

Three wavy red lines are positioned above the title, spanning the width of the page.

# Building the Future

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Center for a New American Security

**TODAY, THE WORLD AND U.S. NATIONAL SECURITY POLICY STAND AT A CRITICAL INTERSECTION.** An aggressive, revisionist Russia, a rising China, war in the Middle East, profound technological disruption, and deep domestic divisions raise questions about America's global future. The stakes for the nation are high, and CNAS is committed to developing bold, innovative, and bipartisan policies for the country's most important national security choices. Never before has the demand for the Center's work been greater.

Since its founding in 2007, CNAS has stood at the forefront of the most urgent issues, producing rigorous, fact-based analysis and actionable policy recommendations. The Center punches well above its weight in policy impact, outperforming its peers in an array of key metrics. An organization of “futures, not formers,” CNAS has launched experts into government and trained new generations of national security leaders on both sides of the aisle. And there is more—much more—to come.

Michèle Flournoy and Kurt Campbell co-founded CNAS in 2007 as a think tank unafraid to take on the country’s most difficult and pressing national security challenges. Today, more than ever, America requires bipartisan policy solutions to the toughest problems. For all of the Center’s impact over the past decade and a half, our work is just beginning.

**THE CNAS BUILDING THE FUTURE CAPITAL CAMPAIGN** will establish a strong financial base to take the Center forward. The campaign will enable us to launch an Innovation Fund to pursue new and emerging research areas and to experiment with cutting-edge methodologies like scenario-based wargames. CNAS will expand access to and develop new generations of national security leaders. It will fund the development of bold, bipartisan policy in a world awash with challenges.



**Join us in this  
campaign.**

CNAS invites you to invest today in  
tomorrow's national security needs.  
There are multiple opportunities to do so.

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## The Innovation Fund

Today's national security landscape is changing at unprecedented speed. To anticipate the future, and to arm policymakers with fresh thinking and wise options, CNAS requires the resources and agility to move into policy "white space." The Center is committed to tackling new and looming national security challenges *before* they preoccupy policymakers. Doing so requires our experts to think outside the box, act creatively, employ new research methodologies, and explore bold new ideas. We must innovate to stay at the forefront.

Traditional funding sources rarely move at the pace necessary to seize rapidly emerging opportunities for policy impact. **To stay ahead, CNAS is creating an Innovation Fund to provide critical resources to build early intellectual capital on key topics and frame emerging issues for policymakers.** The Fund will also support future-oriented non-research activities at the Center, including efforts to train a high-quality, diverse cadre of future national security leaders.

To administer the Fund, the Center will establish an internal application and review process to evaluate projects and activities. The CEO will regularly brief the Board of Directors on current and potential future Innovation Fund projects and will solicit input and feedback.



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## The Innovation Fund (continued)

### RESEARCH OPPORTUNITIES

- The impact of **emerging technologies** on national security, such as AI, biotechnology, and quantum technologies.
- Rapid responses to pressing **challenges**, such as Russian expansionism, competition with China, and ongoing tensions in the Middle East.
- **Domestic extremism and polarization** and their implications for national security and the health of American democracy.
- Wargaming and scenario exercises to explore military and non-military issues, such as **sanctions and economic statecraft**.

### GROWING FUTURE GENERATIONS OF NATIONAL SECURITY LEADERS

- **Shawn Brimley Next Generation National Security Leaders Program**, CNAS's highly competitive, year-long, part-time fellowship brings together young professionals across sectors within the national security field to learn best practices and lessons in leadership.
- **Joseph S. Nye Jr. Internship and Mentoring Program**, the Center's flagship effort to involve interns in policy research, writing, exposure to national policy debates and decision makers, and professional development.
- **Make Room**, an inclusive professional development network for young professionals to train, empower, and amplify the voices of underrepresented communities in the national security field.
- **The Pitch**, an annual competition of ideas to elevate emerging and diverse voices in national security in which applicants pitch their innovative policy ideas in front of a distinguished panel of judges and a live audience.

### TRANSFORMATIVE CENTER-WIDE INITIATIVES

- **Enhanced digital tools for engaging audiences**, including videos showcasing CNAS research, upgraded live-streaming and hybrid event capabilities, and web-based digital reports for signature research projects.
- Center-wide staff training to improve **professional skills**, including media, leadership, and management training, to further the CNAS mission of growing the next generation of national security talent.

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## Research Program Support

CNAS drove the conversation on the wars in Iraq and Afghanistan, the Third Offset strategy, coercive economic statecraft, the evolution of technology in warfare, veterans reintegration, artificial intelligence, and much more. Donors may direct capital campaign funding to support specific research programs.

- The **Defense Program** focuses on how the United States can effectively deter China and Russia while managing lesser threats. The research program covers ends (strategy), ways (operational concepts and analytic processes), and means (budgets).
- The **Energy, Economics, and Security Program** explores the changing global marketplace and implications for U.S. national security and foreign policy, including current research priorities in the U.S.-China economic competition, the new geoeconomic toolkit, emerging financial technologies, financing of illicit activities, U.S. sanctions strategy, and industrial policy.



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## Research Program Support *(continued)*

- The **Indo-Pacific Security Program** explores opportunities and challenges for the United States—from strengthening alliances and partnerships to managing the China challenge and North Korean threat—in a region that is vital to American strategic and economic interests.
- The **Middle East Security Program** explores and recommends policy choices to advance U.S. national security objectives in the Middle East. The program identifies strategies and tools available to promote regional stability and security, advance partnerships and alliances, and anticipate emerging challenges. The program examines the strategic choices facing U.S. partners and adversaries in the Middle East.
- The **Military, Veterans, and Society Program** works to strengthen the All-Volunteer Force, support the veteran and military family community, and inform the civil-military dialogue through robust research.
- The **Securing U.S. Democracy Initiative** focuses on national security threats to the United States here at home, involving an expanding array of issues including but not limited to domestic and international terrorism, cybersecurity, disaster management, and political violence.
- The **Technology and National Security Program** explores the policy challenges associated with emerging technologies, including artificial intelligence, autonomy and unmanned systems, digital infrastructure, networking and social media, biotechnologies, and disinformation.
- The **Transatlantic Security Program** works to strengthen relations between the United States and Europe and to help decision-makers understand and respond to challenges—most urgently, those posed by Russia, but also in relation to China, technological changes, and internal threats to democracy.

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## The Flournoy-Fontaine Fund

The Flournoy-Fontaine Fund honors the bipartisan spirit of CNAS, highlighting the contributions of CNAS co-founder Michèle Flournoy and CNAS CEO Richard Fontaine. This fund will maximize the impact of CNAS's bipartisan mission and outreach and provide support for key CEO-led activities and initiatives.

## Naming Opportunities at 1701 Pennsylvania Avenue

CNAS regularly convenes national security thought leaders from government, the military, Capitol Hill, industry, media, and academia. In CNAS's new offices at 1701 Pennsylvania Avenue, the conference rooms and other convening areas will serve as critical enablers for high-impact policy discussions with key stakeholders. We invite you to name a conference room, the green room, a common area, or the communications studio to enable high-visibility public recognition of your investment in CNAS.



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# The CNAS Building the Future Campaign

The Center for a New American Security is grateful for your support and financial commitment.

I/ We pledge \$ \_\_\_\_\_ in unrestricted support\*  
to the **Building the Future Campaign**.

Designation of funds *(if different from unrestricted)*

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I/ We will honor this pledge as follows:

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\$ \_\_\_\_\_ to be paid \_\_\_\_\_ Month, Year

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Please make checks payable to the Center for a New American Security.  
For questions, please contact **Anna Saito Carson** at **917-498-9333** or **asaito@cnas.org**.

\*Donors who choose this option for the campaign allow for CNAS leadership to disburse the funds at their discretion. Uses for unrestricted campaign funds could include but are not limited to the following: research activities, events, operations support, and other needs

All gifts will be acknowledged, by gift level, in CNAS publications and in other appropriate places unless otherwise specified by the donor. Your gift may be used to inspire gifts from additional individuals, corporations, and foundations.

# Building the Future: Founders Circle

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and above**

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Jane Wales



FOR MORE INFORMATION

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**Bold.  
Innovative.  
Bipartisan.**



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