

Foreign Affairs

The past year at *Foreign Affairs* has been one of change and continuity, as the magazine moved from one editor to another and continued its evolution from a print-only to a fully print-and-Web publication.

The Hoge era ended with a special November/December issue on “The World Ahead.” Featuring a dazzling array of authors old and new, the plus-sized issue took stock of the major trends changing the world and the global role of the United States. Highlights included articles by U.S. secretary of state Hillary Rodham Clinton on how Washington could strengthen its civilian power abroad, CFR President Richard N. Haass and former U.S. deputy treasury secretary Roger C. Altman on the foreign policy consequences of fiscal irresponsibility, CFR President Emeritus Leslie H. Gelb on the need to refocus foreign policy on economic security, Google CEO Eric Schmidt and his colleague Jared Cohen on the global consequences of increased connectivity, Harvard’s Joseph S. Nye Jr. on the future of American power, Columbia University’s Richard K. Betts on the major theoretical interpretations of the post-Cold War world, and an all-star section of capsule book review recommendations. The special issue garnered high sales and buzz and served as a fitting capstone to Jim Hoge’s two extraordinary decades at the helm—a period that saw the magazine ascend to ever-greater heights of quality, influence, circulation, and financial success.

The January/February 2011 issue inaugurated the new era, leading with a major story by new media guru Clay Shirky on “The Political Power of Social Media,” which turned out to be prescient given the prominent role social media played in the upheavals across the Middle East in later months. Other noteworthy articles included a debate on Afghanistan policy between former George W. Bush administration officials Robert D. Blackwill and Paul D. Miller, and pieces by the former director of central intelligence John Deutch on shale gas, CFR Fellow Robert M. Danin on Salam Fayyad’s attempt at state-building in the West Bank, and *Die Zeit* publisher Josef Joffe and coauthor James W. Davis on the problems with Global Zero.

The March/April issue featured a lead piece by Walter Russell Mead on “The Tea Party and American Foreign Policy,” as well as packages on the rise of China (with articles by Thomas J. Christensen, Wang Jisi, and Charles Glaser) and currency wars and international economic governance (with articles by Liaquat Ahamed, Raghuram Rajan, and Ian Bremmer and Nouriel Roubini). Other highlights included an article by Nancy Birdsall and Francis Fukuyama on social policy and development in the wake of the financial crisis and a follow-up exchange between Malcolm Gladwell and Shirky on social media’s political significance.

Soon after the March/April issue went to press, a popular upheaval in Tunisia toppled longtime ruler Zine el-Abidine Ben Ali. The turmoil quickly spread to Egypt and then the rest of the Middle East. The extraordinary and rapidly evolving situation created both challenges and opportunities, and *Foreign Affairs* responded with an unprecedented amount of online coverage in order to provide intellectual context for readers in real



Foreign Affairs editor Gideon Rose

time. ForeignAffairs.com featured dozens of top-notch experts covering everything from events in each affected country to the general causes and characteristics of the crisis. This surge of activity generated unprecedented traffic on the website as well as substantial praise. Standout online features included rapid-fire pieces by Michele Penner Angrist on the fall of Ben Ali, Carrie Rosefsky Wickham on Egypt's Muslim Brotherhood, Steven Cook on U.S.-Egyptian relations, Tony Badran on unrest in Syria, and Frederic Wehrey on Libya's political dynamics.

Foreign Affairs complemented its continuing online coverage of the Arab Spring with a seven-article lead package in the May/June issue, featuring articles by Lisa Anderson, Jack A. Goldstone, Michael Scott Doran, and others, along with a particularly provocative piece on "The Black Swan of Cairo" by Nassim Nicholas Taleb and Mark Blyth. Other highlights of the issue included an article on the failure of the Doha trade round by Susan C. Schwab, a piece on Pakistan by Aqil Shah, and a much-discussed review essay on totalitarian art by Kanan Makiya.

By mid-spring, the volume and quality of the magazine's print and online coverage was so high, and public interest so intense, that *Foreign Affairs* gathered the highlights together into a special ebook, copublished with CFR. This volume, *The New Arab Revolt*, was released in May, and also included articles from the magazine's archives and CFR.org, CFR experts' op-eds and testimony, and significant primary source documents related to the upheavals. All in all, it was an extraordinary season, ending with another surge of activity in response to the killing of Osama bin Laden.

In the first five months of 2011, ForeignAffairs.com experienced record highs in its site traffic, with unique visitors up 31 percent and page views up 25 percent over the previous year. Thanks to vigorous marketing campaigns aimed at converting online readers into paying customers, meanwhile, sales of digital subscriptions increased by 28 percent over the previous year.

In January, the magazine introduced two new subscription types. A digital subscription option offers an exact replica of the print magazine in an enhanced PDF format. For a premium price, the *Foreign Affairs* Plus subscription offers the regular magazine (in either the print or digital format) along with extras such as premium Web access, book excerpts, special reports, and periodic letters from the editor. Both products have found a receptive audience, particularly among international subscribers who can now get the magazine without delay or added shipping expenses.

Foreign Affairs has continued to reach new readers through the Amazon Kindle, the Barnes & Noble Nook, and other eReader devices. In the first quarter of 2011, eReader subscriptions and single-copy sales grew by 36 percent over the previous year, and the magazine now has almost 15,000 subscribers via eReaders in addition to its print circulation of 154,000.

The magazine has also established a growing presence in social media channels. The number of *Foreign Affairs* fans on Facebook grew by 178 percent over the previous year, rising to more than 38,000 by June, at which point there were more than 34,000 followers on Twitter.

Advertising revenue for the magazine in the 2010–2011 fiscal year increased 25 percent over the previous one, thanks to the support of advertisers such as Eni, the Goldman Sachs Group Inc., Lockheed Martin Corporation, Singapore Airlines, Shell Oil Company, Bank of America Merrill Lynch, USEC, and TETRA Technologies, Inc. Two new special sections highlighting graduate schools created a new category for advertising, while sponsored country sections from Japan, Cape Verde,

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CFR Board member and former managing editor Fareed Zakaria with past and present editors James F. Hoge Jr. and Gideon Rose

Indonesia, Equatorial Guinea, the Philippines, Haiti, and Greece also contributed to revenue growth. Online and newsletter advertising sponsorship delivered an 11 percent increase in revenue over last year.

We also welcomed Jonathan Tepperman, who came on board in early 2011 as the new managing editor, bringing strong managerial and editorial experience to the job from his previous positions at *Foreign Affairs*, *Newsweek International*, and Eurasia Group. With the close of this fiscal year, *Foreign Affairs* is committed to finding new ways to compete, in print and online, in its editorial and publishing operations. And so as strong as the past year was, our hope is to best it in the one to come.

Gideon Rose
Foreign Affairs Editor