

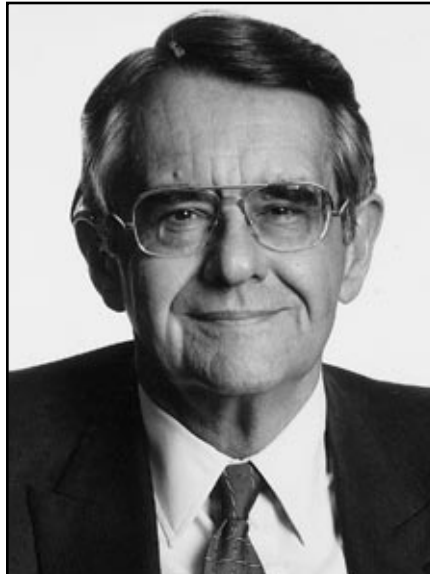
LETTER FROM THE CHAIRMAN

Board Vice Chairman Hank Greenberg, Council President Les Gelb, and I have made it a practice for the seven years we have been working together here to focus Council operations on overarching institutional objectives. Beginning about a year ago, we chose three such priorities where we would concentrate the bulk of Council Board and senior staff time. We pay particular attention to our Studies Department, and especially to the objective of the Council's helping to create the next generation of foreign policy experts—that is, people who know both economics and something else. Hank Greenberg writes this year in the Annual Report about the good progress we are making on this front. Les Gelb writes about another of his passions, the Center for Preventive Action. For almost a decade now, Americans and others have been arguing about intervening with force in ethnic and civil conflicts. This shows that we have done little or nothing to prevent the conflicts in the first place, and Les describes the new Council efforts to do something. I'm going to be talking to you this year about our Campaign 2000 enterprise, the Council's effort to help launch a serious public debate on foreign policy issues in this election year.

The need for this kind of public debate on both broad strategic issues and specific country ones is all too palpable. It's been a decade

now since we've had anything resembling a serious exchange of views among those who seek to lead our country in the world. To sidestep these international matters is not good for our democracy, and it doesn't make a lot of sense for the candidates who would be president, either. The person in the Oval Office will need public support for difficult foreign policy choices, and the best place to get that mandate is in an election. That mandate will be given only if candidates make a real effort to explain what they propose to do in the White House and why. So we've been button-holing and cajoling all the parties, trying to move them ahead on this front. Let me stress that we are doing this not just for Council members but for the wider public. Almost all our programs are intended to reach the general public in one way or another, as you will see below.

Taking on this kind of public responsibility is a new role for the Council. But we believe that we are in a good position to do so, and that it is our responsibility to try. It remains true that no organization matches our convening power or our reputation for good and fair work and, above all, for nonpartisanship. For instance, on this last point, we have assembled an Advisory Committee for Campaign 2000 that includes the top political and media consultants and experts for both the Republicans and the Democrats.



Peter G. Peterson

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We are trying to accomplish this goal of helping to produce a serious foreign policy debate in a number of ways, both face-to-face and online at our Campaign 2000 website. We have been calling on the candidates themselves to debate, even sending out a joint invitation with Council member Tom Johnson of CNN. We have been gathering the political surrogates of the candidates in Congress, and they have been quite forthcoming. And we've been getting the foreign policy experts who advise the candidates to come and talk about what they believe and how they would handle the nation's problems, since many of them will be in the top jobs if their candidate prevails.

We've been making good progress toward our goal. I won't go through the list of legislators who have appeared for us in Washington and New York, but it has been a strong list on subjects from trade with China to missile defense. Condi Rice, the leader of Governor George Bush's foreign policy team, addressed our Term Member Annual Conference. Our Annual Conference for the Council's national members was replete with debates between the two sides, including an important conversation between Vice President Al Gore's supporter Graham Allison and Governor George W. Bush's stalwart Robert Zoellick. We've also been running a number of Campaign 2000 articles in *Foreign Affairs*. Let me take this opportunity to congratulate Jim Hoge and Fareed Zakaria for the splendid magazine they edit.

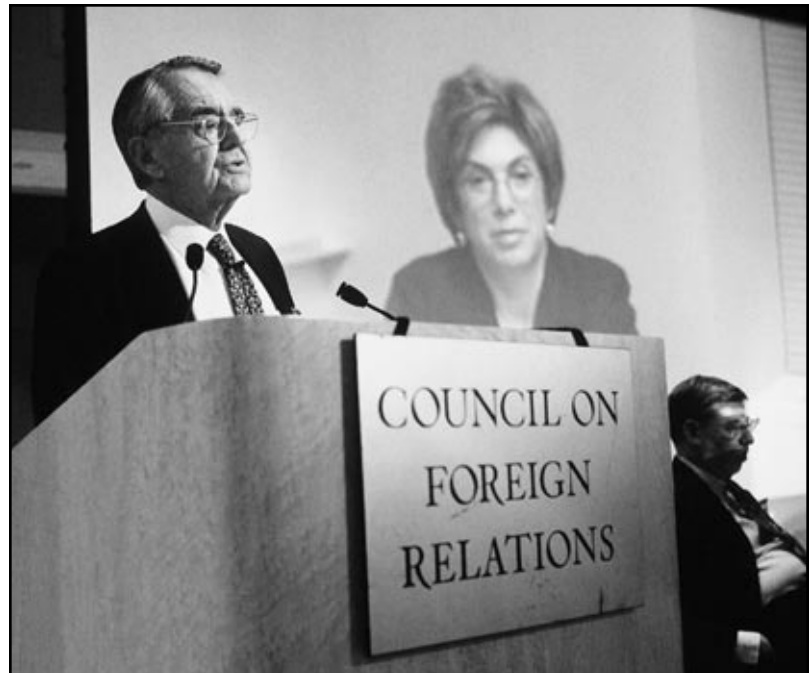
Les Gelb launched the Council in this Campaign 2000 enterprise and turned over day-to-day responsibilities to our Vice President for Meetings, Anne Luzzatto. Anne has been working closely with the head of our Washington operations, Paula Dobriansky, to develop lively events in D.C., and with her own staff in New York for a vibrant Campaign 2000 menu here. To handle the website, Anne turned to Lisa Shields, one of our term members who joined our staff full time for this project, and to member Leila Conners Petersen to mount the technical and software sides of the project. If you take a look at that website and explore its gold mine of easily retrievable informa-

tion, I think you'll agree that it is far and away the best foreign policy website; in fact, *George* magazine named it one of the top ten political sites.

We're all getting used to good years at the Council. The place is so well focused and well run by Les Gelb and his team, and I speak particularly here of Les's deputy, Mike Peters, his deputy, Jan Murray, and Corporate Vice President and *Foreign Affairs* Publisher David Kellogg. We look forward to seeing you at the Harold Pratt House in New York, in our equally active and productive home in Washington, or in one of our diverse venues around the country, as we are becoming a truly national organization.



Peter G. Peterson
Chairman of the Board



President Peter G. Peterson, Speaker Laura D'Andrea Tyson, BankAmerica Dean of the Haas School of Business, University of California, Berkeley, and Speaker Morris Goldstein, Dennis Weatherstone Senior Fellow in International Finance, Institute for International Economics, at the January 13, 2000, Videoconferenced Meeting, "The Future International Financial Architecture" (between San Francisco and New York).