The National Program provides opportunities for members outside New York and Washington to discuss pressing international issues and to contribute to the Council's work by leveraging technology and organizing on-the-ground sessions. This year the Council held more than ninety National Program sessions across the country, including manuscript-review seminars, a roundtable series, the national book club series, and public events that featured Council fellows’ books and Council publications.

Intimate foreign-policy dinner seminars, at which Council senior fellows discuss their research and writing, are the centerpiece of the National Program. At these sessions national members review draft manuscript chapters, articles, or Task Force or special reports prior to the event and provide the authors or project directors with valuable feedback and insights that help shape the final publication. As part of this seminar series, Senior Fellow Max Boot met with Council members in Los Angeles and San Francisco to review chapters from his forthcoming book on the technological revolutions that changed the face of battle and the course of history; Senior Fellow Rachel Bronson held sessions in Atlanta, Dallas, and Houston on chapters of her book, *Thicker Than Oil*; and Senior Fellow Walter Russell Mead led a final review session of his book, *Is God on Our Side?*, in Los Angeles. Project Director William L. Nash met with members in Chicago and Atlanta to solicit feedback on the draft Task Force report on post-conflict capabilities; those discussions were chaired by Task Force members Henry S. Bienen and Peter D. Bell, respectively. Project Director Steven A. Cook led sessions in Los Angeles, San Francisco, Atlanta, Boston, and Chicago on U.S. policy toward reform in the Arab world; Task Force members Mel Levine and Leila Fawaz chaired in Los Angeles and Boston, respectively. Members in Seattle, Los Angeles, and San Francisco met with Task Force Project Director Princeton N. Lyman on developing a strategic policy toward Africa. Daniel W. Drezner discussed with Chicago members his
draft of the Critical Policy Choices on Trade; Federal Reserve Bank of Chicago President Michael H. Moskow chaired. Charles D. Ferguson II met with Miami members about his Council Special Report on nonproliferation.

The National Program Roundtable Series focused on “Transition 2005”—a Council-wide theme. National members explored the international challenges facing the Bush administration in sessions led by Ambassador John H. Kelly in Atlanta, Northwestern University President Henry S. Bienen in Chicago, columnist Lee Cullum in Dallas, and Michael Nacht, dean of the University of California at Berkeley's Goldman School of Public Policy, in San Francisco. Council President Richard N. Haass met with members in San Francisco, Los Angeles, Seattle, Chicago, Dallas, and London as part of the series. The Atlanta and Chicago roundtables explored whether democracy promotion should be a central element of U.S. foreign policy with, respectively, Edward J. Hardin, partner at Rogers and Hardin, LLP, and Kennette M. Benedict, director of the International Peace and Security Program at the John D. and Catherine T. MacArthur Foundation. The San Francisco Roundtable featured Council President Emeritus Leslie H. Gelb and Stephen J. Stedman, research director of the UN High-Level Panel on Threats, Challenges and Change. On the day of the third U.S. presidential debate, the National Program organized with Arizona State University a half-day symposium that featured Council fellows and Senator Jon Kyl (R-AZ) on the foreign policy priorities for the next administration.

The National Program also worked with local foreign policy organizations and colleges and universities—including the Chicago Council on Foreign Relations; the Dallas Committee on Foreign Relations; the Pacific Council on International Policy; Town Hall Seattle; the World Affairs Council of Northern California; Georgia Tech's Sam Nunn School of International Affairs; Northwestern University; Southern Methodist University's John Tower Center for Political Science; the University of California, San Diego; and the University of Miami—to highlight newly published books by Council fellows, including Elizabeth C. Economy's The River Runs Black, Stephen E. Flynn's America the Vulnerable, David L. Phillips's Losing Iraq, and David G. Victor's Council Policy Initiative, Climate Change: Debating America's Policy Options.

As part of the Council's National Book Club Series, which is designed to stimulate debate and build a greater sense of community among its membership, the National Program organized sessions on Niall Ferguson's Colossus and on Fareed Zakaria's The Future of Freedom. These members led and hosted the

National Program Conference Calls

The National Program Conference Call Series, launched in 2001 and chaired by Council Vice President Irina A. Faskianos, is the Council's most successful use of technology to connect with members beyond New York and Washington. These interactive calls feature Council fellows and experts addressing current foreign policy issues and crises.

This year members talked with former Deputy Assistant Secretary of State Susan L. Shirk on the future of China, the Hoover Institution's Michael A. McFaul on the elections in Ukraine, former Ambassador Dennis B. Ross on the implications of the Palestinian elections, global economist David D. Hale on the economic and political effects of the December 2004 tsunami, the U.S. Institute of Peace's Phebe A. Marr on the future of Iraq, and former U.S. Ambassador to Syria Edward P. Djerejian on U.S.-Syrian relations.

These and other conference calls have helped create a virtual community among national members, keeping them abreast of the latest issues and ideas in international affairs.
discussions in the following cities: William J. Long and Judith B. Milestone in Atlanta; Joseph S. Nye Jr. and Stephen M. Walt in Boston; Henry H. Per- ritt Jr. in Chicago; James Frank Hollifield and Pat- tricia M. Patterson in Dallas; Mary Elise Sarotte, Gregory R. Bedrosian, and Joshua A. Berger in London; Albert Carnesale and Robert J. Abernathy in Los Angeles; Mark B. Rosenberg and Adrienne Arsh in Miami; Roy A. Herberger and Richard Mallery in Phoenix; Miles Kahler and Peter A. Goureivitch in San Diego; Jane M. Wales in San Francisco; and Ted Van Dyk, Sylvia M. Mathews, and Helene D. Gayle in Seattle.

The National Program uses the latest technology to regularly connect with members from coast to coast and around the world through teleconferences, webcasts, and videoconferences. This year national members had access to international and domestic policymakers including then Iraqi Interim Prime Minister Ayad Allawi, former Israeli Prime Minister Ehud Barak, U.S. Secretary of Defense Donald Rumsfeld, and Indian Prime Minister Manmohan Singh. The National Program also began posting audio files of New York and Washington meetings on the website so that members and the general public can listen to on-the-record meetings on their computers or download the files to their MP3 players.

Made possible in part by a generous grant from Mimi and Peter Haas, the National Program engages national members and other community leaders either face-to-face or virtually in serious and sustained conversations on pressing issues of the day.

PACIFIC COUNCIL
ON INTERNATIONAL POLICY

The Council’s western partner, the Pacific Council on International Policy (PCIP), continues to offer meetings on the West Coast. Council members are offered membership in PCIP and invited to participate in its events.
National Conference

The National Conference is the premier event of the National Program, bringing together members from across the country and around the world to the Council’s New York headquarters for two days of discussions with fellow members and other leading thinkers and practitioners. The theme of the Council’s Tenth National Conference was “Iraq and Beyond: What Should the United States Be Doing?” More than 300 members reflected on America’s foreign policy priorities with featured guests, including:

- Senior representatives of the Bush administration and members of Congress, such as U.S. Deputy Secretary of State Robert B. Zoellick and Senator Joseph R. Biden Jr. (D-DE);
- The Council’s chairman and vice chairmen—former Secretary of Commerce Peter G. Peterson, former U.S. Trade Representative Carla A. Hills, and former Treasury Secretary Robert E. Rubin;
- Leading scholars, including Yale University’s John Lewis Gaddis, the Carnegie Endowment for International Peace’s Robert W. Kagan, and Princeton University’s Anne-Marie Slaughter;
- Former high-level government officials, such as former Assistant Secretary of State for East Asian and Pacific Affairs Winston Lord; former U.S. Pacific Commander-in-

Members met in smaller regional and topical discussion groups led by Council fellows and the project directors of several Council-sponsored Independent Task Forces. In addition, they had the opportunity to interact with a number of experts in the following Town Halls:

- Anti-Americanism with Craig Charney, Julia E. Sweig, and James M. Lindsay;
- Energy Security with Edward L. Morse, David G. Victor, and Sarah J. Miller;
- Global Health with Laurie Garrett, Helene D. Gayle, and Donna E. Shalala;
- Intelligence with John E. McLaughlin and Richard K. Betts;
- Religion and Foreign Policy with Reza Aslan, Noah R. Feldman, and Walter Russell Mead.