
P R E S I D E N T ' S M E S S A G E

In the four years that I have been Council president, much has changed—both within the Council and outside. It is no exaggeration to say that this is the most demanding strategic moment faced by our country since the end of the Second World War. The United States faces multiple challenges—and does so when it is stretched both militarily and economically, and divided politically.

All of this makes for a unique moment for the Council. We are trying to meet opportunities and obligations alike by being a trusted, smart, relevant, independent, and nonpartisan resource through an extraordinary meetings program, the top website devoted to U.S. foreign policy, the leading magazine in the field, and a think tank—the David Rockefeller Studies Program—that is producing and disseminating much-needed analysis and ideas.

Events for Council members remain an institutional priority.

Member programming is increasingly organized by series that span New York City and Washington, DC, as well as twelve other cities. Our “Lessons Learned” series brings together small groups of younger members for intimate discussions with distinguished

leaders, and the HBO-sponsored History Makers series focuses on the contributions made by a prominent individual at critical junctures in international relations. Our popular “Daughters and Sons” events invite high school- and college-age children and grandchildren of members for special meetings with high-profile speakers. In the past year we have held full- and half-day symposia on Iraq, making New York safer, Latin America, alternative energy, and Nigeria. The annual Term Member Conference brought to New York many of our almost 500 term members from across the country. Our National Conference attracted 350 participants from around the country and the world. And our Corporate Program, which encompasses over 240 member companies, held 70 events and 30 conference calls on topics such as geopolitical risk, climate change, and the competitiveness of global capital markets.

Another element of the Council’s mission is to serve as a resource for traditional constituencies, such as officials in the executive branch, members of Congress, and the media. But it is never enough just to produce good work; we need to make sure it gets read and heard. In the past year, Council fellows and staff have briefed government officials more than 250 times and have testified 22 times before Congress. Members of the Independent Task Force on U.S.-China relations briefed U.S. government officials,



President Richard N. Haass

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including Treasury Secretary Henry M. Paulson Jr. and Deputy Secretary of State John D. Negroponte, as well as China's ambassador to the United States Zhou Wenzhong. The Council's Congress and U.S. Foreign Policy Program held over fifteen meetings with new members of Congress and their staffs. We also held eleven briefings with journalists from news outlets such as the *New York Times*, *Washington Post*, *Financial Times*, *Wall Street Journal*, Reuters, and *Los Angeles Times*, and fellows and staff have been interviewed on *Meet the Press*, *This Week with George Stephanopoulos*, the *Today Show*, *Anderson Cooper 360°*, and television programs that reach younger audiences, such as *The Daily Show with Jon Stewart* and *The Colbert Report*.

The Council's mission also includes reaching a broader range of citizens beyond our membership. Our overall objective is to connect the Council with—and make it a resource for—voices that are increasingly important to the national foreign policy debate, including those of students and teachers, religious and congregational leaders, state and local officials, and community leaders. To date, the Academic Conference Call series has engaged more than 90 distinct colleges and universities. We held 12 sessions of the Religion and Foreign Policy Conference Call series, and 155 state and local officials from around the country viewed the webcast of a meeting on the threat of pandemic flu.

The Council's website, CFR.org, is an important medium for bringing analysis and ideas to a broader audi-



President Mahmoud Ahmadinejad of Iran debates Council members.



Council President Haass greets Hamid Karzai, president of Afghanistan.

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Council Board members Colin L. Powell and Madeleine K. Albright with the Council's distinguished visiting diplomat, Joscika Fischer.



Honorary Vice Chairman Maurice R. Greenberg at the Council's 85th anniversary gala.



Council President Haass and Prime Minister Romano Prodi of Italy.

ence. We are using new technology to our advantage. To take one example, CFR.org has launched a series of multimedia Crisis Guides—an innovative educational series that offers viewers ready access to the current and historical context of the world's major trouble spots and challenges. Our first two Crisis Guides were on the Korean peninsula and Darfur, and we plan to produce at least ten additional Crisis Guides over the next year on such topics as Kashmir, China and Taiwan, the Israeli-Palestinian conflict, climate change, and the United States and Cuba.

Ultimately, the Council's initiatives translate into impact. In 2006 *Foreign Affairs* was again ranked the most influential magazine in a survey of policymakers. It also hit an important milestone, with paid circulation topping 155,000. CFR.org now regularly draws a monthly audience of over 300,000 unique visitors—more than triple its audience of just eighteen months ago. Two Council fellows visited and briefed Multinational Force Iraq's commanding general David H. Petraeus, and the 2006 Council Special Report *U.S.-India Nuclear Cooperation* was cited in debates on Capitol Hill when members of Congress were voting on the nuclear pact with India.

Let me assure you that we do not plan to coast. The David Rockefeller Studies Program has been strengthened this year, with additional focus on the greater Middle East and Asia. Council fellows are studying global issues, from climate change, nuclear nonproliferation, and trade to worldwide terrorism, homeland security, and global health. And finally, we have assembled a talented group of

foreign policy generalists who are working on the broader means and ends of U.S. foreign policy. In addition, we continue to cover Russia, Europe, Latin America, and Africa.

The Council expects to play a large role during the 2008 presidential campaign. We plan to host each of the presidential candidates and have kicked off this initiative with an event featuring former senator John Edwards. We are offering the Council to each candidate not only as a venue but as a resource on a broad range of foreign policy issues. Fellows and staff have briefed Joseph Biden, Hillary Rodham Clinton, Christopher J. Dodd, Rudolph Giuliani, Mike Huckabee, Dennis Kucinich, John S. McCain, and Barack Obama. The Council will also serve as a resource for the public at large during the campaign, with a special section of CFR.org delivering up-to-date information on candidates' views and positions.

In short, the Council is doing a good many things to sustain its role as the leading foreign policy organization in the world. Our planned Washington building, at 1777 F Street, NW, will further enhance our visibility and impact. It is important to note that we are able to do all this because of the Council's resources, financial and human alike. I want to thank the Council's staff members for their hard work over the past year. I am likewise thankful to Peter G. Peterson for his twenty-two years of dedicated chairmanship of the Board of Directors. And I look forward to working with our new co-chairmen, Carla A. Hills and Robert E. Rubin, as well as the entire Board of Directors, in making the Council live up to its expectations and meet the challenges and opportunities of the present.

Richard N. Haass
President



President Pervez Musharraf of Pakistan with Council Chairman Peter G. Peterson and Vice Chairman Robert E. Rubin.



Rabmi M. Koç, honorary chairman of Koç Holdings, David Rockefeller, honorary chairman of the Council, and Syed Babar Ali, chairman of Interbank, at the meeting of the Council's International Advisory Board.



Prime Minister Bertie Ahern of Ireland with Council President Haass.