
LETTER *from the* CHAIRMEN

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e are pleased to write our first Annual Report letter as co-chairmen of the Council's Board of Directors. We have been vice chairmen of the Board for the past four years and members of the Council for much longer. Like all members, we have seen this institution strengthen its position as the preeminent foreign policy organization in the country while developing and adapting. A good deal of what the Council has been able to accomplish is due to the leadership and vision of our predecessor, Peter G. Peterson. Pete protected the core values of the Council in his twenty-two years

of women and minority members more than doubled, and the Council's economic position was greatly strengthened. *Foreign Affairs* is the leading magazine in its field, while the Council's analysis and ideas are reaching a wider audience than ever before. We are committed to building on Pete's legacy and continuing to improve an institution that is already so remarkable. Leading the Council is not only an honor, but a responsibility.

The Council is fortunate to have Richard N. Haass as president. Since taking up the presidency four years ago, Richard has worked to deepen the breadth and scope of the Studies Program; expand outreach to both familiar and new constituencies; revitalize the Council's website, CFR.org; and ensure that programming for the Council's membership continues to offer a stimulating and compelling array of events.

The past year was an eventful one for the Council. It celebrated its eighty-fifth anniversary, and, at the anniversary gala, saluted the many friends and supporters of the

Council throughout its history, including Maurice R. Greenberg for his continuing inspiration of and involvement with the Greenberg Center for Geoeconomic Studies. We were pleased to recognize David Rockefeller for the many intellectual, financial, and



Co-Chairman Carla A. Hills



Co-Chairman Robert E. Rubin

as chairman while overseeing the institution's expansion into a truly national organization encompassing a broad spectrum of individuals with differing perspectives and experiences. Under Pete, the Term Member Program grew to almost 500 members, the number

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institutional contributions he has made since becoming a Council member in 1941, and we were proud to name the Studies Program in his honor.

At the gala, the Council announced the launch of the Campaign for the Council, a fundraising initiative with three main objectives: to increase our resources in order to expand the David Rockefeller Studies Program; to support and expand outreach activities; and to expand our activities and presence in Washington, DC. The Board believes that achieving these goals will give the Council the financial strength and flexibility to be an even stronger voice in the constantly changing foreign policy debate. We are delighted to announce that we have already raised over \$100 million toward our campaign goal of \$120 million.

In 2006 the Council membership voted to expand the Board from thirty-one to thirty-six directors. The primary reasons for Board expansion were to increase diversity—which includes not only race, ethnicity, gender, age, and religion, but also professional experience, geography, and political affiliation—and strengthen our resource base. We were happy to appoint five new directors in 2006: Frank J. Caufield, Ann M. Fudge, Alberto Ibarguen, Henry R. Kravis, and James W. Owens.

Another exciting development this year was the purchase of a building for the Council in Washington, DC. Nearly one-third of Council membership is located around Washington, DC, and as member participation there has increased, we have expanded our activities in Washington—including general meetings, roundtables led by Council fellows, Independent Task Force meetings, Corporate Program events, and briefings for the media, the diplomatic community, and those working in the executive and legislative branches. A strong Council presence in Washington is essential in order to reach members

of Congress and the administration. The Board of Directors determined that the Council had outgrown its leased space in the Carnegie Endowment's building near Dupont Circle. We have purchased a building—1777 F Street, NW—which we are renovating to fit the Council's current and future needs.

In conclusion, the future of the Council looks bright, and we could not be more excited to lead this organization. In the pages ahead you will see a well-deserved tribute to Pete Peterson for his years of extraordinary chairmanship that bridged five Council presidencies: those of Peter Tarnoff, Leslie H. Gelb, and Richard N. Haass, and interim presidents John Temple Swing and Alton Frye. We would also like to express our thanks to the other members of the Board of Directors and to our new vice chairman, Richard E. Salomon. We wish a fond farewell to departing directors Thomas R. Pickering and Laura D'Andrea Tyson and welcome new directors Sylvia Mathews Burwell, Stephen Friedman, and Jami Miscik. And we look forward to serving you, the members, in the years to come.



Vice Chairman Richard E. Salomon

*Carla A. Hills
Robert E. Rubin
Co-Chairmen of the Board*