel**, U.S. Senator (R-NE)
- **Sylvia Mathews**, executive vice president, Bill & Melinda Gates Foundation
- **Betty McCollum**, U.S. House of Representatives (D-MN)
- **Sandra Day O'Connor**, retired Supreme Court Justice
- **Thomas Pickering**, former U.S. ambassador and former senior vice president for international relations, The Boeing Company
- **Jack Reed**, U.S. Senator (D-RI)
- **David Rubenstein**, co-founder and managing director, The Carlyle Group
- **George Rupp**, president and CEO, International Rescue Committee
- **Mac Thornberry**, U.S. House of Representatives (R-TX)
- **Terence A. Todman**, retired career ambassador and former assistant secretary of State
- **Anthony Zinni**, former commander in chief, U.S. Central Command and instructor, College of William and Mary
- **John Zogby**, president, Zogby International

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