

# Letter from the Chairman

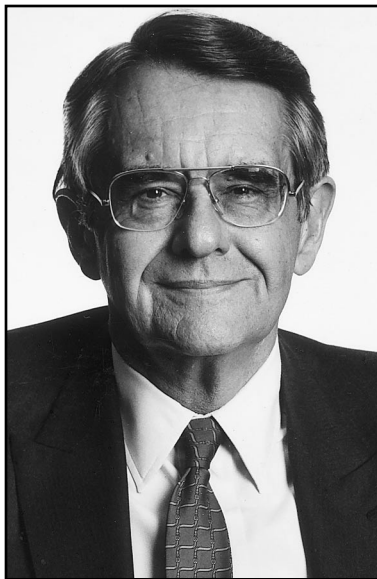
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Reflecting on this extraordinary year for our nation, I am immensely proud of the Council's contribution. The Council reacted quickly after September 11 to reorient its programs to inform our members and the public and to raise the most important questions related to the war on terrorism. Within a week of the attacks, the Council convened a town hall meeting in New York and broadcast it over the web to the membership across the country and around the world. This was the first of an incredible series of thought-provoking New York, Washington, and national meetings focusing on "America's Response to Terrorism."

With the Council's New York phone system out of service for almost two weeks, our investments in other technology really paid off. Our award-winning website allowed members to stay on top of the Council's dynamic meetings schedule and provided them with up-to-the-minute reports of Council deliberations on virtually every aspect of the war on terrorism. The website's "Terrorism Resource Center" has become a vital source of information, analysis, and thoughtful recommendations, not only for our members, but also for the public at large, and the new Terrorism Q&A website has met a pressing need for clear, unbiased information.

The work of our senior fellows was at the forefront of the Council's response to September 11. Over the year the fellows have written a number of crucial journal articles and scores of op-eds in major newspapers—including one week during which the *New York Times* ran three op-eds by Council fellows. Five Council fellows published articles in the January/February issue of *Foreign Affairs* alone, including Stephen E. Flynn on border security (which was also the subject of a *60 Minutes* piece) and Richard K. Betts on "Fixing Intelligence." The fellows have also been everywhere on TV and radio, adding facts and reasoned analysis to the national debate. In addition, fellows and staff have run a number of roundtables on issues related to terrorism, among them Lawrence J. Korb's on homeland security, Rachel Bronson's on the Middle East and Islam, and Kenneth M. Pollack's on terrorism. Fellow James J. Shinn drew on his experience and expertise in the high-tech sector, drafting a paper outlining immediate and cost-effective ways to improve data-sharing among federal agencies involved in homeland security.

*Foreign Affairs* Editor James F. Hoge Jr. and Managing Editor Gideon Rose produced an authoritative and thoughtful book of essays, *How Did This Happen? Terrorism and the New War*, within two months of the September 11 attacks. *How Did This Happen?* has sold over 50,000 copies to date. *Foreign Affairs* has burnished its position as the world's premier international affairs journal with trailblazing articles such as Ken Pollack's "Next Stop Baghdad?" As a result, even more people are paying attention, and the magazine has achieved record-level circulation and ad revenues. Now, more than ever, *Foreign Affairs* is indeed the jewel in the Council's crown.



Peter G. Peterson

The Council-sponsored Independent Task Force on Terrorism, co-chaired by Carla A. Hills and Richard C. Holbrooke, was the centerpiece of the Council's work this year. The task force, which wrapped up its work in May, generated a number of ideas on issues ranging from U.S.-Saudi relations, to Afghan reconstruction, to homeland security. In conjunction with the Task Force on Terrorism, I had the privilege to chair an Independent Task Force on Public Diplomacy. Undersecretary of State for Public Diplomacy Charlotte Beers met with us, and we presented our preliminary findings and recommendations to her and to presidential adviser Karen Hughes at the White House in June. Thanks to the talented and experienced members of the task force, we hope this work will be helpful to both the executive branch and Congress in making America's public diplomacy more effective.

Finally, I can't praise highly enough the terrific programs the Council's staff organized in New York, in Washington, and nationally. These programs explored virtually every aspect of terrorism in sophisticated and provocative ways—featuring international leaders, government officials, members of Congress, U.S. and foreign journalists, scholars, and other experts. Our members have responded with substantially higher attendance at meetings than in previous years. Also, more and more of our members are participating in meetings via videoconference and teleconference, or by watching live broadcasts and videos on our website. In key cities, we conducted roundtables and called on the expertise of our members to sort through some of the most difficult issues facing our country. The National Program capped the year with its largest and best National Conference yet, drawing over 300 members.

The Council has added real value to the national debate during this challenging time. Leslie H. Gelb and his team are to be warmly applauded for their efforts, and I especially thank the directors for their active involvement in all aspects of the Council. I know you share my pride in what the Council has accomplished this year and the promise of what is to come.

I am particularly pleased to have the opportunity to work closely with two incredibly talented and dedicated vice chairs, Carla A. Hills and William J. McDonough.



*Peter G. Peterson and Speaker Dick Cheney, Vice President of the United States, at the February 15, 2002, "Launch of the Maurice R. Greenberg Center for Geoeconomic Studies."*

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The Council is truly fortunate to have Carla and Bill; they help to assure the future leadership of the institution.

Another very important thing I have to tell you this year is the bad news and good news about Maurice R. Greenberg. The bad is that, despite our imploring him to remain on the Board, Hank felt that after ten years of service someone else should have the opportunity to serve as director and vice chair. (As I have indicated, we have filled the vice chairmanship extremely well.) The good news is that Hank will remain as chair of the Advisory Board of our Center for Geoeconomic Studies, which he was so central in founding and which is named in his honor. And, in an unprecedented decision, the Board voted to make Hank an honorary vice chair of the Council, in great appreciation of all the ideas, generosity, and time he has devoted to it.

Let me conclude, then, with a special thank-you to my dear friend and colleague Hank Greenberg, for his many years of service to the Council. Hank was vice chairman longer than anyone else in Council history. We will miss his wise counsel on the Board, but I'm very pleased that Hank will continue to provide leadership as chair of the Geoeconomic Center Advisory Board.

*Peter G. Peterson*  
Chairman of the Board