

THE PRESIDENT'S REPORT

Oscar Wilde would not applaud the Council's emphasis on finding and nurturing the next generation of foreign policy thinkers and leaders. He questioned any place where "the young are always ready to give to those who are older than themselves the full benefit of their inexperience." Mr. Wilde may have had a point when it comes to periods of essential stability, where history and experience generally prove better guides than fresh and eager eyes. But in eras of great change, of discontinuities with the past, new eyes have a better chance of seeing what's new.

As Hank Greenberg explained in his message, our aim is to help create the new foreign policy expert, one who can combine fields of knowledge, particularly economics and something else. We see this as the next step in the evolutionary process. For a couple hundred years or more, the only foreign policy experts were the statesmen and the diplomatic and military historians. The years after World War II ushered in a new era of full-time policy experts, people such as George Kennan, Hans Morgenthau, and Walter Lippmann. They were followed quickly in the late 1950s and 1960s by new experts who could combine foreign policy with national security, people who could write about nuclear strategy and arms control. I am thinking here of Henry Kissinger, Zbigniew Brzezinski, and Stanley Hoffmann. Now, we need those who

can combine backgrounds in economics and regional affairs, economics and security issues, or economics and other issues such as refugees, the environment, and the like.

This new breed will come from the ranks of our term members and Next Generation Fellows. Two of our younger members have joined the Studies Department on a part-time basis as models. They are Betsy Cohen, a Harvard Business School graduate and investment banker who has

been working on the Peterson/Hills economic commission, and Jordan Kassalow, a successful ophthalmologist who has been developing a project on international health issues and foreign policy. He spent considerable time in recent years helping the Helen Keller Foundation on river blindness in Africa.

Our crew of full-time Next Generation Fellows are similarly interesting and outstanding, basically younger scholars, many with experience in government. Elizabeth Economy works on China and the environment. Benn Steil, who ran the economics program at Chatham House, is our in-house expert on international finance and the editor of a new magazine by that name. Mike Green has combined a knowledge of Asian military affairs with economic trends in that region. Gideon Rose, a Har-

vard Ph.D. who toiled on the National Security Council staff, writes on traditional national security affairs and is learning international economics. And others.



Leslie H. Gelb

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We also have our International Affairs Fellows. This is a program started over 30 years ago at the Council. Judged by results, by the incredible production of foreign policy talent, we have run no better program over the years. The idea is to take scholars and give them a year in government, or younger officials and provide them with a year for reflection and research in a think tank or academia. We select ten to twelve of these fellows annually. Some of the most illustrious graduates of this program are Graham Allison, Joan Spero, Bob Hormats, Arnold Kanter, and our own Alton Frye. Diana

Helweg is a current IAF. She is a lawyer who worked with National Security Adviser Sandy Berger. An expert on Japan, she spends some of her time at the Council (where she is also a Hitachi Fellow, another program we run) as the project director for our new standby Economic Task Force on Japan headed by Board Director Laura Tyson.

These younger fellows represent the vital link between the Council and our term members. Mainly between the ages of 27 and 37, the term members underpin our youth movement. Their numbers now approach 500, and most are very much involved in Council activities. Just to give you a sense of the range: Lisa Shields, a producer at ABC TV; Marc Thiessen, a principal assistant to Senator Jesse Helms; Anthony Romero, a senior program officer at the Ford Foundation; Leila Petersen, an information and computer specialist in Los Angeles; and Mike Froman, chief of staff to former Treasury Secretary Bob Rubin.

They are an incredibly talented group. What they bring to us are backgrounds in areas of increasing importance in international affairs, the new issues. Many of them come with substantial experience in new-age technology, hands-on business experience in places like Bulgaria and Vietnam, and positions of considerable responsibility in refugee and environmental matters. Many come as well with traditional backgrounds as foreign policy scholars. What we bring to them is a place to take their particular slices of life and link them to overall foreign policy considerations. We give



President Karen N. Horn, Leslie H. Gelb, and Speaker Thomas L. Friedman, Foreign Affairs Columnist, New York Times, at the December 3, 1998, Term Member Annual Conference, "Whose Globalization Is It, Anyway?"

those who have been working only on human rights or business or military matters or whatnot the chance to talk to each other and integrate their thinking. These term members and Next Generation Fellows will fill the ranks of our nation's future foreign policy leaders.

Elise Lewis, Vice President for Membership and Fellowship Affairs, has been my right and left arms in these efforts throughout my six-year tenure. Gina Celcis has been her right arm. All of us have been fortunate as well in the generosity and farsightedness of long-time Council member Stephen Kellen, who has funded much of the Term Member Program.

For those who fear I might be suffering from a youth fetish, you might sidle up to Henry Grunwald or Arthur Schlesinger, among the many members who have opened their homes for small dinners with term members, and ask them. For good measure, a large and increasing number of term members, when their five years are finished, are being accepted as full Council members. Nothing the Council is doing is more important, or more fun.

Leslie H. Gelb
President