



PACIFIC COUNCIL ON  
INTERNATIONAL POLICY  
2000 - 2001



From Start-up to *Institution*



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The Pacific Council on International Policy aims to promote better understanding and more effective action, by private and public sector leaders alike, in addressing a rapidly changing world. It brings together leaders from diverse communities across the western United States and around the Pacific Rim. Its focus is the interaction of global trends and local effects as national borders become more porous, traditional concepts of “public” and “private” blur, and what constitutes “policy” itself is changing.



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The past few months, especially the horrific events of September 11, 2001 and their aftermath, have made it abundantly clear how important it is for Americans to understand international trends in a rapidly changing and uncertain world, and to respond to these trends with well-informed and thoughtful decision-making in both the public and private sectors. In today's world, the security and welfare of Americans living on the West Coast are directly affected by events from Afghanistan to Argentina, Mexico to the Middle East, China to Europe.

We established the Pacific Council in 1995 because the West Coast lacked a multi-sectoral leadership forum to focus attention on international affairs and their significance for our region. In six years, we believe the Council has made enormous progress, evident in these pages, in becoming an important regional, national and international resource.

As the Council's founding Board chairman, I take special personal satisfaction from our steady growth and institutional consolidation, and I thank my fellow Board members for their enhanced commitment and participation that was one result of our excellent strategic planning exercise. But all of us on the Board know, and take this opportunity to emphasize, that the Council's development owes a great deal to many others: to our growing and dedicated staff; to our increasingly engaged membership; to our Corporate Sponsors and foundation supporters; and to the cooperation of many affinity institutions. We express special appreciation to our partner, the Council on Foreign Relations (New York), the premier policy organization in the United States, with whom we are working closely to expand the participation of West Coast leaders in national debates and deliberations. We are also particularly grateful to our host, the University of Southern California, which provides offices and in-kind support to help build the Council.

We on the Board believe the Pacific Council took major steps during 2000-2001 toward building the institutional capacity that will help make it a more influential organization, one destined to illuminate important questions and suggest pertinent answers long after the participation of its founding personalities has ended. To carry these steps further, we need to enlist the energies and talents of a broad membership network and of partners from many communities and constituencies. We hope this report of the Council's progress will encourage many members and others to do their part.



*Robert F. Erburu*  
Chair, Board of Directors



During the period covered by this report, the Pacific Council's Board made an important decision to steer the organization from its successful start-up phase to the next level of accomplishment, significance and solidity.

To plan this vital transition, the Board engaged in a full strategic planning process from October 2000 through February 2001, assisted by a four-person consulting team provided on a pro bono basis by McKinsey & Company and two other consultants made available through a special Ford Foundation planning grant.

The strategic review confirmed broad consensus on the validity, importance and feasibility of the Pacific Council mission concept — to build an international affairs leadership forum, rooted and grounded in the North American West and headquartered in Los Angeles; to promote improved understanding and more effective action by leaders in diverse sectors; and to contribute informed perspectives from this region to broader national and international debate and decision-making on key issues. Our initial hypotheses that the absence of such an institution on the West Coast was anachronistic and anomalous, and that a well-founded organization would attract a strong constituency and support base, have been amply confirmed.

Second, the review revealed wide agreement that the Pacific Council's first six years of development were promising enough to warrant substantial effort to build the Council's capacity to more fully achieve its mission.

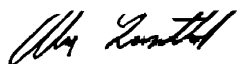
Third, the review concluded that the gap between the Council's compelling mission concept and its great promise of achievement, on the one hand, and its established institutional capacity to deliver value on a high quality and consistent basis, on the other, was too large, so large as to endanger the Council's viability if not adequately addressed. In the words of the Board's strategic planning document, "its impressive accomplishments notwithstanding, the Council is too dependent at present on the energies and commitment of its founding president and a small number of core Board members. It is too thinly staffed, too little managed and institutionalized, and too ad hoc in its programming, its financial management and the coordination of its policy instruments. Too much of the Council's energy, in proportionate terms, goes into staging discussion among small groups of the most active members, and too little goes into engaging other members, delivering specific value to key sectors (such as business, the media, community organizations, and regional political leaders), and communicating the results of Council programs and Studies to all members and to broader concentric circles of policy influentials and the 'attentive' public."

Taking these three broad conclusions as the basis for our work, the Pacific Council's Board and staff designed a plan, adopted in February 2001, to strengthen the Council's institutional capacity in order to give the organization a chance to gradually achieve more of its goals and to have a steadily increasing influence — precisely by effectively addressing the identified limits.

This report concentrates on presenting the strategy that emerged from our planning process, outlining the steps we have taken in the past few months, and sketching our plans for the years immediately ahead. We welcome reactions and suggestions for improvement.

Institution building is a complex and uncertain art, with multiple challenges: intellectual, political, entrepreneurial, administrative and financial. There are no easy formulas or recipes, but among the conditions that increase the chances for success are a clear and significant mission, committed and energetic leadership from Board members and staff; a broad array of engaged stakeholders, effective communication with key constituencies, and high quality and differentiated products with clear strategies for connecting them with the appropriate communities. Also important is diversity, pluralism and open exchange.

We believe that the Pacific Council draws upon a high quotient of these key ingredients. With appropriate support, the Council can become a truly significant institution — a growing asset for California and the western United States, for the entire country, for the North American community, and for broader international communication, understanding and cooperation.



*Abraham F Lowenthal*  
*President*

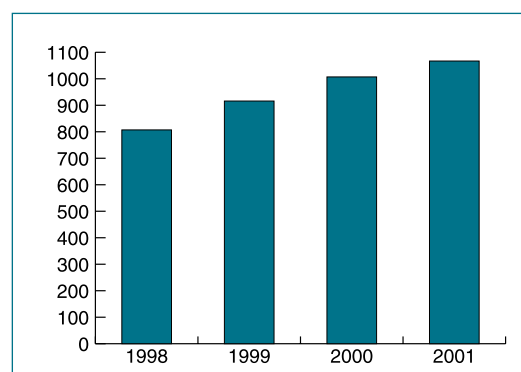


## MEMBERSHIP

**GOAL:** “Build a strong and truly diverse membership, effectively engage a greater number of members through a variety of techniques, and more fully develop the Council’s unique regional, national and international network.”

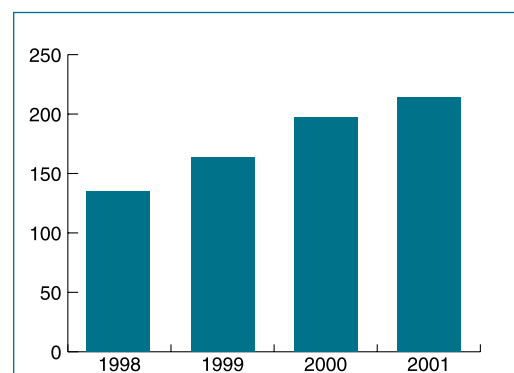
The Pacific Council Board in February 2001 adopted the following membership development objectives for the next five years:

- Expanding overall membership to about 1,500, while maintaining current standards of quality and influence.
- Enhancing the diversity of membership by increasing the share of international members, thus building a distinctive leadership network around the Pacific Rim; raising the number of female members so that they comprise at least a quarter of the U.S.-based membership; and expanding the ethnic, professional, generational and geographic diversity of the membership.
- Encouraging more active participation and involvement by a higher percentage of members (especially business leaders) in programs.
- Encouraging greater participation by international members and other members outside of California in the Members’ Weekend, study groups, special meetings and field-trip visits, with inventive use of our Website, videoconferencing and other communications technologies.



*Pacific Council membership*

Of particular note, the Council in 2001 launched the “Next Generation Initiative,” which seeks to engage talented, accomplished younger professionals. A small advisory group, chaired by Nina Hachigian, director of RAND’s Center for Asia Pacific Policy, is providing strategic guidance and help in accelerating our efforts to engage the next generation of internationally minded leaders. We also are taking a number of steps to involve more fully the Council’s members who are outside of California. Summary notes of our programs are now available on our “members’ only” Website.



*Northern California membership*



The Pacific Council meetings program aims to serve our network of internationally minded decision-makers and opinion-shapers by identifying and bringing expertise to bear on key topics and by facilitating the exchange of ideas and information among members.

The Council carries out a growing number of meetings. We now hold about 70 general meetings per year, up from an annual average of some 35 meetings in the Council's first three years. The Council has moved beyond its base in Los Angeles to establish a solid programming presence in San Francisco, and is now beginning to build a greater profile in San Diego, Silicon Valley and Seattle. All of our programs are carried out in partnership with the Council on Foreign Relations, but most are organized at our initiative. Last year's speakers included George Soros, the international business leader and philanthropist; Marc Grossman, U. S. under secretary of state for political affairs; Jorge Castañeda, the foreign minister of Mexico; Donald Tsang, the chief secretary of Hong Kong; and President Ricardo Lagos of Chile.

We moved rapidly to augment our program calendar in light of the events of September 11 and their continuing repercussions. In the last quarter of 2001, nine programs were held on such topics as the situation inside Afghanistan and Pakistan, the Bush administration's campaign against terrorism, and the intelligence failures exposed by the terror attacks. The 2001 Members' Weekend included breakout sessions on terrorism and on Islam's role in international affairs, and the lead-off plenary discussion focused on the U.S. war against terrorism.

The Council is making better use of communications technology to engage its diverse and far-flung membership. In response to the EP-3 incident in April 2001, we organized a conference-call briefing involving American and Chinese experts. A similar conference call was held with Ahmed Rashid, the *Far Eastern Economic Review* correspondent in Pakistan and Afghanistan, who gave an insightful briefing on developments in those key countries. It brought together members in California, Oregon, Arizona, New Mexico, Texas as well as in Canada.

## PROGRAMS

**GOAL:** "Provide strong programs for members, with more emphasis on quality, participation, geographic distribution and impact than on frequency. Further improve Annual Members' Weekend with more international and private-sector participation, and greater diffusion of insights."



*President Ricardo Lagos of Chile, center, briefs Pacific Council members in Los Angeles.*

## STUDIES

**GOAL:** “Strengthen the Council’s capacity to make distinctive and cumulative contributions to illuminating key international issues, and make more effective use of projects and products to engage and inform members and others in decision-making and opinion-shaping roles.”



*Rolling out the Korea Task Force report in Seoul are, left to right, Project Co-chair Spencer Kim; Project Director Gregory Treverton; Project Co-chair Michael Parks; and Project Manager Raelyn Campbell.*

During its first five years, the Council built its incipient program of research and studies on a somewhat ad hoc basis. With the help of Harry Harding, dean of the Elliott School of International Affairs at George Washington University who served as a consultant to the strategic planning process, we made great progress during 2000-2001 in developing a strategy to build the Council’s distinctive niche in the value-added Studies area by focusing on three main areas of inquiry:

1. An annual binational country study — drawing on multisectoral participation from the examined country, from the western United States, and from the relevant immigrant communities — to analyze the medium-term challenges facing an important nation in Asia or Latin America and to discuss the implications for diverse sectors of American society, especially in the western United States, with the ultimate aim of improving policies in government and among non-governmental actors;
2. Assessments of the international impact of leading West Coast economic actors and demographic communities, as well as of the effect of globalization on the western region of North America, and;
3. Consideration of the “new international agenda,” concentrating especially on the environment, immigration, and other “intermestic issues” arising from the growing interconnections between the United States (particularly in the western states) and Canada to the north and Mexico and Central America to the South.

During the period covered by this report, Pacific Council fellows played a crucial role in these areas of inquiry. Distinguished Visiting Fellow Michael Parks was co-chairman of and Senior Fellow Gregory F. Treverton directed the binational Task Force on Korea that produced *The Reshaping of Korea* in November 2001. Dr. Treverton also directs “Mapping the Local Implications of Globalization,” a project that examines how Silicon Valley/San Francisco, Seattle, the Salt Lake City region, Los Angeles, and San Diego/Baja California fit into and are affected by a changing world economy.

Senior Fellow Nina Hachigian led “E-Government: Implications for the Developing World,” a program that included a two-day meeting of a select group of leading thinkers from the developing world to discuss topics related to e-governance. Senior Fellow Denise Dresser, a professor of political science at the Instituto Tecnológico Autónomo de México, continues to write op-ed pieces and make numerous media commentaries on Mexico. She also has drafted a proposal for a project that examines the future of North America.

To develop better programming for two important constituencies, corporate members and the media, and strategies to make it easier for members to engage one another on key issues, the Pacific Council hired veteran business journalist Dan Biers in October 2001 to be its first director of external affairs.

A centerpiece of our external affairs strategy is the improvement of the Pacific Council Website, now at [www.pacificcouncil.org](http://www.pacificcouncil.org), which was relaunched in November 2001 after months of design and planning. Among the many new features are exclusive interviews with Pacific Council members and other international leaders on current affairs; a new *Directory of California Institutions Illuminating International Policy*, which provides detailed profiles of more than 60 organizations; and a selection of writings from Council members. Our members also have access to confidential notes from Pacific Council meetings and the Annual Members' Weekend; a listing of member biographies; and Oxford Analytica daily briefs and other high-quality analyses of global political and economic trends. In the coming year we will continue to develop a "virtual community" of Pacific Council members via our Website.

In the period covered by this report, the Pacific Council placed about 30 op-ed pieces, primarily in leading West Coast newspapers. Exclusive interviews conducted by the Pacific Council also appeared in media around the world, from Europe to Latin America. The Council's report *The Reshaping of Korea* received extensive coverage by the South Korean media, including lengthy articles in two leading magazines.

As part of our growing outreach to internationally minded businessmen, a new program of business briefings for corporate members will begin in 2002. These intimate meetings will feature speakers of particular interest to the corporate world such as economists, high-profile executives and government officials influential in trade and commerce. We also are enhancing the corporate perspective in Pacific Council publications, which now feature executive summaries that highlight the most salient findings.

As part of our media outreach, in the coming year we will increase the Pacific Council's profile by promoting our publications, staff, members and invited speakers as important resources for journalists who cover international policy. Guidance will come from a Board Task Force on Communications.

## EXTERNAL AFFAIRS

**GOAL:** "Develop strong External Affairs capacity, involving corporate meetings and activities, media briefings and relations, improved and more frequent publications, a dynamic and interactive Website, "branding" and public relations, all aimed at making the Council a respected source of insights on international issues."



The home page of the Pacific Council Website.

## GOVERNANCE

**GOAL:** "Enhance governance by establishing clear expectations for Board participation and performance; strengthening membership and diversity in the Board; and establishing and implementing an effective Committee system."

As part of its effort to construct a mature and durable institution, the Pacific Council's Board concentrated during 2000-2001 on strengthening its governance process. With Nominating Committee Chair Warren Christopher taking the lead, the Board adopted in June 2001 a staggered-term system for Board participation and renewal; agreed on an explicit set of enhanced expectations for Board participation and performance; and established a full Committee system. Those members of the Board who were unable to commit to the expanded expectations for participation finished their terms, and six new Board members were elected in November 2001 for three-year terms: Byron Auguste, a principal of McKinsey & Company; Richard Fisher, former deputy U.S. trade representative; Robert Malone, U.S. regional president of BP; T. Willem Mesdag, advisory director, Goldman Sachs & Co.; Ambassador Andrés Rozental, former deputy foreign minister of Mexico; and James B. Steinberg, former U.S. deputy national security advisor and now vice president and director of studies at the Brookings Institution.

During the coming year, the Council plans to further strengthen its Board with additional appointments of quality and diversity, and to strengthen the roles of its several committees.



*Two new Pacific Council Board members, T. Willem Mesdag, advisory director of Goldman Sachs & Co. (left), and Byron Auguste, principal at McKinsey & Company (right), flank David Tang, managing partner of Preston, Gates & Ellis, at the November 2001 Board Meeting.*



The Council began the restructuring of its management and personnel in 2001 to implement the strategic plan. After a nationwide search, the Council hired Patrick Fn'Piere, the director of the Inter-America and Pacific Region of the U.S. Peace Corps, as senior vice president with responsibility for the day-to-day operations of the Council. The Council also hired an external affairs director, a Web and database manager, an events planner, and, on a part-time consulting basis, a certified public accountant. In 2002, we plan to add a vice president/director of studies and a director of development and membership, and possibly a coordinator for northern California.

The Council established new financial and administrative protocols for financial analysis, reporting, and budgeting. The Council also invested in a new database-driven platform to support our financial and administrative functions and our programs, events, and communications.

Through a consultative process among staff, we rewrote job descriptions, established individual and team performance objectives, and developed annual organizational goals. Finally, we have put in place various metrics to evaluate progress in achieving the Council's strategic goals and to gauge satisfaction among Council members.

## ORGANIZATION AND MANAGEMENT

**GOAL:** "Establish effective budgetary, accounting, and financial reporting systems; rationalize and upgrade administrative and support staff; and strengthen infrastructure to assure effective use of Websites, database, and financial/accounting systems."

### NEW POSITIONS IN 2000-2001

Senior Vice President

Director of External Affairs

Web/Database Administrator

Events Planner

## FUNDRAISING AND DEVELOPMENT

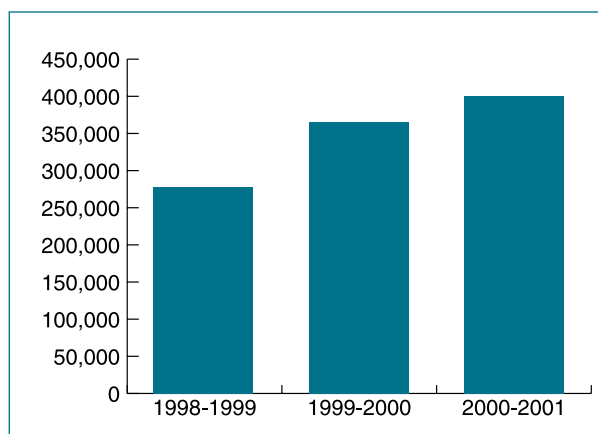
**GOAL:** “Professionalize and expand fundraising — especially from foundations, corporations, Annual Giving and designated contributions — to support growing programs and strengthen institutional capacity, and to lay the basis for institutional stability.”

Implementing the Pacific Council’s ambitious mission requires diverse and expanding resources.

During the past two years, support from membership dues and from voluntary contributions rose by more than 40% to \$400,000 annually. Corporate support climbed to some \$300,000 per year, with the addition during this biennium of seven new corporate sponsors: Burson-Marsteller, Fluor Corporation, Goldman Sachs & Co., Philip Morris Management Corporation, Trust Company of the West, Vodafone and Wells Fargo Bank. The Korea Task Force project raised nearly \$200,000 in support from several foundations and corporations — the Compton Foundation, the Korea Foundation, the Pacific Century Institute, Anheuser-Busch, CBOL Corporation, the U.S. Institute for Peace, the Asia Foundation and Korean Air. Support came from Microsoft, Oracle and the Carnegie Corporation of New York for the Council’s project on electronic governance in developing countries. During this period, the Ford Foundation, the Carnegie Corporation, the Claire Giannini Fund, the James Irvine Foundation, the William and Flora Hewlett Foundation, the Rockefeller Brothers Fund and the Ahmanson Foundation provided broad institutional and program support. We are extremely grateful to all these generous sponsors.

The Council particularly expresses its appreciation to the growing number of members and friends who support the Annual Giving campaign. They are recognized on page 32.

During the coming year, the Council hopes to consolidate and expand its general support from members and corporate sponsors; to expand its core support and project-specific support from foundations and corporations; and to begin to obtain additional funding for specifically designated purposes.



*Membership Dues and Annual Giving*

November 16, 2001, was a critical day for U.S. policy toward Afghanistan. The capital of Kabul had just fallen, and important international meetings on reconstructing the country and creating a new post-Taliban government were just days away. Yet Richard N. Haass, Secretary of State Colin Powell's personal representative on Afghanistan policy, took time from his hectic schedule to deliver the keynote speech for the Pacific Council's Seventh Annual Members' Weekend in San Francisco and answer questions from Council members on the fight against terrorism.

Dr. Haass' appearance highlighted the growing stature of the Pacific Council's signature event, which this year brought together nearly 200 members and guests. The agenda emphasized topics that gained urgency after the terrorist attacks, including Islam and international affairs, how to respond to terrorism, and America and the world after September 11. There also were lively sessions on other issues, including North American integration, the impending changes in China and what they mean for relations with the United States, and the prospects for free trade.

The 2001 Members' Weekend was noteworthy for the strong diversity of participants and the many Pacific Council members who traveled from abroad to attend. Participants came from 13 countries and 11 U.S. states. Among the many featured international speakers were Enrique Berruga Filloy, deputy foreign minister of Mexico; Sonia Picado Sotela, the political opposition leader in Costa Rica; Wang Jisi, director of the Institute of American Studies at the Chinese Academy of Social Sciences; and Karim Raslan, senior partner of the Malaysian law firm Raslan Loong.

All the sessions were marked by spirited give and take. Indeed, while fielding questions, Dr. Haass good-naturedly pronounced his audience a "tough crowd" but then promised to be "tough as well" in candidly responding to foreign-policy concerns raised by Council members. Discussions from the other sessions typically spilled over into the corridors and lounges during the breaks.



*Speakers from Malaysia, Chile, Costa Rica, the United States and China (not in photo) discuss "America and the world after September 11."*



*Richard N. Haass, director of the policy planning staff of the U.S. State Department, delivers the keynote address.*



*Stanley O. Roth, vice president for international relations, The Boeing Company, and former assistant secretary of state for East Asia & Pacific affairs, and former Secretary of State Warren Christopher.*

## Annual Members' Weekend



*A discussion on global recession with Kenneth S. Courtis, vice chairman, Goldman Sachs Asia; Lee Cullum, columnist, Dallas Morning News; and Richard W. Fisher, former deputy U.S. trade representative.*



*University of Southern California Provost Lloyd Armstrong, Jr. and the University of Oklahoma International Programs Center executive director, Edward Perkins.*



*Kathleen Brown, managing director of investment management at Goldman Sachs in Los Angeles, and Pacific Council Senior Fellow Gregory F. Treverton.*

### *Highlights of the weekend included:*

- A plenary session on the future of North America in which a lack of any international institution or forum for resolving continental problems was identified as a defining characteristic of the region. The session was chaired by Barbara McDougall, Canada's former secretary of state for external affairs.
- A plenary session on the global recession in which Kenneth S. Courtis, vice chairman of Goldman Sachs Asia, and Richard W. Fisher, the former deputy U.S. trade representative during the Clinton administration, singled out anemic Japan as a particularly weak link in the global economy.
- In his keynote address, Dr. Haass promoted what he called a policy of "a la carte multilateralism" in which multilateralism is a means to an end but not an end in itself.



*Karim Raslan, senior partner of the Malaysian law firm Raslan Loong, and Anisa Kamadoli, communications associate at the Rockefeller Brothers Fund.*



*A discussion of North America's future with Pacific Council Senior Fellow Denise Dresser; Luis G. Nogales, managing partner, Nogales Investors LLC; Andrés Rozental, special envoy of Mexican President Vicente Fox; Barbara McDougall, president & CEO, Canadian Institute of International Affairs, and Canada's former secretary of state for external affairs; and Thomas d'Aquino, president & CEO, Business Council on National Issues (Canada).*



Japan is the subject of the latest in the series of Pacific Council task forces that focus on countries critically important to, but not well enough understood by, people in the western United States. This task force — like its predecessors on Mexico and Korea — is exploring the primary “drivers” determining Japan’s medium-term future. It is asking what the Japan of tomorrow means for Americans — not just for government policy makers but also for individuals, private businesses, and non-governmental organizations.

The task force has identified four central drivers of Japan’s medium-term future: The globalization of the Japanese economy and society; new leaders and processes in Japan’s political, economic, and social development; demographic and social change; and shifts in the regional economic and security environment, with a particular focus on the U.S.-Japan relationship.

The Japan Task Force was launched in San Francisco on November 15 and held its first full meeting in Tokyo on January 22. During the course of 2002, it will bring together, over four daylong meetings on both sides of the Pacific, a unique mix of established and emerging leaders in Japan and the United States from government, business, academia, and the NGO communities to discuss the shape and meaning of Japan’s future.

The group is guided by a binational steering committee including prominent Pacific Council members in Japan and in the United States. The task force is led by Pacific Council Senior Fellow Gregory Treverton, a former vice chairman of the National Intelligence Council. Andrew Oros, an advanced PhD candidate at Columbia University, is project manager.

The project will culminate in a concise summary report that will draw implications both for public policy and private sector decision-making in Japan and in the United States.

The Pacific Council hopes to begin in 2002 a multiyear program to explore the new dynamics emerging in North America and their role in determining the medium-term future of Mexico, the United States and Canada. Among the issues to be studied are immigration, border management, macro-economic policy coordination, an emerging North American identity, and forces shaping the region’s security options. The proposed project would draw on the Council’s distinctive West Coast perspective and on the strong participation of members and colleagues from business, non-governmental organizations, the media, politics and government.

## UNDERSTANDING TOMORROW’S JAPAN



## THE FUTURE OF NORTH AMERICA



*Pacific Council Senior Vice President  
Patrick Fn'Piere.*

**DR. ABRAHAM F. LOWENTHAL** is the founding president of the Pacific Council on International Policy, professor of international relations at the University of Southern California, and vice president of the Council on Foreign Relations. He was the founding director of the Latin American program at the Woodrow Wilson International Center for Scholars and of the Inter-American Dialogue, the premier policy forum and think-tank on Western Hemisphere affairs.

**PATRICK J. FN'PIERE** is the Pacific Council's senior vice president. Before joining the council in 2001, he was director of the Inter-America and Pacific Region of the U.S. Peace Corps. Prior to that, he was the senior advisor for governance, Center for Democracy and Governance at the U.S. Agency for International Development.

**DR. DAVID J. KARL** is director of membership affairs and senior program associate. Before joining the Council in 1998 he served as the Haynes Foundation Fellow at Town Hall Los Angeles, a public policy forum, and was a research assistant in the Washington, D.C. office of the Konrad Adenauer Foundation.

**DAN BIERS** is director of external affairs. Before joining the Pacific Council in 2001 he was U.S. business correspondent for the *Far Eastern Economic Review*. He earlier was the *Review's* business editor and an Asia-based correspondent for *The Asian Wall Street Journal* and The Associated Press.

Other staff in January 2002:

**ANNE BECK**, studies assistant

**WENDY CAHN**, executive assistant to the president

**BETTY FEILLE**, administrative services coordinator

**NIMMI GOWRINATHAN**, administrative assistant

**LEANNE JOHNSON**, events planner

**CHAKA JONES**, assistant to the director of information technology

**CYNTHIA OH**, Web/database administrator

**JUDITH B. PERES**, administrative assistant

**CLAUDE S. WILLIAMS, III**, director of information technology

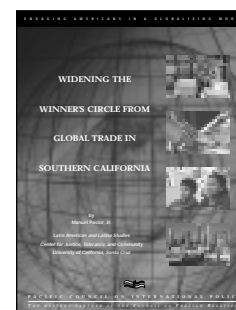
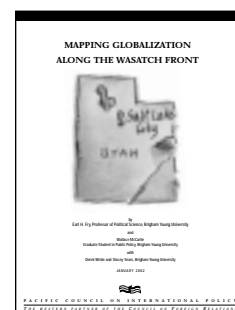
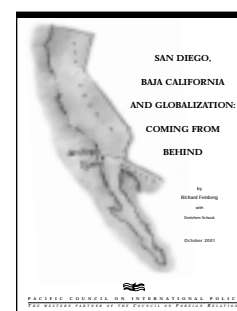
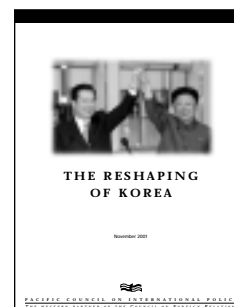
*The Reshaping of Korea* is the product of a yearlong binational task force that brought together people of different professions, regions, generations, and political backgrounds from the western United States, Canada and Korea. The report focused on the medium-term prospects for the peninsula. Among its findings were: South Korea must find its economic niche in Asia amidst tougher competition; North-South reconciliation will get a boost if South Korea and its allies draw up a road-map that tells the North precisely what it needs to do and what it can expect to get in return; and Korean-Americans will be a growing force working for change in North Korea.

*San Diego, Baja California and Globalization: Coming from Behind*, by Richard Feinberg, is the first in a series of reports from the Pacific Council project, "Mapping the Local Implications of Globalization," which also examines Silicon Valley/San Francisco, Seattle, the Salt Lake City region, and Los Angeles. It argues that San Diego remains much less export-oriented than other U.S. regions that are most closely connected to the world economy. In contrast, Baja California with its *maquiladora* factories just across the border is an export powerhouse, one that is not yet closely linked to San Diego.

*Mapping Globalization Along the Wasatch Front*, by Earl Fry, argues that the Salt Lake City region has benefited greatly from globalization even though it is located inland, far from major seaports and international airports, and lacks the large, vibrant immigrant communities found in major West Coast cities. Much of its success in integrating with the global economy is due to the Mormon Church, whose members have strong foreign-language expertise and overseas experience from serving in missions abroad. Yet the Front could do better in developing infrastructure for international trade.

*Widening the Winner's Circle from Global Trade in Southern California*, by Manuel Pastor, is from a Pacific Council project that explored the global engagement of the five-county Los Angeles region and examines who benefits most from trade in Southern California. He finds that winners turn out to be mostly white and rich while strugglers are generally poor and minority.

*Making the Most of Southern California's Global Engagement*, by Gregory F. Trevorton, portrays a region whose economy is globalizing as its population becomes more international at a rate perhaps faster than anywhere else in the United States. He draws out a number of provocative themes, such as the fact that globalization itself might drive incomes apart, creating winners and losers.



## Members Programs 2000-2001



Gareth Evans (right), former foreign minister of Australia, speaks to the Council in August 2001.

### 2000

#### JULY

##### China and the Internet

Jay Harris, publisher of the *San Jose Mercury News*; Ken DeWoskin, partner and Internet consultant at PriceWaterhouse; Hurst Lin, U.S. general manager and vice president of business development, Sina.com; Michael Brownrigg, vice president, ChinaVest - Chair  
Thursday, July 6- San Jose

##### Mexico's Presidential Election: Continuity or Change?

Denise Dresser, senior fellow, Pacific Council; Sebastian Edwards, Henry Ford II Professor at the Anderson School of Management, UCLA; Javier Baz, managing director and chief investment officer, international, of Trust Company of the West - Chair  
Friday, July 7- Los Angeles

#### AUGUST

##### National Missile Defense: Can It Work? Is It Needed?

Richard L. Garwin, Phillip D. Reed Senior Fellow for Science and Technology at the Council on Foreign Relations; Miles Kahler, Rohr Professor of Pacific International Relations, Graduate School of International Relations & Pacific Studies, UCSD - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Thursday, August 3- San Diego

##### Is Peace at Hand in the Middle East?

A Dinner Conversation with Judith Kipper, director, Middle East Forum, Council on Foreign Relations; Laurie A. Brand, professor, School of International Relations, USC - Discussant; Michael Parks, distinguished visiting fellow, Pacific Council - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Monday, August 28- Santa Monica

#### SEPTEMBER

##### Cyberspace and U.S. Security Policy

John Arquilla, associate professor of information systems and operations, Naval Postgraduate School; Charles H. Ferguson, senior fellow, Brookings Institution - Chair  
Thursday, September 14- San Francisco

##### An International Financial Architecture for Middle-Class Oriented Development

Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Greyson L. Bryan, partner, O'Melveny & Myers - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Tuesday, September 26- Santa Monica

##### Latinos, Foreign Relations, and the National Interest

Conference in conjunction with Tomás Rivera Policy Institute  
*Session I: The National Interest and Latinos*  
Monica Lozano - Chair; David Doerge - Moderator  
*Session II: Latinos and Foreign Relations*  
Frank del Olmo - Chair; Rodolfo de la Garza - Moderator  
*Session III: The California Perspective*  
Fernando Guerra - Chair; Abraham F. Lowenthal - Moderator  
*Session IV: Strategies for Participation*  
Vilma Martinez - Chair; Rodolfo de la Garza - Moderator  
Wednesday, September 27- Los Angeles

#### OCTOBER

##### National Missile Defense: Can It Work? Is It Needed?

Richard L. Garwin, Philip D. Reed Senior Fellow for Science and Technology, Council on Foreign Relations; Amy Sands, associate director, Center for Nonproliferation Studies, Monterey Institute of International Studies - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Tuesday, October 2- San Francisco

##### African Strategic Resources: Conflict Diamonds?

*A Council on Foreign Relations/Pacific Council videoconference program*  
J. Stephen Morrison, director of the Africa program, Center for Strategic & International Studies; Louis G. Nchindo, managing director, Debswana Diamond Company; Shekou Sesay, senior inter-regional advisor, United Nations Center for Human Settlements; Gwendolyn Mikell, adjunct senior fellow, Council on Foreign Relations - New York Chair; Edmond J. Keller, director, James S. Coleman African Studies

Center, UCLA- Los Angeles Chair; Mark R. Steinberg, partner, O'Melveny & Myers - Host  
Thursday, October 5- Los Angeles & New York

##### Trade Policy Agenda of the Next Administration

Richard W. Fisher, deputy U.S. trade representative; Robert E. Denham, partner, Munger, Tolles & Olson - Chair  
Friday, October 13- Los Angeles

##### Economic Policy and Security Issues: The Russian Conundrum

*A Council on Foreign Relations/Pacific Council videoconference program*  
Padma Desai, Gladys and Roland Harriman Professor of Comparative Economic Systems and director, Center for Transition Economies, Columbia University- discussant; Lawrence J. Korb, vice president, Maurice R. Greenberg Chair and director of studies, Council on Foreign Relations - New York Chair; Jane M. Wales, president & CEO, World Affairs Council of Northern California - San Francisco Chair  
Wednesday, October 18- San Francisco & New York

##### Persian Mirrors: The Elusive Face of Iran

Elaine Sciolino, senior writer, *New York Times*; David R. Andrews, partner, McCutcher, Doyle, Brown & Enersen - Chair  
Thursday, October 19- San Francisco

##### Beyond Border Control: Policing Global Trade and Travel

Stephen E. Flynn, senior fellow for national security studies, Council on Foreign Relations; Raymond J. Waldman, former vice president for international relations, The Boeing Company - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Tuesday, October 24- Seattle

##### New Freedom In China

Seth Faison, visiting fellow, Pacific Council, and former Shanghai bureau chief, *New York Times*; Robert A. Theleen, chairman, ChinaVest - Chair  
Wednesday, October 25- San Francisco

#### NOVEMBER

##### Mexico's New Revolution?: The 2000 Elections and Beyond

Denise Dresser, senior fellow, Pacific Council, and professor of political science at the Instituto Tecnológico Autónomo de México; Brian L. McEachron, senior corporate attorney, Microsoft Corporation - Chair  
Thursday, November 2- Seattle



### Global Warming Policy After Kyoto

David G. Victor, Robert W. Johnson Jr. Senior Fellow for Science and Technology, Council on Foreign Relations; William K. Reilly, president & CEO, Aqua International Partners - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Monday, November 6- San Francisco

### Memo to the New President: Middle East Policy

Edward P. Djerejian, former U.S. ambassador to Israel and Syria, and former assistant secretary of state for Near Eastern & South Asian affairs; Stanley P. Gold, president & CEO, Shamrock Holdings - Chair  
*Jointly organized with the Burke Center on International Relations at UCLA*  
Wednesday, November 8- Santa Monica

### A Conversation on U.S.-Mexico Relations

Jeffrey Davidow, U.S. ambassador to Mexico; Vilma Martinez, partner, Munger, Tolles & Olson - Chair  
Thursday, November 9- Los Angeles

### State Building and Refugee Solutions: Lessons from Cambodia and East Timor

Arthur C. Helton, senior fellow for refugee studies & preventive action, Council on Foreign Relations; William Fuller, president, Asia Foundation - Chair  
*A joint Council on Foreign Relations/ Pacific Council program*  
Tuesday, November 28- San Francisco

### A Conversation with Taiwan's Foreign Minister

Hung-Mao Tien, foreign minister of Taiwan; Barry A. Sanders, partner, Latham & Watkins - Chair  
Wednesday, November 29- Los Angeles

### Memo to the New President: Global Trends 2015

David F. Gordon, national intelligence officer for economics & global issues, National Intelligence Council; Gregory F. Treverton, senior fellow, Pacific Council, and former vice chairman, National Intelligence Council - Chair  
Thursday, November 30 - Los Angeles

## DECEMBER

### Mexico's New Revolution? Vicente Fox and the Curse of Rising Expectations

Denise Dresser, senior fellow, Pacific Council, and professor of political science at the Instituto Tecnológico Autónomo de México; Lewis W. Coleman, CEO, Banc of America Securities - Chair  
Monday, December 4 - San Francisco

### New Freedom in China

Seth Faison, visiting fellow, Pacific Council, and former Shanghai bureau chief for the *New York Times*;

Joseph J. Borich, executive director, Washington State China Relations Council - Chair  
*Jointly organized with the Washington State China Relations Council*  
Wednesday, December 6- Seattle

### U.S. Policy toward Colombia

*A Council on Foreign Relations/Pacific Council videoconference program*  
Bob Graham, U.S. senator; Rafael Pardo, president of Fundacion Milenio; Robin Kirk, researcher, Colombia at Human Rights Watch; Mathea Falco, president, Drug Strategies, and former assistant secretary of state for international narcotics matters - San Francisco Chair; Michael Shifter, senior fellow, Inter-American Dialogue - New York Chair  
Thursday, December 7 - San Francisco and New York

### An Electronic Pearl Harbor? Cyberspace and U.S. Security Policy

John Arquilla, professor of information technology, Naval Postgraduate School; Steven R. Koltai, chairman & CEO, Event 411.com - Chair  
Thursday, December 7- Los Angeles

### Defense Policy Options for the New Administration

Lawrence J. Korb, vice president, Maurice R. Greenberg chair, director of studies, Council on Foreign Relations; Tyrus W. Cobb, president, Yosemite National Institutes - Chair  
*A joint Council on Foreign Relations/ Pacific Council program*  
Monday, December 11- San Francisco

### Memo to the New President: National Security Policy

Gary Hart, former U.S. senator and co-chairman of the U.S. Commission on National Security/21st Century; Ruben F. Mettler, chairman & CEO (retired), TRW, Inc. - Chair  
Tuesday, December 12- Los Angeles

## 2001

## JANUARY

### Mapping the Local Impact of Globalization

Frederic A. Morris, lawyer & policy advisor, Battelle Research Center, and policy advisor to Governor Gary Locke on science and technology  
*Jointly organized with the Washington Council on International Trade and the Evans School of Public Policy at the University of Washington*  
Monday, January 8 - Seattle

### Global Warming Policy: Where Do We Go From Here?

David G. Victor, Robert W. Johnson Jr. Senior Fellow for Science and Technology, Council on Foreign Relations; Robert J. Lempert, senior scientist, RAND- Discussant; David B. Olsen, president, CEO Coalition to Advance Sustainable Technology - Chair  
*A joint Council on Foreign Relations/ Pacific Council program*  
Wednesday, January 10 - Los Angeles

### A Conversation on the International Criminal Court

David J. Scheffer, U.S. Ambassador-at-Large for War Crimes Issues; Paul L. Hoffman, former board chair, Amnesty International-USA - Chair  
Tuesday, January 16 - Los Angeles

### Financial Vulnerabilities: Lessons Learned and Implications for Policy Making

Roger Kubarych, Henry Kaufman Senior Fellow in International Economics & Finance, Council on Foreign Relations; Robert E. Denham, partner, Munger, Tolles & Olson - Chair  
*A joint Council on Foreign Relations/ Pacific Council program*  
Thursday, January 25 - Los Angeles

### Financial Vulnerabilities: Lessons Learned and Implications for Policy Making

Roger Kubarych, Henry Kaufman Senior Fellow in International Economics & Finance, Council on Foreign Relations; Judith K. Paulus, advisor to the chairman of Sara Lee Corporation - Chair  
*A joint Council on Foreign Relations/ Pacific Council program*  
Friday, January 26 - San Francisco

### An Insider's Account of Last Year's Historic Summit Meeting in Pyongyang

Moon Chung-In, adviser on unification matters to South Korean President Kim Dae-Jung and dean of



*President Ricardo Lagos of Chile greets Mike Medavoy, chairman of Phoenix Pictures Inc., before a Pacific Council/Los Angeles World Affairs Council luncheon in October 2001.*

## Members Programs 2000-2001



*Hong Kong Chief Secretary Donald Tsang speaks to the Pacific Council in September 2001.*

the Graduate School of International Studies, Yonsei University; Spencer H. Kim, chairman, CBOL Corp. - Chair  
Tuesday, January 30 - Los Angeles

### FEBRUARY

**A Conversation on Women and Foreign Policy**  
Judith Stiehm, professor of political science, Florida International University; Jacqueline True, visiting scholar, USC Center for International Studies; Azza Karam, director, Women's Program, World Conference on Religion and Peace; Jane S. Jaquette, professor of politics, Occidental College - Chair; Dr. J. Ann Tickner, director, USC Center for International Studies - Convener  
*Jointly organized with the USC Center for International Studies*  
Thursday, February 1 - Los Angeles

### **The Tiananmen Papers**

Orville H. Schell, dean, Graduate School of Journalism, University of California, Berkeley; Richard Baum, acting director, Center for Chinese Studies, UCLA; J. Stapleton Roy, former U.S. ambassador to China; David M. Lampton, director of China studies, Paul H. Nitze School of Advanced International Studies, Johns Hopkins University; James F. Hoge, Jr., editor, *Foreign Affairs* - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Thursday, February 8 - Los Angeles and San Francisco

### **U.S.-Cuban Relations in the 21st Century**

*A Council on Foreign Relations/Pacific Council videoconference program*  
Susan Kaufman Purcell, vice president, Americas Society/Council of the Americas; William D. Rogers,

senior partner, Arnold & Porter; Julia E. Sweig, deputy director, Latin America Studies Program, Council on Foreign Relations; Stuart E. Eizenstat, former deputy secretary, U.S. Department of the Treasury - New York Chair; Geoffrey Cowan, dean, USC Annenberg School for Communication - Los Angeles Chair  
Monday, February 26- Los Angeles & New York

### **Plaintiff's Diplomacy: Lawsuits That Shape Foreign Policy**

Anne-Marie Slaughter, J. Sinclair Armstrong Professor of International, Foreign & Comparative Law, Harvard Law School; Terry J. Hatter, Jr., chief judge, U.S. District Court, Central District of California - Chair  
Tuesday, February 27 - Los Angeles

### MARCH

### **The Energy Recession: Has It Started and is the World Constrained by New Limits to Growth?**

Kathleen B. Cooper, chief economist, ExxonMobil Corporation; Philip K. Verleger, Jr., president, PKVerleger, LLC; Edward R. Muller, former president & CEO, Edison Mission Energy - Chair  
Thursday, March 1- Los Angeles

### **Is Peace Still Possible Between Israel and the Palestinians?**

Ariel Levite, former deputy national security advisor to Israeli Prime Minister Ehud Barak; Shibley Telhami, Anwar Sadat Professor for Peace and Development, University of Maryland; Bruce M. Ramer, senior partner, Gang, Tyre, Ramer & Brown - Chair  
Monday, March 5- Los Angeles

### **The Five Wars of Globalization**

Moises Naim, editor, *Foreign Policy* magazine; Nathan Gardels, editor, *New Perspectives Quarterly* - Chair  
Monday, March 19- Los Angeles

### **The Future of U.S.- China Relations**

David L. Shambaugh, director, China Policy Program, George Washington University; Linda Tsao Yang, former U.S. executive director, Asian Development Bank - Chair  
Monday, March 19- San Francisco

### **China and the WTO: Prospects, Problems and Prescriptions**

Robert A. Kapp, president, U.S.-China Business Council; Jaime A. FlorCruz, Beijing bureau chief, *Time* magazine; Charles Wolf, Jr., senior economic advisor, RAND - Chair  
*A joint Council on Foreign Relations/Pacific Council program*

Wednesday, March 21- Los Angeles

### **Memo to President Bush: Renewing U.S. - Russian Relations**

Andrew Kuchins, director, Russian & Eurasian program, Carnegie Endowment for International Peace; Boyd Hight, partner, O'Melveny & Myers - Chair  
Tuesday, March 27- Los Angeles

### APRIL

### **Dealing with North Korea**

Han Sung-Joo, former foreign minister, South Korea; Robert A. Scalapino, Robson Research Professor of Government Emeritus, University of California, Berkeley; William P. Fuller, president, Asia Foundation - Chair  
*Jointly organized with the Asia Foundation*  
Tuesday, April 3- San Francisco

### **Regional Dynamics in East Asia: Implications for U.S. Policy**

Robert G. Sutter, national intelligence officer for East Asia, National Intelligence Council; Robert A. Theleen, chairman, ChinaVest - Chair  
Wednesday, April 11- San Francisco

### **Special Conference Call on the U.S.-China Standoff**

Wang Jisi, director, Institute of American Studies, Chinese Academy of Social Sciences; Jonathan D. Pollack, director, Strategic Research Department, Naval War College; Richard Baum, director, Center for Chinese Studies, UCLA; Barry A. Sanders, partner, Latham & Watkins - Chair  
Thursday, April 12

### **A Conversation with Former Secretaries of State**

*A Council on Foreign Relations/Pacific Council videoconference program*  
Warren Christopher, senior partner, O'Melveny & Myers; George P. Shultz, distinguished fellow, Hoover Institution, Stanford University; Madeleine K. Albright, chairman, National Democratic Institute; Henry A. Kissinger, chairman, Kissinger Associates; Walter S. Isaacson, editorial director, Time, Inc. - New York Chair; Peter Tarnoff, president, International Advisory Corporation - San Francisco Chair  
Tuesday, April 24 - San Francisco & New York

### **Reinventing India: The Role of Information Technology**

Mira Kamdar, senior fellow, World Policy Institute; Akhtar Badshah, executive director, Digital Partners Institute; Abraham F. Lowenthal, president, Pacific Council - Chair  
Wednesday, April 25 - San Jose

**MAY****Will the Internet Really Change China?**

Guo Liang, vice director, Center for Studies in Social Development, Chinese Academy of Social Sciences; Nina Hachigian, senior fellow, Pacific Council; Gareth C.C. Chang, executive chairman, Click2Asia.com - Chair  
Tuesday, May 1 - Los Angeles

**Reforming the International Financial Institutions**

George Soros, chairman & president, Soros Fund Management; John E. Bryson, chairman & CEO, Edison International - Chair  
Wednesday, May 2 - Los Angeles

**U.S. Policy toward Taiwan in the New Administration**

Richard C. Bush, chairman & managing director, American Institute in Taiwan; Thomas Gold, professor of sociology, University of California, Berkeley - Discussant; Li-pei Wu, chairman & CEO, General Bank - Chair  
Thursday, May 3 - Los Angeles

**From Powerhouse to Basket Case: Japan's Economic Conundrum**

Glen S. Fukushima, CEO, Cadence Design Systems Japan; James Flanagan, senior economics editor, *Los Angeles Times* - Chair  
Tuesday, May 8 - Los Angeles

**National Missile Defense: Can It Work? Is It Needed?**

Richard L. Garwin, Philip D. Reed Senior Fellow for Science and Technology, Council on Foreign Relations; Albert Carnesale, chancellor, UCLA - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Thursday, May 10 - Los Angeles

**Will the Internet Really Change China?**

Guo Liang, vice director, Center for Studies in Social Development, Chinese Academy of Social Sciences; Nina Hachigian, senior fellow, Pacific Council; David Bachman, chair, China Studies Program, University of Washington - Discussant; David K.Y. Tang, managing partner, Preston, Gates & Ellis - Chair  
*Jointly Organized with the Washington State China Relations Council*  
Wednesday, May 9 - Seattle

**Will the Internet Really Change China?**

Guo Liang, vice director, Center for Studies in Social Development, Chinese Academy of Social Sciences; Nina Hachigian, senior fellow, Pacific Council; Peter M. Joost, president, Joost Enterprises Corporation - Chair  
Thursday, May 10 - San Francisco

**Mexico under Fox: A New Foreign Policy Agenda**

Andrés Rozental, President Fox's envoy for special missions; Rafael Fernández de Castro, editor, *Foreign Affairs en Español*; Jose de la Torre, professor of international business strategy, Anderson School of Business, UCLA - Chair  
Monday, May 14 - Los Angeles

**JUNE****U.S. Foreign Policy in a Challenging World**

Marc Grossman, U.S. under secretary of state for political affairs; Mel Levine, partner, Gibson, Dunn & Crutcher - Chair  
Friday, June 1 - Los Angeles

**Chances of a Lifetime: A Conversation with Warren Christopher**

Warren Christopher, senior partner, O'Melveny and Myers; Robert F. Erburu, chairman (retired), The Times Mirror Company - Chair  
Tuesday, June 26 - Los Angeles

**Mapping the Local Impact of Globalization**

Xandra Kayden, president, Los Angeles League of Women Voters  
Friday, June 29 - Los Angeles

**JULY****Mexico's New Foreign Policy**

Jorge G. Castañeda, foreign minister of Mexico; Monica C. Lozano, president & COO, *La Opinión* - Chair  
Wednesday, July 18 - Los Angeles

**AUGUST****The Bush Administration's China Policy**

Kenneth Lieberthal, former senior director for Asian affairs, National Security Council; Robert E. Denham, partner, Munger, Tolles, & Olson - Chair  
Thursday, August 9 - Los Angeles

**Dirty Little Wars in Faraway Places: Whose Business?**

Gareth Evans, president, International Crisis Group; Stanley Sheinbaum, founding publisher,

*New Perspectives Quarterly* - Chair  
Monday, August 13 - Los Angeles

**Is Beijing Clamping Down on Hong Kong?**

Regina Ip, secretary for security, Hong Kong; John Kamm, executive director, Dui Hua Foundation - Chair  
Wednesday, August 15 - San Francisco

**The Real Deal?: Koizumi and the Prospects for Reform in Japan**

Ronald A. Morse, Paul I. Terasaki Professor of U.S.-Japan Relations, UCLA; Tato Takahama, executive director, Pacific Research Institute - Discussant; Richard King, chairman & founder, King International Group - Chair  
Wednesday, August 15 - Los Angeles

**Bringing Israelis and Palestinians Back to the Negotiating Table**

Judith Kipper, director, Middle East Forum, Council on Foreign Relations; Mel Levine, partner, Gibson, Dunn & Crutcher - Chair  
*A joint Council on Foreign Relations/Pacific Council program*  
Tuesday, August 28 - Los Angeles

**SEPTEMBER****One Country, Two Systems: What are the Real Issues in Hong Kong?**

Donald Tsang, chief secretary, Hong Kong; Warren Christopher, senior partner, O'Melveny & Myers - Chair  
Friday, September 7 - Los Angeles

**A Conversation on Taiwan - China Relations**

Ing-wen Tsai, chairperson, Taiwan's Mainland Affairs Council; Richard Baum, director, Center for Chinese Studies, UCLA - Chair  
Tuesday, September 11 - Los Angeles



*Kenneth Lieberthal (left), former senior director for Asian affairs at the National Security Council, speaks to the Council in August 2001.*

## Members Programs

### 2000-2001

#### **Behind the Headlines: Do We Really Understand What's Happening in China?**

Seth Faison, former Shanghai bureau chief, *New York Times*; Pamela Yatsko, former Shanghai bureau chief, *Far Eastern Economic Review*; Susan Shirk, professor, Graduate School of International Relations and Pacific Studies, University of California, San Diego - Chair

Wednesday, September 19 - San Diego

#### **Are the United States and Europe Growing Apart?**

Antony J. Blinken, senior fellow, Center for Strategic & International Studies; Gregory F. Treverton, senior fellow, Pacific Council - Chair

Tuesday, September 25 - Los Angeles

#### **Are the United States and Europe Growing Apart?**

Antony J. Blinken, senior fellow, Center for Strategic & International Studies; Tyrus W. Cobb, president & CEO, Yosemite National Institutes - Chair

Tuesday, September 25 - San Francisco

### OCTOBER

#### **China, the WTO, and U.S. Interests**

Kevin G. Nealer, senior fellow, Forum for International Policy, and co-project director, Independent Task Force on China, Council on Foreign Relations; Stephen S. Cohen, director, Berkeley Roundtable on the International Economy, University of California, Berkeley - Chair  
*A joint Council on Foreign Relations/Pacific Council program*

Wednesday, October 3 - San Francisco

#### **Global Justice: How Strong is the Case for Universal Jurisdiction?**

David R. Andrews, partner, McCutchen, Doyle, Brown, & Enersen; Abraham D. Sofaer, George P. Shultz Distinguished Scholar & senior fellow, Hoover Institution; Stanley B. Lubman, senior fellow & lecturer, School of Law, University of California, Berkeley - Chair

Thursday, October 4 - San Francisco

#### **Strategic Energy Policy: Where Do We Go From Here?**

Edward L. Morse, executive adviser, Hess Trading Company LLC; R. Sean Randolph, president & CEO, Bay Area Economic Forum - Chair  
*A joint Council on Foreign Relations/Pacific Council program*

Monday, October 15 - San Francisco

#### **Reforming the International Financial Architecture: Where Do We Stand?**

Andrew D. Crockett, general manager, Bank for

International Settlements, and chairman, Financial Stability Forum; Robert T. Parry, president & CEO, Federal Reserve Bank of San Francisco - Chair

Tuesday, October 16 - San Francisco

#### **Strategic Energy Policy: Where Do We Go From Here?**

Edward L. Morse, executive adviser, Hess Trading Company LLC; Philip K. Verleger, Jr., president, PK Verleger LLC, and principal, Brattle Group; John E. Bryson, chairman & CEO, Edison International - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Tuesday, October 16 - Los Angeles

#### **The World Now: A View from Latin America**

Ricardo Lagos, President of Chile

*Jointly organized with the Los Angeles World Affairs Council*

Wednesday, October 17 - Los Angeles

#### **A First-Hand Look Inside Afghanistan**

Michael D. Hoover, principal, Mike Hoover Productions, Inc.; Nancy A. Aossey, president & CEO, International Medical Corps; Richard D. Jacobs, financial advisor, Guilford Glazer & Associates - Chair

Thursday, October 18 - Los Angeles

#### **Conference Call Briefing on the Situation in Afghanistan and Pakistan**

*A Pacific Council telephone conference*

Ahmed Rashid, correspondent, *Far Eastern Economic Review* and London's *Daily Telegraph*; Daniel Biers, director of external affairs, Pacific Council - Chair

Friday, October 19

#### **Terrorism and the New World of Intelligence**

Gregory F. Treverton, senior fellow, Pacific Council; John Koehler, president, J. Koehler & Company - Chair

Wednesday, October 24 - San Diego

### NOVEMBER

#### **Terror and Tradition: The New War in Historical Context**

Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Geoffrey Cowan, dean and professor, Annenberg School for Communication, University of Southern California - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Monday, November 5 - Los Angeles

#### **Terror and Tradition: The New War in Historical Context**

Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Jane M. Wales, president & CEO, World Affairs Council of Northern California - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Tuesday, November 6 - San Francisco

#### **Terror and Tradition: The New War in Historical Context**

Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; David K. Y. Tang, partner, Preston, Gates & Ellis - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Wednesday, November 7 - Seattle

### DECEMBER

#### **China in the Balance: Reforms, Resources and Revolution**

Elizabeth C. Economy, senior fellow for China studies, Council on Foreign Relations; William K. Reilly, president & CEO, Aqua International Partners - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Monday, December 3 - San Francisco

#### **China in the Balance: Reforms, Resources and Revolution**

Elizabeth C. Economy, senior fellow for China studies, Council on Foreign Relations; Matt Petersen, executive director, Global Green USA - Chair

*A joint Council on Foreign Relations/Pacific Council program*

Tuesday, December 4 - Los Angeles

#### **China and the World: The Future of Secular Values**

Wang Gungwu, director, East Asian Institute, National University of Singapore; Abraham F. Lowenthal, president, Pacific Council - Chair

Monday, December 10 - Los Angeles

#### **How Stable is Pakistan?**

Julio Andrews, representative for Pakistan, Asia Foundation; Mehnaz Akber, program officer & education specialist, Asia Foundation; Chris Fair, associate political scientist, RAND - Discussant; Jane T. Olson, international board representative, Human Rights Watch - California - Chair

*Jointly organized with the Asia Foundation*

Tuesday, December 11 - Los Angeles



Dr. Adolfo Aguilar Zinser	Mr. L. Brooks Entwistle	Mr. Frankie F.L. Leung	Mr. Raymond Shonholtz
Prof. Roger Alford	Rep. Bob Filner	Mr. Robert S. Leventhal	Ms. Karen E. Short
Dr. David M. Andrews	Hon. Marco A. Firebaugh	Mr. Brian C. Lippey	Dr. Jesus Silva Herzog
Dr. Joseph Aoín	Mr. L. Gordon Flake	Mr. Robert M. Macy, Jr.	Dr. Richard A. Slaughter
Ms. Shellye Archambeau	Hon. Michael Flores	Mr. Michael Mahdesian	Ms. Kathleen Smalley
Hon. Cresencio S. Arcos, Jr.	Mr. Patrick J. Fn'Piere	Mr. Robert A. Malone	Mr. Phillip K. Sotel
Dr. William L. Ascher	Prof. Murray Fromson	Mr. Dan Matuszewski	Mr. Richard C. St. John
Ms. Kathi L. Austin	Dr. Thomas B. Gold	Dr. Daniel A. Mazmanian	Dr. Paul B. Stares
Mr. Khalid Azim	Dr. P. Edward Haley	Mr. Don J. McGrath	Hon. James B. Steinberg
Mr. Alan Batkin	Dr. Eric N. Hamburg	Mr. Eliseo Medina	Mr. Edward L. Strohbehn, Jr.
Dr. Frank D. Bean	Mr. Bernard Hargadon	Mr. T. Willem Mesdag	Dr. Alan Sweedler
Dr. Coit D. Blacker	Mr. Joseph W. Harrison	Mr. James P. Miscoll	Maj. John K. Tien, Jr.
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STATEMENT OF FINANCIAL POSITION  
JUNE 30, 2001

ASSETS	Unrestricted	Restricted	Total
<b>Current Assets:</b>			
Cash and cash equivalents	\$ 37,306		\$ 37,306
Marketable securities	327,736	\$ 269,987	597,723
Receivables:			
Grants receivable	529,000		529,000
Interest receivable	11,215		11,215
Other receivable	9,880		9,880
Total current assets	915,137	269,987	1,185,124
<b>Property and Equipment,</b>			
Furniture and equipment	79,461		79,461
less accumulated depreciation	(35,488)		(35,488)
	43,973	0	43,973
<b>TOTAL</b>	<b>\$ 959,110</b>	<b>\$ 269,987</b>	<b>\$ 1,229,097</b>

## LIABILITIES AND NET ASSETS

<b>Current Liabilities:</b>			
Accounts payable	79,600		79,600
<b>Net Assets</b>	<b>879,510</b>	<b>\$ 269,987</b>	<b>1,149,497</b>
<b>TOTAL</b>	<b>\$ 959,110</b>	<b>\$ 269,987</b>	<b>\$ 1,229,097</b>

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS  
FOR THE YEAR ENDED JUNE 30, 2001

	Unrestricted	Restricted	Total
<b>REVENUE</b>			
Grant income	\$ 50,000	\$ 577,984	\$ 627,984
Corporate sponsorship and benefactors	225,500		225,500
Corporate project support		7,500	7,500
In-kind contributions	152,902		152,902
Annual giving	252,914		252,914
Membership and other fees	147,490		147,490
Program fees	47,125		47,125
Other income	36,550		36,550
Interest income	41,509		41,509
Net assets released from restrictions:			
Satisfaction of program restrictions	704,322	(704,322)	0
Total revenue	1,658,312	(118,838)	1,539,474
<b>EXPENSES:</b>			
Program services	1,203,303		1,203,303
Management and general	522,896		522,896
Total expenses	1,726,199	0	1,726,199
<b>DECREASE IN NET ASSETS</b>	(67,887)	(118,838)	(186,725)
<b>NET ASSETS, BEGINNING OF YEAR</b>	947,397	388,825	1,336,222
<b>NET ASSETS, END OF YEAR</b>	\$ 879,510	\$ 269,987	\$ 1,149,497



The Pacific Council on International Policy was established in 1995 in cooperation

with the Council on Foreign Relations (CFR), the premier foreign policy forum in the United States. Two years later, the Pacific Council was designated the CFR's western partner in a strategic alliance unique for both groups. All CFR members in the western United States are offered concurrent membership in the Pacific Council, and more than 350 have become joint members. In consideration of the programs offered to these joint members, the CFR provides budgetary support to the Pacific Council.

The two Councils jointly sponsor many meetings up and down the West Coast, including about 20 meetings in 2000-2001 that featured CFR senior fellows. Senior staff members of the two Councils also participate in each other's annual conferences. CFR Senior Vice President Michael Peters serves on the Pacific Council's Board and chaired the Search Committee for the senior vice president position. Pacific Council President Abraham Lowenthal serves as a CFR vice president and attends CFR Board meetings. The two Councils are establishing a joint Board task force which will make recommendations in 2002 for strengthening the partnership and further advancing the shared mission.



The Pacific Council and the University of Southern California (USC) have a renewable program of cooperation, building on the synergy between the Pacific Council's mission and USC's strategic plan, which emphasizes internationalization and links with Asia and Latin America. The university provides office space and other facilities to the Council on a subsidized basis, and the Pacific Council employs USC students,

cooperates with USC departments on specific projects and on inviting visiting fellows to Los Angeles, holds select events on campus, and makes its visiting fellows and staff available to the university community. USC Provost Lloyd Armstrong, Jr. serves on the Council's Board of Directors.

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