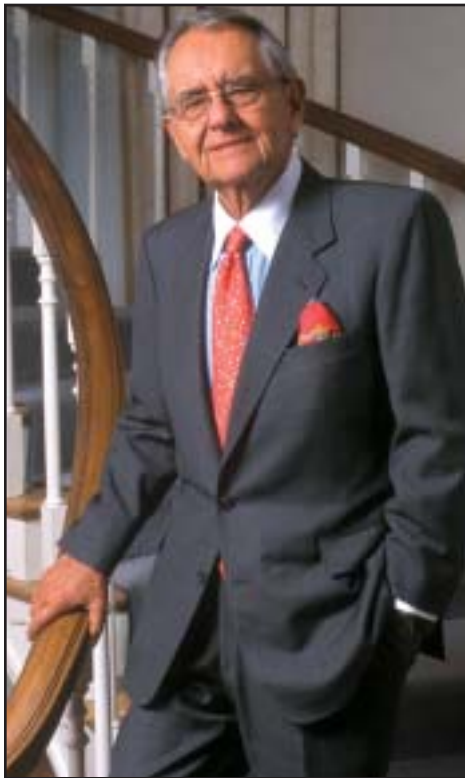


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# LETTER *from the* CHAIRMAN

In an increasingly interconnected world, the Council on Foreign Relations occupies a unique post from which to inform an expanding audience of world citizens interested in foreign policy. Our president, Richard N. Haass, has strongly emphasized this opportunity to reach out to a broader constituency and, in fact, has made it a major focus of the Council over the next few years as detailed in his President's Message. But connecting to a global audience, as well as providing greater services to the Council's members, is possible only through the adoption of today's latest technologies.



*Peter G. Peterson*

With the opening of a state-of-the-art conference center in New York in 1999, the Council began utilizing technology to connect better with members and others. Teleconferencing, videoconferencing, broadcast transmission lines that feed directly to any major media network, web delivery of both audio and video in real time, and postings of transcripts online have enabled members to be present at Council meetings, through transmissions to any computer, telephone, or even iPod.

Not only have these advances brought the Council closer to the membership, they have served to connect members, fellows, experts, and staff to one another. One such example is the Council's creation of five websites for assisting the work of the Independent Task Force program. Using the web, geographically dispersed Task Force teams have shared documents and conducted discussions, enhancing collaboration to an entirely new level of efficiency and convenience.

Much progress has also been made in sharing the vast amounts of information produced by the Council. Last summer the Council initiated the most ambitious redesign of its website—[www.cfr.org](http://www.cfr.org)—since it was first launched in 1996. [Cfr.org](http://Cfr.org) will be the “first-stop shop” for online foreign policy information and analysis. Rather than simply showcasing Council-produced content, the website will also serve as an editor of

*Cfr.org will be the “first-stop shop” for foreign policy information and analysis. The website will serve as an editor of online content, no matter who produced it.*

online content, selecting and posting the highest-quality and most essential material, no matter who produced it. These editorial selections will be linked to the daily news and will enrich people’s understanding of important events by adding analysis, context, and background written and compiled by a first-rate Council team of writers and researchers.

By pegging our content to the news, we increase our chances of being relevant to a broader audience. And by offering information and analysis from whatever sources have the best material related to a specific topic—not just our own work, as other think tanks mostly do—we believe we ultimately increase our value and credibility.

*Foreign Affairs*, which saw yet another year at the forefront of international affairs and foreign policy publications, has now digitized every issue dating back to 1973, enabling members and subscribers to search and obtain the full text of these issues directly from the magazine’s website, [foreignaffairs.org](http://foreignaffairs.org). The Council has also undertaken a joint venture to digitize over 100 books whose copyright is owned by the Council, making the text of each book available and searchable on the Internet. This, however, is only the first step in an ongoing effort to digitize all of the Council’s recent book-length publications, which will then be posted on the revamped [cfr.org](http://cfr.org) in an easily readable and searchable format.

My warm thanks go to Richard Haass for his capable leadership of an ever-evolving organization. His second year has been marked by continued success in developing new and exciting programs,

attracting top-notch talent, and strengthening the financial health of this great institution.

Thanks as well to James F. Hoge Jr. for maintaining the excellent quality and reputation of *Foreign Affairs*, America’s most influential source for ideas, analysis, and debate on international affairs and foreign policy.

Finally, I would like to express my appreciation to Carla A. Hills and Robert E. Rubin, our vice chairmen, and to the other directors of the Board



*Federal Reserve Board Chairman Alan Greenspan with Peter G. Peterson at the Council’s Annual Corporate Conference.*

for all that they do to make this institution great. We are sad to bid farewell to departing directors Jessica P. Einhorn, Louis V. Gerstner Jr., George J. Mitchell, Warren B. Rudman, and Andrew Young, who have dedicated much time and energy to the Council. We welcome new directors Peter Ackerman, Charlene Barshefsky, Stephen W. Bosworth, Tom Brokaw, and David M. Rubenstein and look forward to working closely with them.

*Peter G. Peterson*  
Chairman of the Board