<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Robert J. Abernethy</td>
<td>Chair, American Standard Development Co.</td>
</tr>
<tr>
<td>Hon. Michael H. Armacost</td>
<td>President, The Brookings Institution</td>
</tr>
<tr>
<td>Dr. Lloyd Armstrong, Jr.</td>
<td>Provost &amp; Senior Vice President, University of Southern California</td>
</tr>
<tr>
<td>Dr. Byron G. Auguste</td>
<td>Principal, McKinsey &amp; Company</td>
</tr>
<tr>
<td>Dr. Lloyd Armstrong, Jr.</td>
<td>Provost &amp; Senior Vice President, University of Southern California</td>
</tr>
<tr>
<td>Dr. Byron G. Auguste</td>
<td>Principal, McKinsey &amp; Company</td>
</tr>
<tr>
<td>Mr. John E. Bryson</td>
<td>Chairman &amp; CEO, Edison International</td>
</tr>
<tr>
<td>Mr. Philip J. Carroll, Jr.</td>
<td>Chairman &amp; CEO, Fluor Corporation</td>
</tr>
<tr>
<td>Mr. Ronnie C. Chan</td>
<td>Chairman, Hang Lung Development Company</td>
</tr>
<tr>
<td>Hon. Warren Christopher</td>
<td>Senior Partner, O'Malley &amp; Myers</td>
</tr>
<tr>
<td>Mr. Shelby Coffey, III</td>
<td>Former President, CNN Business News and CNN Financial News</td>
</tr>
<tr>
<td>Mr. Lewis W. Coleman</td>
<td>President, Gordon E. and Betty I. Moore Foundation</td>
</tr>
<tr>
<td>Mr. John F. Cooke</td>
<td>President, Declaration of Independence</td>
</tr>
<tr>
<td>Ms. Lee Cullum</td>
<td>Syndicated Columnist, Dallas Morning News</td>
</tr>
<tr>
<td>Mr. Paul M. Dorfman</td>
<td>Managing Director, Bank of America</td>
</tr>
<tr>
<td>Mr. Robert F. Erburu (Chairman)</td>
<td>Chairman (Retired), The Times Mirror Company</td>
</tr>
<tr>
<td>Hon. Richard W. Fisher</td>
<td>Managing Partner, Fisher Family Fund</td>
</tr>
<tr>
<td>Dr. Alton Frye</td>
<td>Presidential Senior Fellow, Council on Foreign Relations</td>
</tr>
<tr>
<td>Ms. Linda Griego</td>
<td>Managing General Partner, Engine Co. No. 28</td>
</tr>
<tr>
<td>Mr. Edward K. Hamilton</td>
<td>Chairman, Hamilton, Rabinovitz &amp; Alschuler</td>
</tr>
<tr>
<td>Mr. Jay T. Harris</td>
<td>Former Chairman &amp; Publisher, San Jose Mercury News</td>
</tr>
<tr>
<td>Hon. Rita E. Hauser</td>
<td>President, The Hauser Foundation</td>
</tr>
<tr>
<td>Ms. Karen Elliott House</td>
<td>President, International Group, Dow Jones and Company</td>
</tr>
<tr>
<td>Dr. Irwin M. Jacobs</td>
<td>Chairman &amp; CEO, QUALCOMM</td>
</tr>
<tr>
<td>Hon. Mel Levine</td>
<td>Partner, Gibson, Dunn &amp; Crutcher</td>
</tr>
<tr>
<td>Dr. Abraham F. Lowenthal</td>
<td>President, Pacific Council on International Policy, Professor, University of Southern California</td>
</tr>
<tr>
<td>Mr. Richard Mallory</td>
<td>Partner, Snell &amp; Wilmer</td>
</tr>
<tr>
<td>Mr. Robert A. Malone</td>
<td>Regional President, BP</td>
</tr>
<tr>
<td>Ms. Vilma S. Martinez</td>
<td>Partner, Munder, Tolles &amp; Olson</td>
</tr>
<tr>
<td>Mr. T. Willem Mesdag</td>
<td>Advisory Director, Goldman Sachs &amp; Co.</td>
</tr>
<tr>
<td>Mr. Luis G. Nogales</td>
<td>Managing Partner, Nogales Investors LLC</td>
</tr>
<tr>
<td>Mr. Michael Parks</td>
<td>Interim Director, Annenberg School of Communication, University of Southern California</td>
</tr>
<tr>
<td>Mr. Michael P. Peters</td>
<td>Senior Vice President, Council on Foreign Relations</td>
</tr>
<tr>
<td>Amb. Andrés Rozental</td>
<td>President, Rozental &amp; Associates</td>
</tr>
<tr>
<td>Hon. Pamela Ann Rymer</td>
<td>Judge, United States Court of Appeals</td>
</tr>
<tr>
<td>Hon. James B. Steinberg</td>
<td>Vice President &amp; Director, Foreign Policy Studies Program, The Brookings Institution</td>
</tr>
<tr>
<td>Mr. David K. Y. Tang</td>
<td>Managing Partner, Preston, Gates &amp; Ellis</td>
</tr>
<tr>
<td>Mr. Gerald L. Warren</td>
<td>Editor (Retired), San Diego Union Tribune</td>
</tr>
</tbody>
</table>
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.
## In This Report

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>A Letter From the Chair</td>
</tr>
<tr>
<td>4</td>
<td>A Letter From the President</td>
</tr>
<tr>
<td>6</td>
<td>2000-2001 Highlights</td>
</tr>
<tr>
<td>6</td>
<td>Membership</td>
</tr>
<tr>
<td>7</td>
<td>Programs</td>
</tr>
<tr>
<td>8</td>
<td>Studies</td>
</tr>
<tr>
<td>9</td>
<td>External Affairs</td>
</tr>
<tr>
<td>10</td>
<td>Governance</td>
</tr>
<tr>
<td>11</td>
<td>Organization and Management</td>
</tr>
<tr>
<td>12</td>
<td>Fundraising and Development</td>
</tr>
<tr>
<td>13</td>
<td>Annual Members’ Weekend</td>
</tr>
<tr>
<td>15</td>
<td>Major Projects for 2002</td>
</tr>
<tr>
<td>16</td>
<td>Staff</td>
</tr>
<tr>
<td>17</td>
<td>Pacific Council Publications</td>
</tr>
<tr>
<td>18</td>
<td>Members Programs 2000-2001</td>
</tr>
<tr>
<td>23</td>
<td>New Members</td>
</tr>
<tr>
<td>24</td>
<td>Members</td>
</tr>
<tr>
<td>29</td>
<td>Financial Statement</td>
</tr>
<tr>
<td>31</td>
<td>Partners</td>
</tr>
<tr>
<td>32</td>
<td>2000-2001 Annual Giving Contributors</td>
</tr>
<tr>
<td>34</td>
<td>Corporate Advisory Board</td>
</tr>
<tr>
<td>35</td>
<td>Corporate Sponsors and Foundation Support</td>
</tr>
</tbody>
</table>
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 influencers 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
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.

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.
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.

**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.
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, 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.”
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.

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.”

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 F'n'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.

NEW POSITIONS IN 2000-2001

Senior Vice President
Director of External Affairs
Web/Database Administrator
Events Planner

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.”
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.

**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.”
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.
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.
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.
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. Treverton, 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.
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 DelVecchio, 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

**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

**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

**An International Financial Architecture for Middle-Class Oriented Development**
Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Greysen L. Bryan, partner, O’Melveny & Myers - Chair

**Latinos, Foreign Relations, and the National Interest**
Conference in conjunction with Tomás Rivera Policy Institute

**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

**Persian Mirrors: The Elusive Face of Iran**
Elaine Sciolino, senior writer, New York Times; David R. Andrews, partner, McCutcher, Doyle, Doyle & Enersen - Chair

**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

**Africa’s Strategic Resources: Conflict Diamonds?**
A Council on Foreign Relations/Pacific Council videoconference program

**November**

**Mexico’s New Revolution?: The 2000 Elections and Beyond**
Denise Dresser, senior fellow, Pacific Council, and professor of political science at the Instituto Tecnologico Autonomo de Mexico; Brian L. McEachron, senior corporate attorney, Microsoft Corporation - Chair

**Key dates and events for 2000-2001**

**2000**

**JULY**

**China and the Internet**
Jay Harris, publisher of the San Jose Mercury News; Ken DelVecchio, 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

**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

**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

**An International Financial Architecture for Middle-Class Oriented Development**
Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Greysen L. Bryan, partner, O’Melveny & Myers - Chair

**Latinos, Foreign Relations, and the National Interest**
Conference in conjunction with Tomás Rivera Policy Institute

**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

**Persian Mirrors: The Elusive Face of Iran**
Elaine Sciolino, senior writer, New York Times; David R. Andrews, partner, McCutcher, Doyle, Doyle & Enersen - Chair

**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

**Africa’s Strategic Resources: Conflict Diamonds?**
A Council on Foreign Relations/Pacific Council videoconference program

**November**

**Mexico’s New Revolution?: The 2000 Elections and Beyond**
Denise Dresser, senior fellow, Pacific Council, and professor of political science at the Instituto Tecnologico Autonomo de Mexico; Brian L. McEachron, senior corporate attorney, Microsoft Corporation - Chair

**Key dates and events for 2000-2001**

**2000**

**JULY**

**China and the Internet**
Jay Harris, publisher of the San Jose Mercury News; Ken DelVecchio, 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

**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

**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

**An International Financial Architecture for Middle-Class Oriented Development**
Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Greysen L. Bryan, partner, O’Melveny & Myers - Chair

**Latinos, Foreign Relations, and the National Interest**
Conference in conjunction with Tomás Rivera Policy Institute

**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

**Persian Mirrors: The Elusive Face of Iran**
Elaine Sciolino, senior writer, New York Times; David R. Andrews, partner, McCutcher, Doyle, Doyle & Enersen - Chair

**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

**Africa’s Strategic Resources: Conflict Diamonds?**
A Council on Foreign Relations/Pacific Council videoconference program

**November**

**Mexico’s New Revolution?: The 2000 Elections and Beyond**
Denise Dresser, senior fellow, Pacific Council, and professor of political science at the Instituto Tecnologico Autonomo de Mexico; Brian L. McEachron, senior corporate attorney, Microsoft Corporation - Chair

**Key dates and events for 2000-2001**

**2000**

**JULY**

**China and the Internet**
Jay Harris, publisher of the San Jose Mercury News; Ken DelVecchio, 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

**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

**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

**An International Financial Architecture for Middle-Class Oriented Development**
Walter Russell Mead, senior fellow for U.S. foreign policy, Council on Foreign Relations; Greysen L. Bryan, partner, O’Melveny & Myers - Chair

**Latinos, Foreign Relations, and the National Interest**
Conference in conjunction with Tomás Rivera Policy Institute

**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

**Persian Mirrors: The Elusive Face of Iran**
Elaine Sciolino, senior writer, New York Times; David R. Andrews, partner, McCutcher, Doyle, Doyle & Enersen - Chair

**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

**Africa’s Strategic Resources: Conflict Diamonds?**
A Council on Foreign Relations/Pacific Council videoconference program

**November**

**Mexico’s New Revolution?: The 2000 Elections and Beyond**
Denise Dresser, senior fellow, Pacific Council, and professor of political science at the Instituto Tecnologico Autonomo de Mexico; Brian L. McEachron, senior corporate attorney, Microsoft Corporation - Chair
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 6th - 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 8th - 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 9th - 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; Gregory F. Treverton, senior fellow, Pacific Council; and former chairman, National Intelligence Council - Chair
Tuesday, November 28th - 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 29th - Los Angeles

Memo to the New President: Global Trends 2001
David F. Gordon, national intelligence officer for economics & global issues, National Intelligence Council; Gregory F. Treverton, senior fellow, Pacific Council; and former chairman, National Intelligence Council - Chair
Thursday, November 30th - Los Angeles

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 10th - 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 16th - Los Angeles

Financial Vulnerabilities: Lessons Learned and Implications for Policy Making
Roger Kubaych, 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 26th - San Francisco

Global Warming Policy After Kyoto
David B. Borich, executive director, Washington State China Relations Council - Chair
Jointly organized with the Washington State China Relations Council
Wednesday, December 6th - 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; Mathew 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 7th - 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, Event 411.com - Chair
Thursday, December 13th - Los Angeles

A Conversation on U.S.-Mexico Relations
Jeffrey Davidow, U.S. ambassador to Mexico; Vilma Martinez, partner, Munger, Tolles & Olson - Chair
Thursday, November 9th - 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; Gregory F. Treverton, senior fellow, Pacific Council; and former chairman, National Intelligence Council - Chair
Tuesday, November 28th - 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 29th - Los Angeles

Memo to the New President: Global Trends 2001
David F. Gordon, national intelligence officer for economics & global issues, National Intelligence Council; Gregory F. Treverton, senior fellow, Pacific Council; and former chairman, National Intelligence Council - Chair
Thursday, November 30th - Los Angeles

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 10th - 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 16th - Los Angeles

Financial Vulnerabilities: Lessons Learned and Implications for Policy Making
Roger Kubaych, 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 26th - San Francisco

An Insider's Account of Last Year's Historic Summit Meeting in Pyongyang
Moon Chung-Inf, adviser on unification matters to the South Korean President - Kim Dae-Jung and dean of

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 - Chair
Monday, December 4th - San Francisco

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

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 Tecnologico Autonome de Mexico; Lewis W. Coleman, CEO, Banc of America Securities - Chair
Monday, December 4th - San Francisco

New Freedom in China
Seth Faison, visiting fellow, Pacific Council, and former Shanghai bureau chief for the New York Times;
MEMBERS PROGRAMS

2000-2001

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; Aiza 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 - Convenor
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 Bauman, 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, PK Verleger, 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
Moses 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; Jamea A. FlarCruz, 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, center 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; Peter M. Joojot, president, Joojot 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; José 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; Mél 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. Erburo, 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 - Chair
Friday, June 29 - Los Angeles

JULY

Mexico's New Foreign Policy
Jose G. Castañeda, foreign minister of Mexico

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 Steinbaum, 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; Tak 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; Gibson, Dunn & Crutcher - Chair
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.
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. Sobae, 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; Philip K. Verleger, Jr., president, PK Verleger LLC, and principal, Brattle Group; John E. Bryson, chairman & CEO, Edison International - Chair
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 Kehler, president, J. Kehler & 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
<table>
<thead>
<tr>
<th>New Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Adolfo Aguilar Zinser</td>
</tr>
<tr>
<td>Prof. Roger Alford</td>
</tr>
<tr>
<td>Dr. David M. Andrews</td>
</tr>
<tr>
<td>Dr. Joseph Aoún</td>
</tr>
<tr>
<td>Ms. Shellye Archambeau</td>
</tr>
<tr>
<td>Hon. Cresencio S. Arcos, Jr.</td>
</tr>
<tr>
<td>Dr. William L. Ascher</td>
</tr>
<tr>
<td>Ms. Kathi L. Austin</td>
</tr>
<tr>
<td>Mr. Khalid Azim</td>
</tr>
<tr>
<td>Mr. Alan Batkin</td>
</tr>
<tr>
<td>Dr. Frank D. Bean</td>
</tr>
<tr>
<td>Dr. Coit D. Blacker</td>
</tr>
<tr>
<td>Ms. Angela Glover Blackwell</td>
</tr>
<tr>
<td>Mr. Gabriel Brener</td>
</tr>
<tr>
<td>Mr. Bill Bryant</td>
</tr>
<tr>
<td>Mr. Nick Butler</td>
</tr>
<tr>
<td>Hon. Louis Caldera</td>
</tr>
<tr>
<td>Rep. Tom Campbell</td>
</tr>
<tr>
<td>Mr. Michael Carpenter</td>
</tr>
<tr>
<td>Mr. John S. Carroll</td>
</tr>
<tr>
<td>Mr. Phillip J. Carroll, Jr.</td>
</tr>
<tr>
<td>Ms. Candace Chen</td>
</tr>
<tr>
<td>Mr. Michael N. Claes</td>
</tr>
<tr>
<td>Mr. Marc Cooper</td>
</tr>
<tr>
<td>Ms. Liliane Corzo</td>
</tr>
<tr>
<td>Mr. Jock Covey</td>
</tr>
<tr>
<td>Ms. B. Anne Crâb</td>
</tr>
<tr>
<td>Mr. Hector J. Cuelar</td>
</tr>
<tr>
<td>Lic. Felipe A.M. de la Balze</td>
</tr>
<tr>
<td>Mr. Rimmer de Vries</td>
</tr>
<tr>
<td>Dr. Phil E. DePoy</td>
</tr>
<tr>
<td>Rep. Calvin M. Dooley</td>
</tr>
<tr>
<td>Mr. Paul M. Dorfman</td>
</tr>
<tr>
<td>Mr. Roy Doumani</td>
</tr>
<tr>
<td>Ms. Maria Elena Durazo</td>
</tr>
<tr>
<td>Mr. L. Brooks Entwistle</td>
</tr>
<tr>
<td>Rep. Bob Filner</td>
</tr>
<tr>
<td>Hon. Marco A. Firebaugh</td>
</tr>
<tr>
<td>Mr. L. Gordon Flake</td>
</tr>
<tr>
<td>Hon. Michael Flores</td>
</tr>
<tr>
<td>Mr. Patrick J. Fln'Piere</td>
</tr>
<tr>
<td>Prof. Murray Fromson</td>
</tr>
<tr>
<td>Dr. Thomas B. Gold</td>
</tr>
<tr>
<td>Dr. P. Edward Hakey</td>
</tr>
<tr>
<td>Dr. Eric N. Hamburg</td>
</tr>
<tr>
<td>Mr. Bernard Haragdon</td>
</tr>
<tr>
<td>Mr. Joseph W. Harrison</td>
</tr>
<tr>
<td>Dr. Chester D. Haskell</td>
</tr>
<tr>
<td>Mr. Kaoru Hayama</td>
</tr>
<tr>
<td>Mr. Mikkal E. Herberg</td>
</tr>
<tr>
<td>Hon. Robert M. Hertzberg</td>
</tr>
<tr>
<td>Mr. Timothy Heyman</td>
</tr>
<tr>
<td>Mr. Matthew T. Hobart</td>
</tr>
<tr>
<td>Mr. Robert Hodam</td>
</tr>
<tr>
<td>Mr. Auren Hoffman</td>
</tr>
<tr>
<td>Amb. Swannee Hunt</td>
</tr>
<tr>
<td>Mr. Joel Z. Hyatt</td>
</tr>
<tr>
<td>Mr. Paul S. Ikasi</td>
</tr>
<tr>
<td>Mr. Richard D. Jacobs</td>
</tr>
<tr>
<td>Mr. Al Jerome</td>
</tr>
<tr>
<td>Prof. Larry D. Johnson</td>
</tr>
<tr>
<td>Dr. Mira Kamdar</td>
</tr>
<tr>
<td>Mr. R. Jeffrey Kellerer</td>
</tr>
<tr>
<td>Ms. Hanya Marie Kim</td>
</tr>
<tr>
<td>Mr. Stephen D. Klaus</td>
</tr>
<tr>
<td>Mr. Thomas J. Klitgaard</td>
</tr>
<tr>
<td>Mr. Andrew W. Knox</td>
</tr>
<tr>
<td>Mr. Carl Landaier</td>
</tr>
<tr>
<td>Ms. Aileen S. Lee</td>
</tr>
<tr>
<td>Mr. Holden H. Lee</td>
</tr>
<tr>
<td>Mr. Frankie F.L. Leung</td>
</tr>
<tr>
<td>Mr. Robert S. Leventhal</td>
</tr>
<tr>
<td>Mr. Brian C. Lippey</td>
</tr>
<tr>
<td>Mr. Robert M. Macy, Jr.</td>
</tr>
<tr>
<td>Mr. Michael Mahdesian</td>
</tr>
<tr>
<td>Mr. Robert A. Malone</td>
</tr>
<tr>
<td>Mr. Dan Matuszewski</td>
</tr>
<tr>
<td>Dr. Daniel A. Mazmanian</td>
</tr>
<tr>
<td>Mr. Don J. McGrath</td>
</tr>
<tr>
<td>Mr. Eliseo Medina</td>
</tr>
<tr>
<td>Mr. T. Willem Misdag</td>
</tr>
<tr>
<td>Mr. James P. Miscoll</td>
</tr>
<tr>
<td>Ms. Kathleen Bertelsen Moazed</td>
</tr>
<tr>
<td>Hon. Gloria Molina</td>
</tr>
<tr>
<td>Dr. Chung-In Moon</td>
</tr>
<tr>
<td>Ms. Perla Ni</td>
</tr>
<tr>
<td>Mr. Jonathan M. Orszag</td>
</tr>
<tr>
<td>Ms. Nancy Ozeas</td>
</tr>
<tr>
<td>Dr. William J. Perry</td>
</tr>
<tr>
<td>Mr. James M. Prince</td>
</tr>
<tr>
<td>Mr. John P. Puerner</td>
</tr>
<tr>
<td>Mr. Michael S. Quinn</td>
</tr>
<tr>
<td>Dr. Rafael Rangel Sostmann</td>
</tr>
<tr>
<td>Dr. Kal L. Raustiala</td>
</tr>
<tr>
<td>Mr. William K. Reilly</td>
</tr>
<tr>
<td>Ms. Julie Reineman</td>
</tr>
<tr>
<td>Mr. Richard Rodriguez</td>
</tr>
<tr>
<td>Dr. Harold A. Rosen</td>
</tr>
<tr>
<td>Hon. Stanley O. Roth</td>
</tr>
<tr>
<td>Mr. Paul Sack</td>
</tr>
<tr>
<td>Ms. Ana Maria Salazar</td>
</tr>
<tr>
<td>Prof. Todd Sandler</td>
</tr>
<tr>
<td>Mr. Steven A. Schoenfeld</td>
</tr>
<tr>
<td>Mr. Elliott Schrage</td>
</tr>
<tr>
<td>Ms. Pippa Scott</td>
</tr>
<tr>
<td>Mr. Raymond Shonholtz</td>
</tr>
<tr>
<td>Ms. Karen E. Short</td>
</tr>
<tr>
<td>Dr. Jesus Silva Herzog</td>
</tr>
<tr>
<td>Dr. Richard A. Slaughter</td>
</tr>
<tr>
<td>Ms. Kathleen Smalley</td>
</tr>
<tr>
<td>Mr. Phillip K. Sotelo</td>
</tr>
<tr>
<td>Mr. Richard C. St. John</td>
</tr>
<tr>
<td>Dr. Paul B. Stares</td>
</tr>
<tr>
<td>Hon. James B. Steinberg</td>
</tr>
<tr>
<td>Mr. Edward L. Strohbehn, Jr.</td>
</tr>
<tr>
<td>Dr. Alan Sweedler</td>
</tr>
<tr>
<td>Maj. John K. Tien, Jr.</td>
</tr>
<tr>
<td>Mr. Matthew N. Tuchow</td>
</tr>
<tr>
<td>Ms. Terri L. Tyminski</td>
</tr>
<tr>
<td>Mr. Carlos J. Valderrama</td>
</tr>
<tr>
<td>Ms. Carole Wagner Vallianos</td>
</tr>
<tr>
<td>Mr. Robert Van Dine</td>
</tr>
<tr>
<td>Mr. Ronaldo Camargo Veirano</td>
</tr>
<tr>
<td>Dr. David G. Victor</td>
</tr>
<tr>
<td>Mr. John S. Wadsworth, Jr.</td>
</tr>
<tr>
<td>Mr. Richard M. Walden</td>
</tr>
<tr>
<td>Ms. Kim Walesh</td>
</tr>
<tr>
<td>Dr. Dean A. Wilkening</td>
</tr>
<tr>
<td>Mrs. Gayle E. Wilson</td>
</tr>
<tr>
<td>Mr. Ronald W. Wong</td>
</tr>
<tr>
<td>Ms. Mary Lin-Hua Wu</td>
</tr>
<tr>
<td>Ms. Pamela Yatsko</td>
</tr>
<tr>
<td>Prof. J ohn Choon Yoo</td>
</tr>
<tr>
<td>Dr. Herbert F. York</td>
</tr>
<tr>
<td>Mr. Efrem Zimbalist, III</td>
</tr>
</tbody>
</table>
Members
as of 12/31/01

Dr. Dan Caldwell
Hon. Louis Caldera
Dr. Richard M. Buxbaum
Mr. Nick Butler
Dr. Jorge A. Bustamante
Hon. Yvonne Brathwaite Burke
Dr. Phillip M. Burgess
Mr. Kenneth F. Bunting
Dr. Barbara K. Bundy
Dr. Bruce Bueno de Mesquita
Dr. Barbara K. Bundy
Mr. William F. Bulman, Jr.
Dr. Warren Bennis
Mr. Walter F. Beran
Ms. Jan Carol Berris
Mr. Alan Bersin
Mr. Nicholas B. Binkley
Dr. Mary G. F. Bitterman
Mr. Douglas J. Black
Hon. Shirley Temple Black
Dr. Colt D. Blacker
Ms. Angela Glover Blackwell
Mr. Bruce A. Blomstrom
Mr. Richard Blum
Dr. Philip C. Bobbitt
Mr. Andy Bodea
Hon. Paul H. Boeker
Sr. Edgardo Boeninger
Mr. William A. Bold
Mr. J. Dennis Bonney
Lic. José Octavio Bordón
The Rt. Rev. Frederick H. Borsch
Hon. Stephen W. Bosworth
Ing. Francisco Javier R. Bours Castelo
Hon. Bill Bradley
Dr. Laurie A. Brand
Mr. Gabriel Brerer
Mr. Dennis A. Britton
Mr. Eli Broad
Mr. Nathan E. Brostrom
Hon. Kathleen Brown
Hon. William L. Brown, Jr.
Mr. Michael Brownrigg
Mr. Tim C. Bruijnma
Mrs. Pam Bruns
Mr. Greyson L. Bryan
Mr. Bill Bryant
Mr. John E. Bryson
Mr. Mark E. Buchman
Dr. Bruce Bueno de Mesquita
Dr. Barbara K. Bundy
Mr. Kenneth F. Bunting
Dr. Phillip M. Burgess
Hon. Yvonne Brathwaite Burke
Dr. Jorge A. Bustamante
Mr. Nick Butler
Dr. Richard M. Buxbaum
Hon. Louis Caldera
Dr. Dan Caldwell
Ms. Nancy Y. Bekavac
Mr. Peter D. Bell
Mr. J. Arnoldo Beltran
Dr. Gerald J. Bender
Mr. William J. Bonman, Jr.
Dr. Dr. Dan Caldwell
Hon. Louis Caldera
Dr. Dan Caldwell
<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Karen Elliott House</td>
</tr>
<tr>
<td>Mr. Mont P. Hoyt</td>
</tr>
<tr>
<td>Mr. Paul S.P. Hsu</td>
</tr>
<tr>
<td>Dr. Alice Huang</td>
</tr>
<tr>
<td>Mr. David Huebner</td>
</tr>
<tr>
<td>Ms. Arianna Huffington</td>
</tr>
<tr>
<td>Hon. Shirley M. Hufstedler</td>
</tr>
<tr>
<td>Hon. John Hughes</td>
</tr>
<tr>
<td>Mr. Justin Hughes</td>
</tr>
<tr>
<td>Mr. Lawrence Hull, Jr.</td>
</tr>
<tr>
<td>Mr. Darcel L. Hulse</td>
</tr>
<tr>
<td>Amb. Swanee Hunt</td>
</tr>
<tr>
<td>Hon. Jon M. Huntsman, Jr.</td>
</tr>
<tr>
<td>Mr. William H. Hurt</td>
</tr>
<tr>
<td>Dr. Osvaldo Hurtado Larrea</td>
</tr>
<tr>
<td>Mr. Henry Y. Hwang</td>
</tr>
<tr>
<td>Mr. Joel Z. Hyatt</td>
</tr>
<tr>
<td>Mr. Ricardo F. Icaza</td>
</tr>
<tr>
<td>Mr. Thomas, Ilno</td>
</tr>
<tr>
<td>Ms. Hyepin C. Im</td>
</tr>
<tr>
<td>Hon. Robert S. Ingersoll</td>
</tr>
<tr>
<td>Dr. Helen M. Ingram</td>
</tr>
<tr>
<td>Adm. Bobby R. Inman USN (Ret.)</td>
</tr>
<tr>
<td>Dr. Michael D. Intrigator</td>
</tr>
<tr>
<td>Ms. Evelyn Keiko Hirtani</td>
</tr>
<tr>
<td>Mr. John Paul Isaacson</td>
</tr>
<tr>
<td>Mr. Paul S. Isaki</td>
</tr>
<tr>
<td>Mr. Irwin M. Jacobs</td>
</tr>
<tr>
<td>Ms. Nehama Jacobs</td>
</tr>
<tr>
<td>Mr. Richard D. Jacobs</td>
</tr>
<tr>
<td>Mr. Francis J. James</td>
</tr>
<tr>
<td>Mr. Frank Jao</td>
</tr>
<tr>
<td>Dr. Jane S. Jaquette</td>
</tr>
<tr>
<td>Ms. Nancy A. Jarvis</td>
</tr>
<tr>
<td>Dr. Robert Jastrow</td>
</tr>
<tr>
<td>Mr. Al Jerome</td>
</tr>
<tr>
<td>Ms. Sarita Jha</td>
</tr>
<tr>
<td>Dr. Brian L. Job</td>
</tr>
<tr>
<td>Prof. Larry D. Johnson</td>
</tr>
<tr>
<td>Ms. Suzanne Nora Johnson</td>
</tr>
<tr>
<td>Very Reverend Alan Jones</td>
</tr>
<tr>
<td>Ms. Sidney R. Jones</td>
</tr>
<tr>
<td>Mr. Thomas V. Jones</td>
</tr>
<tr>
<td>Capt. David L. Jones USN</td>
</tr>
<tr>
<td>Mr. Peter M. Joost</td>
</tr>
<tr>
<td>Dr. Amos A. Jordan</td>
</tr>
<tr>
<td>Sr. Alejandro Junco dela Vega</td>
</tr>
<tr>
<td>Dr. Miles Kahler</td>
</tr>
<tr>
<td>Mr. Jonathan T. Kaji</td>
</tr>
<tr>
<td>Mr. Mira Kamdar</td>
</tr>
<tr>
<td>Mr. John Kamm</td>
</tr>
<tr>
<td>Dr. Martin H. Kaplan</td>
</tr>
<tr>
<td>Mr. Neil Kaplan</td>
</tr>
<tr>
<td>Dr. Robert A. Kapp</td>
</tr>
<tr>
<td>Ms. Susan L. Karamanian</td>
</tr>
<tr>
<td>Mr. Bruce Karatz</td>
</tr>
<tr>
<td>Dr. Terry L. Karl</td>
</tr>
<tr>
<td>Mr. Ronald S. Katz</td>
</tr>
<tr>
<td>Ms. Tonnie Katz</td>
</tr>
<tr>
<td>Dr. Xandra Kayden</td>
</tr>
<tr>
<td>Ms. Betty Katinge</td>
</tr>
<tr>
<td>Mr. William L. Keever</td>
</tr>
<tr>
<td>Mr. R. Jeffrey Kellner</td>
</tr>
<tr>
<td>Dr. Edmund J. Keller</td>
</tr>
<tr>
<td>Mr. Peter B. Kellner</td>
</tr>
<tr>
<td>Mr. James A. Keddy</td>
</tr>
<tr>
<td>Ms. Charlotte T. Kennedy</td>
</tr>
<tr>
<td>Ms. Ann Z. Kerr</td>
</tr>
<tr>
<td>Mr. A. Peter Kerzian, Jr.</td>
</tr>
<tr>
<td>Dr. Lucy Killea</td>
</tr>
<tr>
<td>Mr. Lawrence M. Killeen</td>
</tr>
<tr>
<td>Mr. Bong Hwan Kim</td>
</tr>
<tr>
<td>Ms. Hanya Marie Kim</td>
</tr>
<tr>
<td>Hon. Kiwan Kim</td>
</tr>
<tr>
<td>Mr. Spencer H. Kim</td>
</tr>
<tr>
<td>Hon. Robert M. Kimmitty</td>
</tr>
<tr>
<td>Ms. Maureen Kindel</td>
</tr>
<tr>
<td>Dr. Richard King</td>
</tr>
<tr>
<td>Mr. Stephen D. Kiser</td>
</tr>
<tr>
<td>Mr. David Klein</td>
</tr>
<tr>
<td>Dr. Robert Kiltgaard</td>
</tr>
<tr>
<td>Mr. Thomas J. Kiltgaard</td>
</tr>
<tr>
<td>Ms. Jesse J. Night, Jr.</td>
</tr>
<tr>
<td>Mr. Andrew W. Knox</td>
</tr>
<tr>
<td>Mr. Hirotosugi Koke</td>
</tr>
<tr>
<td>Ms. Akira Kojima</td>
</tr>
<tr>
<td>Hon. Jim T. Kolbe</td>
</tr>
<tr>
<td>Hon. Daniel M. Kolkey</td>
</tr>
<tr>
<td>Mr. Steven R. Koltai</td>
</tr>
<tr>
<td>Dr. George P. Koo</td>
</tr>
<tr>
<td>Prof. Andrzej Korbonski</td>
</tr>
<tr>
<td>Dr. Yutaka Kosai</td>
</tr>
<tr>
<td>Ms. Robin M. Kramer</td>
</tr>
<tr>
<td>Mr. C. Douglas Kravwinkle</td>
</tr>
<tr>
<td>Mr. Thomas F. Krantz</td>
</tr>
<tr>
<td>Dr. Stephen D. Krasner</td>
</tr>
<tr>
<td>Dr. Lawrence B. Krause</td>
</tr>
<tr>
<td>Mr. Kent Kresa</td>
</tr>
<tr>
<td>Dr. Anne O. Krueger</td>
</tr>
<tr>
<td>Dr. Andrew C. Kuchins</td>
</tr>
<tr>
<td>Mr. Stewart Kwoh</td>
</tr>
<tr>
<td>Dr. David A. Lake</td>
</tr>
<tr>
<td>Dr. David K. Lam</td>
</tr>
<tr>
<td>Mr. Tony Lam</td>
</tr>
<tr>
<td>Mr. Richard P. Lambert</td>
</tr>
<tr>
<td>Dr. Benjamin S. Lambeth</td>
</tr>
<tr>
<td>Mr. Carl Landauer</td>
</tr>
<tr>
<td>Prof. Gail W. Lapidus</td>
</tr>
<tr>
<td>Dr. Nicholas R. Lardy</td>
</tr>
<tr>
<td>Dr. F. Stephen Larabee</td>
</tr>
<tr>
<td>Dr. Christopher Layne</td>
</tr>
<tr>
<td>Mr. Edward P. Lazarus</td>
</tr>
<tr>
<td>Ms. Alien S. Lee</td>
</tr>
<tr>
<td>Mr. Bruce Lee</td>
</tr>
<tr>
<td>Dr. Chaejin Lee</td>
</tr>
<tr>
<td>Mr. Holden H. Lee</td>
</tr>
<tr>
<td>Mr. Robert G. Lees</td>
</tr>
<tr>
<td>Mr. Christopher Legaliet</td>
</tr>
<tr>
<td>Ms. Teresa Isabel Leger</td>
</tr>
<tr>
<td>Dr. Ronald F. Lehman, II</td>
</tr>
<tr>
<td>Mr. Urban Charles Lehner</td>
</tr>
<tr>
<td>Dr. Robert J. Lempert</td>
</tr>
<tr>
<td>Sr. Fernando Leniz</td>
</tr>
<tr>
<td>Mr. Louis C. Lenzen</td>
</tr>
<tr>
<td>Dr. Ian O. Lesser</td>
</tr>
<tr>
<td>Mr. Frankie F.L. Leung</td>
</tr>
<tr>
<td>Dr. Hugh P. Levaux</td>
</tr>
<tr>
<td>Mr. Robert S. Leventhal</td>
</tr>
<tr>
<td>Mr. Michael S. Levin</td>
</tr>
<tr>
<td>Hon. M. Levine</td>
</tr>
<tr>
<td>Dr. Stephen Levy</td>
</tr>
<tr>
<td>Hon. David K. P. Li</td>
</tr>
<tr>
<td>Mr. Li Lu</td>
</tr>
<tr>
<td>Mr. Simon K.C. Li</td>
</tr>
<tr>
<td>Mr. Victor H. Li</td>
</tr>
<tr>
<td>Ms. Nancy Lieberman</td>
</tr>
<tr>
<td>Ms. Sally Lilienthal</td>
</tr>
<tr>
<td>Dr. Marc Lindenberg</td>
</tr>
<tr>
<td>Hon. Sol M. Linowitz</td>
</tr>
<tr>
<td>Mr. Brian C. Lippe</td>
</tr>
<tr>
<td>Mr. Ron M. Lissak</td>
</tr>
<tr>
<td>Mr. Francis D. Logan</td>
</tr>
<tr>
<td>Ms. Susan Long</td>
</tr>
<tr>
<td>Mr. Jon B. Lovelace</td>
</tr>
<tr>
<td>Mr. Robert W. Lovelace</td>
</tr>
<tr>
<td>Dr. Abraham F. Lowenthal</td>
</tr>
<tr>
<td>Hon. Ignacio E. Lozano, Jr.</td>
</tr>
<tr>
<td>Ms. Monica C. Lozano</td>
</tr>
<tr>
<td>Mr. Stanley B. Lubman</td>
</tr>
<tr>
<td>Mr. Warren K. K. Lake</td>
</tr>
<tr>
<td>Sr. Gaston Luken Aguilar</td>
</tr>
<tr>
<td>Lic. Gaston Luken Garza, Jr.</td>
</tr>
<tr>
<td>Mr. Christopher Lund</td>
</tr>
<tr>
<td>Sr. Hector Lutteroth Camou</td>
</tr>
<tr>
<td>Dr. Robert E. Lutz, II</td>
</tr>
<tr>
<td>Dr. Richard W. Lyman</td>
</tr>
<tr>
<td>Dr. David W. Lyon</td>
</tr>
<tr>
<td>Prof. Richard K. Lyons</td>
</tr>
<tr>
<td>Dr. Gordon J. MacDonald</td>
</tr>
<tr>
<td>Hon. J. Curtis Mack, II</td>
</tr>
<tr>
<td>Mr. Robert M. Macy, Jr.</td>
</tr>
<tr>
<td>Dr. Arturo Madrid</td>
</tr>
<tr>
<td>Dr. John D. Maguire</td>
</tr>
<tr>
<td>Mr. Michael Madadian</td>
</tr>
<tr>
<td>Mr. Robert M. Makhoul</td>
</tr>
<tr>
<td>Dr. Richard Mallory</td>
</tr>
<tr>
<td>Mr. Robert A. Malone</td>
</tr>
<tr>
<td>Amb. John R. Malott</td>
</tr>
<tr>
<td>Hon. Charles T. Manatt</td>
</tr>
<tr>
<td>Ms. Michele A. Manatt</td>
</tr>
<tr>
<td>Mr. James Mann</td>
</tr>
<tr>
<td>Mr. Bayless Manning</td>
</tr>
<tr>
<td>Mr. Stephen A. Mansfield</td>
</tr>
<tr>
<td>Dr. John A. Marcum</td>
</tr>
<tr>
<td>Mr. Marcio Marques Moreira</td>
</tr>
<tr>
<td>Ms. Vilma S. Martinez</td>
</tr>
<tr>
<td>Hon. Edward E. Masters</td>
</tr>
<tr>
<td>Dr. Jessica T. Mathews</td>
</tr>
<tr>
<td>Rep. Robert T. Matsui</td>
</tr>
<tr>
<td>Mr. Dan Matuszewski</td>
</tr>
<tr>
<td>Dr. Michael May</td>
</tr>
<tr>
<td>Prof. Doe Mayer</td>
</tr>
<tr>
<td>Mr. Daniel A. Mazaman</td>
</tr>
<tr>
<td>Hon. John McCain</td>
</tr>
<tr>
<td>Dr. Kevin F. McCarthy</td>
</tr>
<tr>
<td>Gen. James P. McCarthys USAF (Ret.)</td>
</tr>
<tr>
<td>Ms. Amy M. Combs</td>
</tr>
<tr>
<td>Hon. Barbara J. McDougall</td>
</tr>
<tr>
<td>Dr. Patricia Ann MccFate</td>
</tr>
<tr>
<td>Dr. Terry G. McGee</td>
</tr>
<tr>
<td>Mr. Don J. McGrath</td>
</tr>
<tr>
<td>Mr. William McGurn</td>
</tr>
<tr>
<td>Mr. Rick L. McNight</td>
</tr>
<tr>
<td>Mr. Roderick A. Mcelroy</td>
</tr>
<tr>
<td>Mr. Doyle M. McAnus</td>
</tr>
<tr>
<td>Mr. John B. Mceene, III</td>
</tr>
<tr>
<td>Gen. Merrill A. McPeak USAF (Ret.)</td>
</tr>
<tr>
<td>Mr. Mike Medavoy</td>
</tr>
<tr>
<td>Ms. Adrienne Medawar</td>
</tr>
<tr>
<td>Mr. Eliseo Medina</td>
</tr>
<tr>
<td>Ms. Sharon I. Meers</td>
</tr>
<tr>
<td>Mr. T. William Mesdag</td>
</tr>
<tr>
<td>Dr. Ruben F. Mettler</td>
</tr>
<tr>
<td>Dr. Lorenzo Meyer</td>
</tr>
<tr>
<td>Mr. Harold J. Mayerman</td>
</tr>
<tr>
<td>Dr. Kevin J. Middlebrook</td>
</tr>
<tr>
<td>Sr. Enrique Mery Y Teran</td>
</tr>
<tr>
<td>Dr. Sergio A. Mikoyan</td>
</tr>
<tr>
<td>Prof. Edward L. Miles</td>
</tr>
<tr>
<td>Mr. Jack Miles</td>
</tr>
<tr>
<td>Mr. Sanford L. Millar</td>
</tr>
<tr>
<td>Ms. Jody G. Miller</td>
</tr>
<tr>
<td>Ms. Judy Miller</td>
</tr>
<tr>
<td>Mr. Matthew L. Miller</td>
</tr>
<tr>
<td>Hon. Robert J. Miller</td>
</tr>
<tr>
<td>Dr. James P. Miscoll</td>
</tr>
</tbody>
</table>
Members
as of 12/31/01

Amb. David H. Shinn
Dr. Susan L. Shirk
Ms. Debbie Leilani Shon
Mr. Raymond Shonholtz
Ms. Karen E. Short
Mr. Gustave H. Shubert
Hon. George P. Shultz
Ms. Susan F. Shultz
Mr. Alvin Shuster
Mr. Rocco C. Sciliano
Mr. David Sickler
Mr. Christopher J. Sigur
Dr. Jesus Silva Herzog
Mr. Komal S. Sri-Kumar
Dr. David W. Strangway
Dr. Donald H. Straszheim
Hon. James M. Strock
Mr. Edward L. Strohbehn, Jr.
Hon. Thomas E. Strock
Ms. Margaret C. Sullivan
Dr. Bob H. Suzuki
Dr. Alan Swedler
Mr. John Temple Swing
Ms. Deborah Szekely
Mr. Neil Taft
Mr. Curtis S. Tamkin
Dr. Shoshana Tancer
Mr. David K. Y. Tang
Hon. Peter Tarroff
Dr. C. Bruce Tarter
Dr. John E. Tedstrom
Prof. David J. Teese
Dr. Michael S. Teitelbaum
Sr. Roberto Teixeira da Costa
Dr. Shirley Tehani
Dr. Ashley J. Tellis
Prof. Teng Teng
Mr. Leonard B. Tennyson
Mr. Robert A. Theleen
Ms. Marcia Thomas
Ms. Kathryn G. Thompson
Dr. James A. Thomson
Dr. J. Ann Tickner
Dr. Chang-Lin Tien
Dr. Hung-mao Tien
Maj. John K. Tien, Jr.
Dr. C. Peter Timmer
Dr. Irene Tinker
Mr. Alvin Toffler
Ms. Heidi Toffler
Mr. Matthew A. Toledo
Ms. Rosemary Tomich
Mr. David Tong
Hon. Art Torres
Ms. Diana Torres
Hon. Esteban E. Torres
Dr. Fernando M. Torres-Gil
Mr. Masakazu Toyoda
Mr. John Elting Treat
Dr. Gregory F. Treverton
Mr. Charles R. Trimple
Mr. H. Anton Tucker
Mr. Matthew N. Tuchow
Dr. Jonathan B. Tucker
Hon. William C. Turner
Ms. Terri L. Tyminski
Dr. Laura D’Andrea Tyson
Maj. Marybeth Peterson Ulrich USAF
Ms. Maureen T. Upton
Dr. Robert M. Uriu
Mr. Carlos J. Valderrama
Ms. Carole Wagner Vallianos
Mr. Antoine W. van Agtmael
Ms. Andrea L. Van de Kamp
Mr. Robert Van Dine
Hon. Ted Van Dyk
Dr. Marsha J. Van de Berg
Mr. Jeffrey Paul Varanini
Mr. Arturo Vargas
Hon. John Vasconcellos
Mr. Ronaldo Camargo Veirano
Mrs. Carol M. Veit
Dr. Lawrence A. Veit
Dr. Phillip K. Verliger, Jr.
Dr. Georges Vernez
Dr. David G. Victor
Mr. Victor A. Villalpanda
Mr. Salvador Villar
Prof. Ezra F. Vogel
Mr. Jay M. Vogelson
Mr. Terry Vogt
Mr. Roderick K. von Lipsey
Mr. John S. Wadsworth, Jr.
Dr. Frederic E. Wakeman, Jr.
Mr. Richard M. Walden
Mr. Raymond J. Waldmann
Hon. John M. Walens
Ms. Kim Wales
Ms. Kimi Wakes
Mr. William M. Walker
Mr. Peter P. Wallace
Mr. Roger W. Wallace
Mr. Yusuf Wanandi
Prof. Wang Gungwu
Mr. Jinlong Wang
Prof. Wang Jisi
Mr. Gerald L. Warren
Mr. Rick Wartzman
Hon. Fumiko Hachiya Wassertman
Hon. Alexander F. Watson
Dr. Stephen L. Weber
Mr. Daniel G. Weiss
Dr. Randolph Westoffield
Mr. Neil Westergaard
Dr. C. Sylvester Whittaker
Ms. Jodi White
Prof. Laurence Whitehead
Dr. James R. Wilburn
Mr. Rick Wartzman
Mr. Harold M. Williams
Mr. S. Linn Williams
Mr. Mason Willrich
Dr. Ernest J. Wilson
Ms. Margaret S. Wilson
Mr. Matthew F. Wilson
Hon. Pete Wilson
Ms. Serena L. Wilson
Ms. Karin Winner
Dr. John D. Wirth
Mr. Richard H. Wohl
Ms. Roberta Wohlstetter
Dr. Charles Wolf, Jr.
Hon. Paul D. Wolfowitz
Ms. Linda Roffblatt Wolin
Ms. Linda J. Wong
Mr. Ronald W. Wong
Mr. Charles C. K. Woo
Hon. Michael Woo
Mr. Peter Woo
Mr. Willis B. Wood, Jr.
Mr. R.B. Woolley
Dr. Eden Y. Woon
Ms. Julie Miller Wright
Mr. Li-pei Wu
Ms. Mary Lin-Hu Wu
Mr. Tadao Yamamoto
Dr. Henry T. Yang
Hon. Linda Taso Yang
Dr. Daniel Yankovitch
Ms. Hilda H. Yao
Hon. Zev Yaroslavsky
Ms. Pamela Yatsko
Prof. Jovan Wavrinka
Ms. Li-pei Wu
Ms. Mary Lin Hu Wu
Prof. John Choon Yoo
Dr. Herbert F. York
Ms. Nancy A. Yoshihara
Dr. Charles E. Young
Dr. Kneeland Youngblood
Dr. Yuan Ming
Ms. Narda Zachino
Dr. Amy B. Zegart
Ms. Efrem Zimbalist, III
Mr. David J. Zuercher
Dr. John Zysman
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2001

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

**LIABILITIES AND NET ASSETS**

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>79,600</td>
<td>79,600</td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>879,510</td>
<td>269,987</td>
<td>1,149,497</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$959,110</td>
<td>$269,987</td>
<td>$1,229,097</td>
</tr>
</tbody>
</table>
## STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
### FOR THE YEAR ENDED JUNE 30, 2001

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant income</td>
<td>$ 50,000</td>
<td>$ 577,984</td>
<td>$ 627,984</td>
</tr>
<tr>
<td>Corporate sponsorship and benefactors</td>
<td>225,500</td>
<td>225,500</td>
<td></td>
</tr>
<tr>
<td>Corporate project support</td>
<td>7,500</td>
<td>7,500</td>
<td></td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>152,902</td>
<td>152,902</td>
<td></td>
</tr>
<tr>
<td>Annual giving</td>
<td>252,914</td>
<td>252,914</td>
<td></td>
</tr>
<tr>
<td>Membership and other fees</td>
<td>147,490</td>
<td>147,490</td>
<td></td>
</tr>
<tr>
<td>Program fees</td>
<td>47,125</td>
<td>47,125</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>36,550</td>
<td>36,550</td>
<td></td>
</tr>
<tr>
<td>Interest income</td>
<td>41,509</td>
<td>41,509</td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction of program restrictions</td>
<td>704,322</td>
<td>(704,322)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>1,658,312</td>
<td>(118,838)</td>
<td>1,539,474</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>1,203,303</td>
<td>1,203,303</td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>522,896</td>
<td>522,896</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>1,726,199</td>
<td>0</td>
<td>1,726,199</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DECREASE IN NET ASSETS</strong></td>
<td>(67,887)</td>
<td>(118,838)</td>
<td>(186,725)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS, BEGINNING OF YEAR</strong></td>
<td>947,397</td>
<td>388,825</td>
<td>1,336,222</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td>$ 879,510</td>
<td>$ 269,987</td>
<td>$ 1,149,497</td>
</tr>
</tbody>
</table>
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.
Chairman’s Circle
Mr. Robert J. Abernethy
Mr. Ronnie C. Chan
Mr. Robert E. Erburu
Mr. Richard D. Jacobs
Mr. Spencer H. Kim
Mr. Robert W. Lovelace
Mr. T. Willem Mesdag
Mr. Robert A. Theleen

Benefactors
Mr. Nicholas B. Binkley
Dr. Dunson K. Cheng
Hon. Warren Christopher
Mr. Lewis W. Coleman
Ms. Sheila M. Davis
Mr. Edward K. Hamilton
Hon. Glen A. Holdren
Ms. Karen Elliott House
Mr. Don J. McGrath
Mr. Luis G. Nogales
Mr. David K. Richards
Sr. Agostino Rocca
Mr. Paul Sack
Mr. Li-pei Wu

Patrons
Mr. John E. Bryson
Dr. John A. De Luca
Mr. L. Brooks Entwistle
Mr. Stanley P. Gold
Mr. Richard D. Jacobs
Hon. Mél Levine
Ms. Nancy Lieberman
Mr. Richard Mallery
Ms. Vilma S. Martinez
Dr. Ruben F. Mettler
Mr. Marc B. Nathanson
Mr. Toshiaki Ogawara
Mr. Ronald L. Olson
Mr. Michael Parks
Mr. Bruce M. Ramer
Mr. Nicholas Rockefeller
Mr. John H. Roney
Union Bank of California
Mr. Gerald L. Warren

Sponsors
Amb. Michael H. Armacost
Ms. Elaine Mitchell Atlass
Dr. Byron G. Auguste
Mr. Alan Baktab
Mr. J. Arnoldo Beltran
Hon. Shirley Temple Black
Mr. Gabriel Brener
Ms. Willie G. Campbell
Mr. Shelby Coffey, III
Sr. Enrique Coppel
Ms. Lee B. Cullum
Mr. Paul M. Dorfman
Mr. Lewis W. Douglas, Jr.
Mr. William H. Draper, III
Mr. Stanley F. Farrar
Hon. Matt Fong
Mr. William E. Franklin
Hon. Don L. Gevirtz
Ms. Linda Giargio
Ms. Nina L. Hachigian
Mr. Rodney D. Hagenbuch
Dr. Sidney Harman
Mr. J. Jay T. Harris
Hon. Rita E. Hauser
Hon. Carla A. Hills
Mr. Benjamin B. Hong
Mr. Paul S.P. Hsu
Hon. Shirley M. Hufstedler
Mr. William H. Hurt
Mr. John P. Isaacson
Ms. Suzanne Nora Johnson
Mr. Peter M. Joost
Dr. George P. Koo
Mr. Thomas K. Kranz
Mr. Francis D. Logan
Dr. Abraham F. Lowenthal
Ms. Monica C. Lozano
Hon. Ignacio E. Lozano, Jr.
Mr. Gaston Luken Aguilar
Dr. Michael May
Mr. George G. Montgomery, Jr.
Ms. Alexandra W. Parent
Dr. Simon Ramo
Ms. Nayla M. Rizk
Dr. James M. Rosser
Mr. Barry A. Sanders

Mr. Stanley K. Shenbaum
Mr. George H. Shenk
Ms. Deborah Szkely
Mr. David K.Y. Tang
Mr. Peter P. Wallace
Dr. Charles Wolf, Jr.
Mr. Charles C.K. Woo
Hon. Linda Tsao Yang

Friends
Dr. Joan Abrahamson
Dr. Lloyd Armstrong, Jr.
Dr. Jonathan D. Aronson
Mr. Kenneth I. Bowman
Mr. Greyson L. Bryan
Mr. Lawrence W. Clarkson
Mr. Robert E. Denham
Mr. John B. Emerson
Mr. William E. Franklin
Mr. Albert S. Golbert
Hon. Donald P. Gregg
Mr. Edwin O. Guthman
Dr. John N. Hawkins
Ms. Antonia Hernandez
Mr. Lawrence Hull, Jr.
Mr. Henry Hwang and Ms. Dorothy Hwang
Hon. Bobby R. Inman
Dr. Michael D. Intriligator
Mrs. Nancy A. Jarvis and Mr. Stephen R. Farrand
Mr. Jonathan T. Kaji
Mr. Steven R. Koltai
Mr. Frankie F.L. Leung
Ms. Amy McCombs
Mr. Frederick L. Leung
Ms. Amy A. McCombs
Mr. Frederick L. McKnight
Mr. Harold J. Meyer-Man
Mr. Sanford I. Miller
Dr. Edwin S. Munger
Hon. Pamela Ann Rymer
Mr. Robert L. Sharp
Mr. Philip K. Sotel
Hon. James B. Steinberg
Dr. Donald H. Straussheim
Mr. Edward L. Strombahn, Jr.
Mr. Victor A. Vilaplana
Mr. Roderick K. Von Lipsey and Dr. Kori Schake
Mr. Richard H. Wohl
Mr. Willis B. Wood, Jr.
## Supporters
- Anonymous
- Rev. Edwin Bacon
- Mr. Norman Barker
- Mr. Alan Bersin
- Mr. Andy Bodea
- Mr. Mark E. Buchman
- Dr. Dan Caldwell
- Gen. Stephen A. Cheney
- Mr. Victor L. Chu
- Hon. Henry G. Cisneros
- Dr. Tyrus W. Cobb
- Ms. Mai Cong
- Mr. Gary M. Cook
- Mr. Robert E. Cox
- Gen. James E. Dalton
- Hon. Nathaniel Davis
- Ms. Patricia J. Davis
- Dr. Brewster C. Denny
- Mr. James R. Ellis
- Dr. Steven Erie
- Dr. Charles H. Ferguson
- Mr. Patrick J. FiPiere
- Mr. Charles L. Frankel
- Dr. Earl H. Fry
- Dr. Pamela B. Gann
- Ms. Joan S. Goldsmith
- Mr. Arthur N. Greenberg
- Dr. Olaf J. Groth
- Hon. Terry J. Hatter, Jr.
- Mr. B. Boyd Hight
- Dr. Alice Huang
- Dr. Jane S. Jaquette
- Mr. John Kamm
- Ms. Betty Keatinge
- Mr. A. Peter Kezirian, Jr.
- Mr. Andrew W. Knox
- Dr. Michael Mooney
- Dr. Patrick M. Morgan
- Mr. Michael Murtaugh
- Mr. Jose Antonio Padilla
- Hon. Richard F. Pedersen
- Mr. Thomas Plate
- Dr. Philip J. Romero
- Mr. Leonard H. Rushfield
- Dr. Robert A. Scalapino
- Hon. William W. Schwarzer
- Gen. Brent Scowcroft
- Mr. Michael J. Shepherd
- Mr. Rocco C. Siciliano
- Hon. Abraham D. Sofaer
- Most. Rev. Jaime Soto
- Mr. John Temple Swing
- Dr. J. Ann Tickner
- Dr. Irene Tinker
- Dr. Gregory F. Treverton
- Mr. Salvador Villar
- Dr. Laurence Whitedhead
- Mr. Harold M. Williams
- Mr. Mason Willrich

## Contributors
- Gen. Lew Allen, J.r.
- Ms. Nancy Aossey
- Dr. Tomas A. Arciniega
- Dr. Albert Barnes
- Mr. Gregory Dalton
- Dr. Patrick Del Duca
- Dr. David Doerge
- Dr. Richard L. Drobnick
- Ms. Brenda Lei Foster
- Prof. Murray Fromson
- Dr. Alton Frye
- Lt. Col. Inge Gado
- Dr. Philip O. Geier
- Dr. Harry Harding
- Dr. Chester D. Haskell
- Adm. Thomas B. Hayward
- Hon. Stephen H. Hemeny
- Mr. Auren Hoffman
- Mr. Dwight F. Holloway, Jr.
- Hon. Roy M. Huffington
- Hon. John Hughes
- Mr. Francis J. James
- Dr. Amos A. Jordan
- Dr. Mira Kamdar
- Ms. Ann Z. Kerr
- Mr. David Klein
- Dr. Andrzej Korbonski
- Dr. Chae-Jin Lee
- Dr. Robert J. Lempert
- Ms. Sally Lilienthal
- Mr. Ron M. Lissak
- Dr. Robert E. Lutz II
- Dr. Richard K. Lyons
- Dr. John D. Maguire
- Mr. Robert M. Makhou
- Hon. Barbara J. McDougal
- Dr. James McGuire
- Dr. Dan Ping Mu
- Ms. Emily Moto Murase
- Ms. Maureen O’Neill
- Ms. Catherine O’Neill
- Adm. William A. Owens
- Dr. Manuel Pastor, Jr.
- Hon. Edward J. Perkins
- Mr. Michael P. Peters
- Dr. George F. Regas
- Dr. Piedad Robertson
- Ms. Kathryn G. Roth-Douquet
- Mr. Richard Rothstein
- Mr. Brian A. Runkel
- Ms. Judith Sacks
- Mr. Nel Sacks
- Dr. Steven B. Sample
- Mr. Daniel A. Sharp
- Ms. Susan F. Shultz
- Dr. Richard A. Slaughter
- Hon. James M. Strock
- Dr. C. Bruce Tarter
- Mr. H. Anton Tucker and Ms. Carolyn Tucker
- Mr. Frederick Van Tuyt
- Dr. Marsha J. Vande Berg
- Mr. Jay M. Vogelson
- Dr. Andrew Walter
- Mr. Daniel G. Weiss
- Ms. Hilda H. Yao
- Ms. Pamela Yatsko
- Dr. Amy B. Zegart
The Corporate Advisory Board is composed of one representative from each Corporate Sponsor and other business leaders. It guides the Council’s business-oriented programming and outreach.

Dr. Byron G. Auguste  
Principal  
McKinsey & Company

Mr. Alan Bakkin  
Vice Chairman  
Kissinger Associates

Mr. William A. Bold  
Vice President  
Government Affairs  
QUALCOMM

Mr. Peter P. Case  
Senior District Vice President  
Merrill Lynch & Co.

Mr. Michael Claes  
Managing Director  
Burson-Marsteller

Mr. Edward T. Cloonan  
Vice President, Corporate Affairs  
American International Group

Mr. Hector J. Cuellar  
Managing Director  
Banc of America Securities LLC

Mr. Robert E. Denham  
Partner  
Munger, Tolles & Olson LLP

Mr. William J. Heller  
Senior Vice President, Strategic Planning & New Business Development  
Edison Mission Energy

Mr. Darcel L. Hulse  
Senior Vice President  
Sempra Energy

Mr. William Keever  
President  
Vodafone Americas Asia

Mr. Michael S. Levin  
President & CEO  
e-STEEL

Mr. Robert W. Lovelace  
President  
Capital Research Company

Mr. T. Willem Mesdag  
Advisory Director  
Goldman, Sachs & Co.

Mr. Edward R. Muller  
Former President & CEO  
Edison Mission Energy

Mr. Brian D. O’Neill  
Managing Director  
International Client Management  
The Chase Manhattan Bank

Sr. Mario Rodriguez Montero  
Director de Relaciones Institucionales  
Pulsar Internacional, S.A. de C.V.

Hon. Stanley O. Roth  
Vice President  
International Relations  
The Boeing Company

Mr. Nicholas Rockefeller  
Partner  
Perkins Coie LLP

Mr. Jack Shakely  
President  
California Community Foundation

Mr. Komal Sri-Kumar  
Managing Director  
Chief Global Strategist  
Trust Company of the West

Mr. Raymond J. Waldmann  
Vice President (Retired)  
The Boeing Company

Mr. Harold M. Williams  
President (Emeritus)  
J. Paul Getty Trust

Mr. Charles C.K. Woo  
CEO  
Megatoys

Mr. Ira Yellin  
Principal  
Urban Partners, LLC

Mr. David J. Zuercher  
Executive Vice President  
Wells Fargo Bank
Corporate Sponsors and Foundation Support

**Corporate Sponsors**

- American International Group
- AT&T
- Bank of America
- The Boeing Company
- BP
- Burson-Marsteller
- California Community Foundation
- The Capital Group Companies
- The Walt Disney Company
- Edison International
- Fluor Corporation
- Goldman Sachs & Co.
- J.P. Morgan Chase & Co.
- Merrill Lynch & Co.
- Microsoft Corporation
- Philip Morris Management Corporation
- QUALCOMM
- San Jose Mercury News
- Sempra Energy
- The TCW Group
- The Tribune Company (Los Angeles Times)
- Univision Communications
- Vodafone
- Wells Fargo Bank

**International Corporate Sponsors**

- Banamex/California Commerce Bank
- Grupo CYDSA
- Grupo Modelo
- Pulsar Internacional
- Telmex

**Foundation Sponsors Through 2001**

- Ahmanson Foundation
- Asia Foundation
- AT&T Foundation
- California Community Foundation
- Carnegie Corporation of New York
- Compton Foundation
- Ford Foundation
- Freeman Foundation
- General Service Foundation
- German Marshall Fund of the United States
- Claire Giannini Fund
- John Randolph and Dora Haynes Foundation
- William and Flora Hewlett Foundation
- Conrad N. Hilton Foundation
- James Irvine Foundation
- Korea Foundation
- John D. and Catherine T. MacArthur Foundation
- A.W. Mellon Foundation
- Pacific Century Foundation
- Ralph M. Parsons Foundation
- Rockefeller Brothers Fund
- San Diego Foundation
- United States Institute of Peace

**Corporate Benefactors**

- Carlsmith Ball
- Gibson, Dunn and Crutcher LLP
- Libellule Enterprises
- Payden & Rygel
- Rose & Kindel
- Titan Enterprises