



**Launching A  
New Institution:**

**PACIFIC  
COUNCIL  
ON  
INTERNATIONAL  
POLICY**

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Launching a New Institution:  
The Pacific Council on International Policy  
1995-1996

*Established in cooperation with the Council on Foreign Relations, Inc.*

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## To the members of the Pacific Council on International Policy


In two years, the Pacific Council on International Policy has moved from a compelling vision to a vigorous and extraordinarily promising organization. We have made rapid progress in establishing a leadership forum which will attract the participation of thoughtful and concerned leaders from throughout the western region of North America and around the entire Pacific Rim.

The Pacific Council's founding and charter members believe that there is a clear and urgent need for an international policy organization rooted in the strengths of the western United States — its leaders, resources and diversity — but which will consistently and creatively look outward to the kinds of relationships that should be developed with our neighbors to the west in the Asia Pacific region and south in Latin America. It is essential to bring together a broad based group of leaders from around the Pacific Rim to consider the challenges that face us all and to make recommendations for policies that would contribute to growth and stability.

In the narrative report on the Pacific Council that follows, Abraham Lowenthal describes the many projects underway, the support and participation that has been enlisted, and the challenges our organization faces as it seeks to build and diversify the membership and develop its many program areas. All of us are grateful to Abe and his talented staff for what they are doing to build a vibrant institution. They will be grateful, in turn, if all of us read this account, share our reactions and suggestions, and join in building the kind of Council we want.

In launching this institution, we have been fortunate to have from the start the support of the University of Southern California and the Council on Foreign Relations of New York. On behalf of the board of directors of the Pacific Council, I want to convey our special thanks to President Steven Sample of USC and Council on Foreign Relations President Leslie H. Gelb and Chairman Pete Peterson. We are also enormously grateful to the foundations, corporations, governments and individuals who are providing the needed financial support, which has made it possible to begin the work of the Pacific Council.

The future of the Pacific Council is dependent on the active participation of our membership and the generosity of donors who believe in what we do. I urge you to take every opportunity to join in and support our activities.



**Robert F. Erburu**  
*Chair, Board of Directors*



Robert F. Erburu,  
chairman of the board  
of the Pacific Council,  
and Hirotaro Higuchi,  
Pacific Council board  
member and chairman,  
Asahi Breweries, Tokyo

## The Pacific Council on International Policy in 1995-96: Launching a New Institution

**T**he Pacific Council on International Policy is an independent and non-partisan leadership forum, based in Los Angeles. It brings together diverse leaders — primarily from the western region of the United States but also from elsewhere in the U.S., Canada and Mexico, Pacific Asia, South America and Europe — to exchange ideas and develop policy recommendations on economic, social and political issues with important international dimensions.

The Pacific Council aims to inform and improve policy-making in both the private and public sectors, to promote public understanding of global trends and their implications, and to facilitate international cooperation on shared concerns, particularly around the Pacific Rim. It is premised on the belief that business, professional and political leaders cannot afford to be parochial when borders are ever more permeable and when trade, finance, communications and culture are all so relentlessly global.

Established in cooperation with the Council on Foreign Relations of New York and headquartered on the campus of the University of Southern California, the Pacific Council has nearly six hundred individual members. They include decision-makers in business and labor, politics and government, religion, the media, law, entertainment, science and technology, education and other professions — all of whom share the conviction that international developments are increasingly significant and ever more

connected with domestic problems.

Designed and planned during 1994, the Pacific Council was initiated early in April 1995 when members of an informal Steering Committee incorporated the Council as a non-profit organization; constituted a Board of Directors and adopted by-laws; applied to the Internal Revenue Service for 501(c)(3) tax status, which was soon granted; and invited a number of Founding Members to attend an Inaugural Retreat, held in mid-May 1995.

This report covers the development of the Pacific Council from its incorporation in April 1995 through the end of December 1996. During this period, a relatively short time in the rhythm of institution-building, the Pacific Council has been successfully launched. We have attracted an influential and committed Board and a diverse group of members; recruited a talented and energetic core staff; developed infrastructure and software that will facilitate communications and exchange around the Pacific Rim; crafted and strengthened significant institutional relationships; initiated a vigorous program of briefings, workshops, Study Groups and Retreats; started a Visiting Fellows program; outlined a strategy for communications and outreach; begun to design targeted efforts to expand the participation of and outreach to communities not historically well-represented in foreign policy discussions; and adopted a diversified plan for the Council's medium and longer-term funding. It is too early to be sure that the Pacific Council will take root and prosper, but it is off to a promising start.



Abraham F. Lowenthal,  
president of the Pacific  
Council



## Board and Membership

The Pacific Council's Board currently includes thirty-four leaders from industry and finance, law, the media and the academic world. In keeping with the Pacific Council's regional, national and international character, the Board includes members from throughout the western region of the United States; four members from the Atlantic seaboard; and two international members (from Canada and Japan) with two others now being invited. Seven of the Board's thirty-two US members are African-American, Asian-American or Latino, and six are women. The Pacific Council's Board members are committed and active; most members serve on Board Committees (on Membership, Finance and Development, and Studies), or are officers of the Board, and many have been attending Pacific Council programs.

At its first meeting, the Board adopted detailed membership policies and procedures, summarized elsewhere in this report. The Board set a goal of attracting 1000 members by June 30, 1998; it suggested that 75% of that total should be persons resident in the western United States, with the other 25% divided among persons residing east of the Rockies or in other countries. The Board-adopted guidelines included commitments to seek diversity of professional background and political perspective; to incorporate women and members of US minority groups which traditionally have not participated in foreign policy organizations; and to include younger people of leadership quality with the potential to reach positions of senior responsibility.

Progress toward these membership goals has been gratifying. As of December 31, 1996, the Pacific Council has 591 members, of whom some 80% reside in the western states, and nearly 10% each east of the Rockies and in 14 other countries. The Council's members include business leaders from many sectors: lawyers; accountants; publishers, editors, and journalists; religious leaders; labor union officials; military officers; creative artists; scholars and academic administrators; state and local government officials; and officers of many kinds of non-governmental organizations. The Pacific Council's members include 225 from Los Angeles County, 145 others from California, and 118 from western states other than California. About 20% of the Pacific Council's current US-based members are female, while nearly as many are African-American, Asian-American or Latino.

Plans for 1997 call for building a critical mass of Pacific Council members in Northern California and in Seattle to permit some programming in these population centers; significantly increasing the number of members elsewhere in the western states; substantially expanding international membership and participation, especially in Canada, Mexico and East Asia; reinforcing membership from high-tech industries, the entertainment and other internationally-oriented businesses, labor unions, community organizations, and from science and technology; and engaging a larger number of members in their thirties.



Linda Griego, Pacific Council board member and president of Rebuild LA (RLA), and Vilma S. Martinez, partner in Munson, Tolles & Olson



The Pacific Council has invested in a custom-designed FoxPro data base which will soon include detailed information, obtained from questionnaires, on members' interests and on their preferences regarding Pacific Council programs. Based in part on the data we have collected on members, we have nearly completed a Membership Directory, to be made available only to members of the Pacific Council in order to facilitate communication among them on issues of common interest and concern.



Former Los Angeles Mayor Tom Bradley and Pacific Council board member Robert Abernethy, president of American Standard Development Company

### Staff

The Pacific Council is assembling the high-quality staff it will need to translate the Council's vision into reality.

Abraham F. Lowenthal is the Pacific Council's first president, and devotes a substantial share

of his energy to the Council while also serving as a professor of international relations at the University of Southern California (USC) and (until June 30, 1997) as director of USC's Center for International Studies. A recognized authority on Latin American and inter-American affairs, Dr. Lowenthal is also an experienced institution-builder, having established and directed both the Latin American Program at Washington's Woodrow Wilson International Center for Scholars and then the Inter-American Dialogue, the premier think-tank and policy forum on Western Hemisphere affairs.

Charlotte Kennedy, who joined the Pacific Council's staff in July 1996, serves as vice president for programs and administration, with broad authority as Dr. Lowenthal's deputy. Ms. Kennedy had been executive director of the World

Affairs Council of Oregon and national president of the National Council of World Affairs Organizations; she has worked both on Asia and in Latin America and is experienced in the administration and development of non-governmental organizations and in public affairs programming.

Kristin Olson McKissick joined the staff in November 1995 as director of public affairs. A graduate of the Johns Hopkins School of Advanced International Studies (SAIS) with experience at the World Bank and in a variety of media organizations, Ms. McKissick came to the Council from Chicago, where she was director of communications and a program officer for the Joyce Foundation. She has worked on the Pacific Council's efforts to build effective links among its members and with the media, affinity organizations and policy influentials, and she designed and supervised preparation and production of our first publications.

Emma Cherniavsky, also a graduate of SAIS with World Bank experience, joined the Council's staff in August 1996 as events coordinator, with responsibility — under the supervision of Ms. Kennedy — for developing the Council's program of members' meetings in Los Angeles and in other major population centers of the western states, and for planning and coordinating conferences and the Annual Retreat.

Andrea Neidorf was appointed as director of membership affairs in mid-November 1996, succeeding Col. (ret) Michael Fry, who had served on a one-year contract. Ms. Neidorf, who took her master's degree in international affairs from Columbia University in 1991, had been senior editor at the Business Council for the United Nations in New York. She has primary responsibility for research on membership prospects, staffing the Board's membership committee, and developing membership services, as well as



for collecting annual dues and coordinating the campaign for individual voluntary contributions.

Michael Brownrigg, a career officer of the Department of State, joined the Council's staff in September 1996 under the auspices of the Department's James Pearson Program, which annually assigns five mid-career foreign service officers to serve for one year as staff associates in agencies and organizations relevant to American foreign policy. Mr. Brownrigg's experience includes three years as an economic officer with the US consulate in Hong Kong, and a year as special assistant to US Special Trade Representative Carla Hills. His duties with the Pacific Council include helping to establish and staff a Corporate Advisory Board, designing programming of interest to West Coast business enterprises, and helping to carry out a study of southern California's strategies for taking fuller advantage of its international connections.

As an interim step to begin planning for the broad involvement of members in programs and studies, the Council has recruited Dr. Margaret P. Karns as a senior associate from November 1996 through June 1997. Dr. Karns, for the past ten years director of the University of Dayton's Center for International Studies, will systematically review the Pacific Council's membership expertise and interests to recommend projects that draw on our own intellectual resources and priorities, and will also coordinate a task force to assure that the Council makes effective use of modern communications technologies for its activities.

Two program assistants round out the current program staff: Ramon Bahamonde, a Peruvian lawyer with his MA in international relations from USC, and L. Thomas Vest, a PhD candidate in international affairs at USC with research and work experience in China. Mr. Bahamonde

supervises the *Directory of Pacific Rim Institutions on International Policy* (described below), and Mr. Vest provides assistance to the Studies Program, works on the project concerning southern California's international connections, and supervises the rapporteuring of membership meetings. Working with Mr. Bahamonde as part-time research assistants have been Mika Chambers, Mohammed Hafez and Feng Xu. A number of USC graduate students have helped Mr. Vest with rapporteural duties.

We have been fortunate to attract a talented and dedicated group of administrative support personnel, including Joan Elliott, executive assistant to the president; Claude Williams III, coordinator of micro-computer information services; Glenda Jones, coordinator of membership services; Marla B. Echeverria, financial assistant; Stephen Lui, receptionist and word processor; and Timothy Nelson, junior associate.

One additional senior staff appointment and an additional junior appointment are contemplated. A director of studies, to be hired by spring of 1997, will have prime responsibility for developing and overseeing the Council's Studies Program, particularly its conferences, research projects, study groups, task forces and ongoing research seminars. A professionally managed search is under way.

A junior associate — being recruited from the African-American, Asian-American or Latino communities — will work closely with Dr. Lowenthal, Ms. Kennedy and the Director of Studies on a variety of program and administrative assignments, including research on "inter-mestic" issues (those that combine elements of domestic and international policy), efforts to reach out to minority communities, and strategies to use technology effectively.





## Institutional Relationships

The Steering Committee agreed in 1994 that no existing institution in the western United States has been addressing the need the Pacific Council is designed to help meet: to focus attention by the region's leaders on a broad range of salient international trends, problems and opportunities; to analyze their implications for our region; and to help construct effective responses. The Steering Committee also agreed that the Pacific Council should be organized as an independent organization, not as a subsidiary of any other, and that it should seek mutually supportive relationships with institutions that share common interests.

Within this framework, we have worked to build primary strategic alliances with the Council on Foreign Relations and with the University of Southern California, to forge close working relationships with the Times Mirror Company and with RAND, and to build cooperative ties with a host of other institutions throughout the western states, on the Atlantic coast of the United States, and in other countries. Our approach is to focus on the tasks for which we believe we have a comparative advantage — and to avoid duplicating or unnecessarily competing with the efforts of other organizations.

We are pleased by our partnership agreement with the Council on Foreign Relations (CFR), the country's premier non-governmental foreign affairs organization, now celebrating its 75th anniversary. Under the terms of this agreement, all the approximately 340 CFR members resident in the western states have been offered membership in the Pacific Council; as of December 31, 1996, some 280 CFR members in the West had accepted Pacific Council membership and many of them are

participating actively. The CFR's senior vice president and national director, Dr. Alton Frye, serves on the Pacific Council's Board, and Dr. Lowenthal participates in CFR Board meetings as a vice president and deputy national director of the Council on Foreign Relations.

Cooperation in program planning and implementation are proceeding as agreed, jointly sponsored meetings take place regularly, and we anticipate that staff and visiting fellows will be hosted on an occasional and reciprocal basis. CFR President Leslie H. Gelb spoke at the Pacific Council's Inaugural Retreat and in May 1996 addressed a well-attended Los Angeles meeting. CFR Study Groups are being showcased in the West through the Pacific Council, and the Pacific Council's China Study Group has a CFR staff participant and hopes to present its findings in New York.

We are equally pleased about our relationship with the University of Southern California (USC), where the Pacific Council is headquartered. With the encouragement of USC President Steven Sample, other senior university officials, and Dr. Lowenthal's colleagues in the School of International Relations, the Pacific Council has been launched with considerable support from the University. USC has provided office and other facilities in the suite of the Center for International Studies (CIS), and has also provided support from the CIS endowment income budget for staff and seed-money expenditures. The University has made the formal application for foundation support for the Pacific Council in many cases, has acted as fiscal agent for these and other funds, and has employed the Pacific Council's personnel. All this support was made available for an initial period at the personal request of Dr. Lowenthal, who invited the relevant parties at USC to invest in helping to build the Pacific



Council because it would be in the best interest of southern California, and of USC, for such an organization to develop and to be housed on the campus.

With the Pacific Council's rapid growth and the expansion of its needs for space and other facilities, and with Dr. Lowenthal's period as CIS director scheduled to end next June, the University (at the level of the Provost) and the Pacific Council have negotiated a new and more formal institutional accord, based on recognizing the synergy between the Pacific Council and USC. That synergy flows both from the Pacific Council's mission and from the University's Strategic Plan, which calls for emphasizing USC's international dimension and links, especially with the Pacific Rim and Latin America, as well as the special qualities of southern California and the western region more generally.

The agreement, signed in September 1996, will be in effect through June 30, 1999 and can be extended or renegotiated by mutual agreement for successive two-year periods thereafter. USC will make available to the Council prime space in the heart of campus, adjacent to CIS, on a subsidized basis; USC will extend to the Pacific Council's staff and Visiting Fellows all the benefits accruing to regular University appointees; the University will administer and account for certain funds on behalf of the Pacific Council; and USC and the Pacific Council will work cooperatively to attract speakers, short-term distinguished visitors, and longer term Visiting Fellows to the campus as well as to organize occasional on-campus activities. USC's Provost will serve on the Pacific Council Board (along with the Chancellor of UC Berkeley and the Provost of Stanford, who were invited in their individual capacities) so long as the Council's principal headquarters remain on the USC campus. We believe the agreement provides the Pacific Council the

benefits of close association with a major research university without the constraints that might arise from being a unit of any university.

We have built less formal cooperative relationships with the Times Mirror Company (and the *Los Angeles Times*, the largest and most influential newspaper in the western region), and with RAND, one of the West's most important "think tanks." Former Times Mirror chairman and CEO Robert F. Erburu chairs the Pacific Council Board, *Los Angeles Times* editor Shelby Coffey, III participates on the Board and chairs its Committee on Studies, and a number of other persons from Times Mirror and the *Los Angeles Times* — corporate officials, editors and journalists — participate actively in the Council. Pacific Council Board meetings have frequently been held at Times Mirror, as have some events.

RAND has taken a positive interest in the Pacific Council concept from the start, when it helped to fund the "brainstorming" meeting at which the Pacific Council was first designed. RAND President James Thomson chaired the Pacific Council-CFR 1995-96 Study Group on "Rethinking U.S. Interests"; more than half a dozen RAND experts have served as speakers or "designated discussants" at Pacific Council events; a Pacific Council members' meeting with Francis Fukuyama was held at RAND with the participation of members of the Advisory Board of RAND's Center for Asia Pacific Policy (CAPP); and during 1996-97 CAPP is joining with the Pacific Council to co-organize and co-sponsor a six-session Study Group on "The Future of China," discussed



Speaker Mathea Falco at a forum on "U.S. Drug Control Policy: Focus on Mexico," co-sponsored with the Council on Foreign Relations



in greater detail below.

We are building ties of a less intense or extensive nature with a wide variety of organizations, including a number of World Affairs Councils and Committees on Foreign Relations in the western states, Town Hall of Los Angeles and the Commonwealth Club in San Francisco, the Asia Society, the Asia Foundation, the Washington International Trade Council, the Washington State China Council and the APEC Studies Center at the University of Washington, the Institute of the Americas, the Public Policy Institute of California, and a host of college and university-based programs from Seattle and Provo to San Diego and Phoenix.

We have cooperated selectively with a variety of institutions from the eastern part of the United States who are beginning to see the Pacific Council as the interlocutor of choice when they seek to connect with the international policy community of the western states. We

have already organized joint conferences in Los Angeles with the International Forum on Democratic Studies of the National Endowment for Democracy and with the Foreign Policy Project of the Overseas Development Council and the Henry L. Stimson Center, both of Washington. We have agreed in principle to co-sponsor programs in the next year with the American Assembly, the Inter-American Dialogue, the Women's Foreign Policy Group, the Center for Strategic and International Studies (CSIS) and the Center for National Policy. A proposed bilateral China-United States American Assembly, to be held in San Francisco, would be a major part of the Council's program in 1997.

Finally, the work we have been doing to produce the *Directory of Pacific Rim Institutions on International Policy* puts us in touch with and in a position to be helpful to counterpart organizations in East Asia, Oceania, Canada, Mexico and South America, thus building relationships that could be very significant over time. The *Directory* provides concise profiles of some 290 international policy institutions around the Pacific Rim, institutions which ought to be aware of and networked with each other; there is no comparable source.

## Building Programs

The Pacific Council has begun to facilitate the exchange of ideas, information and analysis on international issues, and to generate insights about these issues by drawing on the experience and distinct perspectives of our membership.

We have held some 40 membership meetings and briefings (fully listed later in this report) on issues ranging from trends in China, Japan, Korea, Mexico, Russia and Taiwan to economic regionalism, "big emerging markets," ethnic conflict, immigration policy, narcotics, peace-keeping and the relation of social values and institutions to economic development. Each meeting has featured a well-qualified speaker; most have also drawn upon a "designated discussant" with a different perspective, and all have stimulated the comments and questions of members.

In addition to these periodic briefings, held at the rhythm of two to three per month, we have organized membership retreats as well as several different workshops and Study or Discussion Groups.

Our most visible programming activities during this first eighteen months have been the Annual Retreats — in May 1995 (in Los Angeles) and in September 1996



Michael Murtaugh, director of public relations for Network International Services of AT&T; Michel Oksenberg, senior fellow at Stanford University; Richard Drobnick, vice provost for international affairs, University of Southern California

(in San Francisco). These events have each attracted about 125 members of the Pacific Council for intense exchanges on key topics. At each Retreat, participants chose three topics from a “menu” of five and participated in three different 2 1/2 hour discussions with about twenty-five other members; each discussion was chaired by a Pacific Council Board member or other appropriate person and led by an expert on the topic, who prepared a brief advance paper to frame the discussion. The list of topics for our two Retreats is included in this report; the Pacific Council’s first publication, *Coping With An Uncertain World*, provides highlights from the Inaugural Retreat, and a report on the second Retreat will soon be released.

In close cooperation with the International Forum on Democratic Studies of the National Endowment for Democracy, we co-organized and hosted a two-day workshop on “Constructing Democracy and Markets: Comparing Latin America and East Asia.” This stimulating exchange, involving scholars and practitioners from East Asia and Latin America, resulted in an excellent report, copies of which are available from the Pacific Council.

In cooperation with the Foreign Policy Project of the Overseas Development Council and the Henry L. Stimson Center, we co-organized and hosted a half-day western regional forum on “The United States and Asia in the 21st Century,” one of a series of regional meetings feeding into the Foreign Policy Project’s forthcoming Strategy Group report.

In cooperation with the Council on Foreign Relations, we held five meetings during 1995-96 of a western regional discussion group on “Rethinking U.S. Interests,” one of a number of parallel groups meeting around the country. The Los Angeles-based group produced a framework for analysis which was well

received at the national conference organized by CFR at the Wye conference center in Maryland.

Under the chairmanship of former Congressman Mel Levine, and with Professor Jonathan Aronson of USC as Study Director, we have also been holding a series of discussions on “International Intellectual Property Policy”; these meetings will lead to a brief policy report, to be distributed early in 1997.

During 1996-97 we are significantly strengthening our incipient Studies Program. We have launched two structured Study Groups, with one on the “The Future of China” co-organized and co-sponsored by RAND’s Center for Asia Pacific Policy and one on “The American West and the International Economy.” Each Study Group has a Study Director or Directors and a Study Group Chair (Gareth Chang, senior vice president of Hughes Electronics, in the case of the China study; Professor Earl Fry of Brigham Young University, in the case of the study on the western states). Each has a fixed group of invitees from throughout the western states, international participation, rapporteur’s reports of each session, and the aim of generating a report sharing conclusions from the group’s deliberations.

In addition to members’ briefings, workshops and conferences, Study Groups, and the Annual Retreat, the Pacific Council contemplates organizing Task Forces from time to time. These Task Forces would engage relatively small numbers of members in focused efforts to reach findings and recommendations on specific policy issues, particularly those on which there is significant interest and expertise among the Council’s membership.

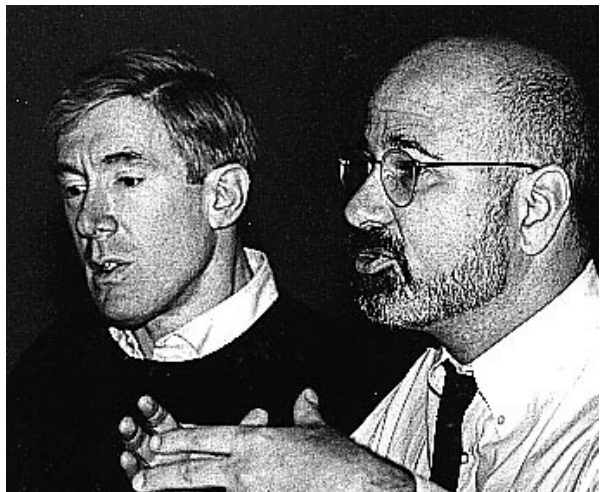


Joe Clark, Pacific Council board member and former Prime Minister of Canada, and Kathleen Brown, senior vice president, Bank of America



## Visiting Scholars and Fellows

Rather than build a large in-house and long-term research staff, the Pacific Council expects to work cooperatively with research centers and individual experts, and to help connect the expertise of decision-makers, policy influentials, and broader attentive publics. We do not envision the Pacific Council as primarily a research institute, but rather as a policy forum, a network node, and



Robert Hormats, Pacific Council board member and vice chairman of Goldman Sachs International, and Peter Passell, *The New York Times*

a catalyst for regional, national and international consideration of key topics of interest to our membership.

To fulfill these roles well, the Pacific Council needs to mobilize relevant expertise, to craft effective ways to draw systematically upon international per-

spectives, and to use these assets to help assure that the Pacific Council contributes significant value-added to analysis and policy discussion on the issues it addresses.

To help meet these needs, we have begun a Visiting Scholars program and have also initiated an International Visiting Fellows program which we expect will be a major component of the Pacific Council from 1997 on.

During this first year, we have been able to attract four Visiting Scholars and one International Visiting Fellow. Four academic researchers are each devoting a year to work on individual projects: Daniel Lynch (PhD, University of Michigan) on communications and politics in China; Kristin Johnson Ceva (PhD candidate, Stanford University) on business-govern-

ment relations in Mexico; James McGuire (associate professor, Wesleyan University) on comparative development strategies and the role of human resource investment in East Asia and Latin America; and Andrew Wyatt-Walter (Fellow, St. Antony's College, University of Oxford) on corporate preferences relating to international investment agreements, with particular reference to the Asia Pacific region. The International Visiting Fellow is Eduardo Martínez Curiel, a mid-career foreign service officer from the Mexican Foreign Ministry who has served in China, Japan, the United Kingdom, Belgium and as Consul General in Sacramento; he is helping the Pacific Council expand its Mexican membership and participation, conducting research on Mexico-California relations, and assisting with the development of the International Visiting Fellows program.

The full-scale International Visiting Fellows program is still being designed, but preliminary plans call for attracting six to eight Fellows to Los Angeles each year: one each from Canada, Mexico, China and Japan and two to four from other countries, mainly from around the Pacific Rim. Fellows would come in approximately equal numbers from four sectors: mid-career government officers, media persons, scholars, and officials with non-governmental organizations. The International Visiting Fellows would each work on his or her own project, participate actively and provide international perspectives on the full range of Pacific Council programs, and engage in additional activities (field trips, seminars, etc.) designed and carried out by the Fellows themselves. Funding for the proposed program is being sought primarily from the sending countries.



## Communications, Public Affairs and Outreach

We have been laying the foundation for an effective public affairs program and planning a communications strategy that we will begin implementing in 1997.

We have begun by building links with major media organizations and individuals, mainly in the western states, and involving journalists, editors, and publishers in various program activities. We have had active participation in programs thus far from people at the *Los Angeles Times*, *San Diego Union-Tribune*, *San Jose Mercury News*, *Orange County Register*, *San Francisco Examiner*, *Seattle Post-Intelligencer*, *Salt Lake City Tribune* and *Dallas Morning News*; we have members as well from the *Denver Post*, the *Sacramento Bee* and other papers. We have also established good links with *Yomiuri Shimbun*, *Asahi Shimbun* and *Nikkei* in Tokyo, and with *Reforma* in Mexico City. We have close and open communications with the editors of *Foreign Affairs*, *Foreign Policy* and *New Perspectives Quarterly* (NPQ), and have already placed material from our programs in NPQ.

Having built ties to media outlets and affinity organizations, our key challenges for 1997 and subsequent years are to have significant information and analysis about policy issues to communicate, and to develop the most effective formats for transmitting our messages to priority audiences and interlocutors.

We expect to concentrate first on improving communications among our own membership; the previously-mentioned Membership Directory will advance this process. During 1997, we propose to study the feasibility of and, if possible, design and initiate private Internet (or "intranet") connections linking members concerned about specific issue areas and/or working together on Pacific

Council Study Groups or Task Forces. We are committed to using innovative techniques and technologies to engage our far-flung international membership, a unique and potentially significant asset, in substantive exchanges of information and ideas.

We have designed *Pacific Council Dateline*, a periodic newsletter (published three times per year); the first issue was sent out in December. We will also inaugurate soon a series of "policy briefs," drawing on Pacific Council meetings, workshops, Task Forces and Study Groups.



Richard Mallery, Pacific Council board member and partner in Snell & Wilmer, Phoenix, and Leslie H. Gelb, president of the Council on Foreign Relations

## Engaging Participation from the African-American, Asian-American and Latino Communities

The Pacific Council has been committed from the start to involving and gaining strength from participation by leaders of groups not historically well-represented in foreign affairs discussions and foreign policy formulation, especially persons from the African-American, Asian-American and Latino communities. We also seek the involvement of individuals from community-based organizations, trade unions and other domestically-oriented institutions and individuals whose decisions, while not traditionally conceived as foreign policy-oriented, have important international sources and implications.

With the active encouragement and support of the Board's Membership Committee, the Pacific Council staff has devoted substantial efforts to identifying membership prospects of minority background; the results have been gratifying, as reported above. The percentage of



African-American, Asian-American and Latino members among members resident in the western states recruited directly by the Pacific Council is more than twice as high as the percentage of minority persons among those whose membership came from their previous involvement in the Council on Foreign Relations, for instance. Priority efforts to identify additional minority candidates continue.

In the next stage, the Pacific Council will devote substantial effort to engage minority background members more fully,



Speaker Joseph S. Nye, Jr., dean of the Kennedy School at Harvard University, discussing "East Asia: Changing Balance of Power"

and to reach out especially to minority communities. A Task Force of minority background members is being asked to help choose speakers and topics for the Pacific Council's agenda; the Pacific Council will make such speakers available not only for our programs but also to community organizations and media outlets focused on minority communities.

The Task Force will also help the Pacific Council organize a workshop in 1997 on the international interests of the African-American, Asian-American and Latino communities.

To complement and reinforce these efforts and add a training component, we are recruiting a junior associate of minority background (as noted above) who will work directly with Dr. Lowenthal, being trained for a career in international policy while helping the Council develop its various programs, especially its work on "intermestic" issues.

## Establishing a Viable Funding Strategy

From the start, the Pacific Council's Board and staff have been keenly aware of the need to design and begin to implement a diversified funding strategy that can enable the Council to sustain and enhance its activities over time.

At its second meeting, the Board approved a medium-term development strategy calling for support primarily from four different sources: foundations, corporations, individuals, and international sources.

It was agreed that the Council should seek support from as broad and diverse a group of foundations as possible, primarily for general and broad program support in the initial phase but with the understanding that most foundation backers would prefer to provide project support as the organization matures. Support from nine different foundations totaling more than \$2,000,000 has already been extended to the Council, and there are encouraging indications that grant renewals and support from some new foundation sources will be obtained.

Eighteen different corporations have become Founding Corporate Sponsors to date, committing themselves to multi-year support at the level of \$15,000 per year each. Based on the recommendations provided by McKinsey and Company on a *pro bono* basis during the summer of 1996, the Pacific Council's Board has set a goal of expanding by December 1997 to at least thirty the number of such lead Corporate Sponsors. Prospects for corporate support should be highest from firms which have strong international interests, particularly in the Pacific Rim; those based or at least active in the western region; and those which contribute significantly to other public policy institutions. The Board's Finance and Development Committee is

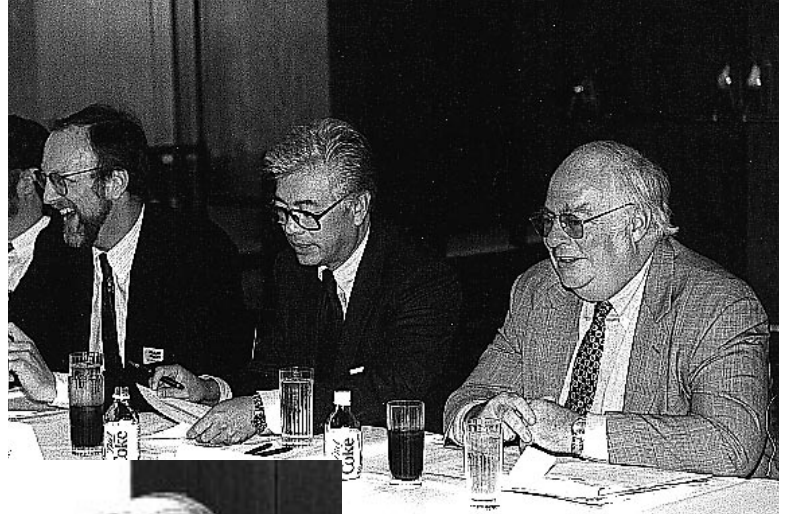
designing a carefully-targeted campaign within this framework. A Corporate Advisory Board will be established early in 1997 to help the Council design and carry out programs of interest to business executives.

Support from individuals totaling more than \$210,000 has come thus far from membership dues and voluntary contributions. Strongly encouraged by the McKinsey report's recommendations, the Board's Finance and Development Committee has committed itself to an ambitious plan to triple voluntary individual contributions by the end of 1998. Members of the Committee have established a special fund from their own contributions which will match individual contributions of \$1,000 or more that are provided to the Council during this fiscal year.

The Board has agreed that the Pacific Council shall consider international support a prospectively significant part of the Council's development strategy, and we are developing programs and building relationships that could provide a basis for such support. General institutional support and project support will be sought in special cases, although most of our international support in the first years will be devoted to funding the International Visiting Fellows Program.

### **Towards the Future: The Pacific Council's Second Phase**

**T**he Pacific Council has begun well. The Council's mission, organizing principles and program initiatives have been favorably received. Few comparable ventures have matured more



Jonathan Pollack, senior advisor on international policy, RAND; Gareth Chang, chair of the Study Group on "The Future of China" and president of Hughes International; Abraham Lowenthal



Adrienne Medawar, president of Town Hall Los Angeles, and Toru Kusakawa, chairman of Fujii Research Institute, Tokyo



Robert Erburu and Agostino Rocca, president and CEO of TECHINT, Buenos Aires

quickly from initial concept to fledgling institution.

By the same token, the Pacific Council is still a fragile plant, one that will require careful nurturing if it is to take root, expand and deepen the engagement of its membership, strengthen its programs and enhance their impact, institutionalize its functions and professionalize its staff, and build a reliable funding base sufficient to sustain and augment its programs and services.

*• Recruiting nearly 600 individual members in such short order has been a signal achieve-*





*ment, but now we must involve a larger number of our members more actively in order to retain, strengthen, and gain from their participation. We need to choose the topics, the formats, venues and techniques — including innovative uses of technology — which will help us engage our members most effectively.*

- Recruiting a truly diverse membership from different countries, professions, regions, ethnic backgrounds, ages, genders and political viewpoints is an essential first step, but we must assure that our programs are attractive to all elements of our membership, including private sector executives and international participants.*

- Our growing international membership gives the Pacific Council important special qualities, but we must devise procedures and create an institutional culture that successfully nurture frank exchanges, transcending national and cultural differences.*

- Holding high quality discussions on international policy issues among leaders from different sectors responds to a heretofore largely unmet need in our region, but we are not yet contributing enough value-added to national and international discussions on the basis of our own substantive contributions and of our members' expertise.*

- Stimulating and informing those members who participate in our meetings, Study Groups, and Retreats, while making a valuable contribution to them and to the organizations where they work, is not sufficient. We need to share insights from such events with our non-attending members and with broader circles. Increasing our impact will depend in part on tailored efforts to reach beyond our membership to other policy influentials in the United States and abroad, and to wider constituencies.*

- Conducting discussions and focused research on the familiar agenda of international policy topics will be important, but some of our greatest opportunities to contribute may well be on the new agenda of issues involving the interplay of domestic and international considerations, the increasing role of non-state actors, and more diverse participation in the making of relevant policies.*

- The results of a vigorous and worthwhile program of meetings, studies and publications need to be successfully communicated to various audiences, especially through the print and electronic media. We need to devise and implement a first-rate communications program that will contribute ideas and analysis to policy-making in many different circles.*

- Designing from the start a development strategy that draws on foundation grants and on significant corporate and individual support from national and international sources is a constructive beginning, but we will have to expand, solidify and diversify our funding to assure a sustainable effort.*

Our work is cut out for us. We have designed an important and distinct mission, engaged a core group of committed colleagues, obtained significant start-up funding, and begun to offer high-quality programs — but most of our work lies ahead.

Institution-building is a complex process, requiring the simultaneous mastery of intellectual, entrepreneurial, financial, political and administrative challenges. To succeed will require determined and persistent effort, imagination and energy, enthusiasm and participation from many quarters, and flexible support from those in a position to provide it.

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## 1995 Program Year

### January

*Topic:* ***“The United States and East Asia: Beyond the APEC Meeting”***  
*Speaker:* **Hon. Winston Lord**, Assistant Secretary of State for East Asian and Pacific Affairs  
*Discussant:* **Mr. Frank Gibney**, Author, *The Pacific Century*

*Topic:* ***“Community and Capital: The Social Foundations of Economic Life”***  
*Speaker:* **Dr. Francis Fukuyama**, Senior Researcher, RAND (Washington, D.C.)  
*Discussant:* **Dr. Laurence Whitehead**, Official Fellow in Politics, Nuffield College, Oxford, and Visiting Scholar, Center for International Studies, University of Southern California

*Topic:* ***“International Commercial Policy in the Twenty-first Century: Deepening Our Ties with the Big Emerging Markets”***  
*Speaker:* **Hon. Jeffrey E. Garten**, Undersecretary of Commerce for International Trade  
*Discussant:* **Dr. Richard Drobnick**, Vice Provost for International Affairs, University of Southern California

### February

*Topic:* ***“Korea’s Prospects for Unification, Democratization and Economic Liberalization”***  
*Speaker:* **Ambassador Donald P. Gregg**, President, The Korea Society  
*Discussant:* **Dr. Kongdan (Katy) Oh**, RAND

### March

*Topic:* ***“Developing a Security Relationship with the Former Soviet Union”***  
*Speaker:* **Dr. Gloria Charmian Duffy**, Deputy Assistant Secretary of Defense and Special Coordinator for Cooperative Threat Reduction  
*Discussant:* **Dr. Robert Nurick**, RAND

### April

*Topic:* ***“The Mexican Crisis”***  
*Speakers:* **Dr. Carlos Elizondo Mayer-Serra**, Director General, Centro de Investigación y Docencias Económicas, Mexico City  
**Dr. Laurence Whitehead**, Official Fellow in Politics, Nuffield College, Oxford, and Visiting Scholar, Center for International Studies, University of Southern California

*Topic:* ***“Enlargement: Can the United States Effectively Promote Democracy Abroad?”***  
*Speaker:* **Dr. Thomas Carothers**, Senior Associate, Carnegie Endowment for International Peace



## May

- Topic:** *Briefing for the American Society of Newspaper Editors: Current Situations in China, Korea, and Vietnam*
- Speaker:** **Dr. Robert A. Scalapino**, Professor Emeritus, Institute of East Asian Studies, University of California, Berkeley
- Discussants:** **Dr. Xiaoming Huang**, Visiting Fellow, Center for International Studies, University of Southern California  
**Dr. Stanley Rosen**, Associate Professor, Department of Political Science, University of Southern California

## June

- Topic:** *“American Public Opinion and U.S. Foreign Policy”*
- Speaker:** **Dr. John Rielly**, President, Chicago Council on Foreign Relations
- Discussant:** **Mr. Thomas Plate**, Editorial Page Editor, *The Los Angeles Times*

## September

- Topic:** *“Prospects for Democracy in Russia”*
- Speaker:** **Mr. Igor Malashenko**, General Director, NTV Television, Moscow
- Discussant:** **Dr. Arnold Horelick**, Resident Consultant, International Policy Department, RAND
- 
- Topic:** *“APEC as a Vehicle for Japan’s Engagement in Asia”*
- Speaker:** **Mr. Tachi Kiuchi**, Chairman, Mitsubishi Electric America
- Chair:** **Mr. Lawrence Clarkson**, Senior Vice President, Planning and International Development, The Boeing Company
- 
- Topic:** *“The Future of U.S.-Japan Trade Relations”*
- Speaker:** **Mr. Eamonn Fingleton**, Author of *Blindside: Why Japan is Still on Track to Overtake the U.S. by the Year 2000*
- Discussant:** **Mr. James Impoco**, National Business Correspondent, *U.S. News & World Report*

## October

- Topic:** *“Restructuring Japan’s Economy and Politics”*
- Speaker:** **Mr. Akira Kojima**, Deputy Chief Editorial Writer, *Nihon Keizai Shimbun*
- Discussant:** **Mr. James Impoco**, National Business Correspondent, *U.S. News & World Report*
- 
- Topic:** *“Republic of Estonia: Current Reforms and Future Prospects”*
- Speakers:** **Hon. Lennart Meri**, President of the Republic of Estonia  
**Hon. Riivo Sinjarv**, Foreign Minister of the Republic of Estonia  
**Hon. Toomas Iives**, Estonian Ambassador to the United States

## November

- Topic:** *“A Preview of the Russian Parliamentary Elections”*
- Speaker:** **Dr. Michael McFaul**, Department of Political Science, Stanford University
- Discussant:** **Dr. Jeremy Azrael**, Director, Center for Russian and Eurasian Studies, RAND



**Topic:** *“Japan and the United States: Current Problems and Future Prospects”*

**Speaker:** **Mr. Masakazu Toyoda**, Director of the Americas Division, International Trade Policy, Ministry of International Trade and Industry, Japan

**Discussant:** **Dr. Courtney Purrington**, Center for Asia Pacific Policy, RAND

**Topic:** *“U.S. Immigration Policy”*

**Speaker:** **Ms. Doris Meissner**, U.S. Commissioner of Immigration and Naturalization

### December

**Topic:** *“Social Capital and the Global Economy: The Role of Trust in Economic Competitiveness”*

**Speaker:** **Dr. Francis Fukuyama**, Author of *Trust: Social Virtues and the Creation of Prosperity* (1995), and Senior Researcher, RAND (Washington, D.C.)

**Discussant:** **Dr. Ivan Light**, Department of Sociology, University of California at Los Angeles



John Cooke, executive vice president, corporate affairs, The Walt Disney Company, and Pacific Council board member

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## 1996 Program Year

### January

**Topic:** *“The Mexican Shock: Its Meaning for the United States”*

**Speaker:** **Dr. Jorge G. Castañeda**, Professor of Political Science at the National Autonomous University of Mexico and Author of *The Mexican Shock*

**Topic:** *“Can Ethnic Conflict Be Reversed?”*

**Panelists:** **Hon. Arnold Kanter**, Senior Fellow, RAND Corporation, and Former Undersecretary of State

**Dr. Donald Rothchild**, University of California, Davis

**Dr. David Lake**, University of California, San Diego

Joint program with the Institute on Global Conflict and Cooperation, University of California



**Topic:** *“Rethinking U.S. National Interests”*

**Speaker:** **Dr. James Thomson**, President and CEO of the RAND Corporation

Other Pacific Council participants also reported on a national conference organized by the Council on Foreign Relations.

**Topic:** *Workshop on “Constructing Democracy and Markets: Comparing East Asia and Latin America”*

**Co-Chairs:** **Dr. Abraham F. Lowenthal**, President, Pacific Council

**Dr. Larry Diamond**, Senior Research Fellow, The Hoover Institution

**Dr. Marc Plattner**, Co-editor, *Journal of Democracy*, *International Forum*

Co-sponsored by the International Forum for Democratic Studies, National Endowment for Democracy

Caroline Leonetti Ahmanson, chairman of the Los Angeles-Guangzhou Sister City Association, and Marilyn Solomon, former director of the Los Angeles office of the U.S. Committee for UNICEF



*Keynote:* **Hon. Carl Gershman**, President, National Endowment for Democracy

***Democracy and Markets in East Asia***

*Panelists:* **Dr. Yun-han Chu**, National Taiwan University  
**Dr. Stephan Haggard**, University of California, San Diego  
**Dr. Andrew MacIntyre**, University of California, San Diego  
**Dr. Minxin Pei**, Princeton University  
**Mr. Orville Schell**, Freedom Forum Media Studies Center, Columbia University

***Democracy and Markets in Latin America***

*Panelists:* **Dr. Denise Dresser**, Instituto Tecnológico Autónomo de México  
**Dr. Albert Fishlow**, Council on Foreign Relations, New York  
**Dr. Terry Lynn Karl**, Stanford University  
**Dr. Anibal Romero**, Harvard University

***Constructing Democracy and Markets: Comparing East Asia and Latin America***

*Panelists:* **Dr. Thomas Biersteker**, Brown University  
**Dr. Manuel Pastor**, Occidental College  
**Dr. Laurence Whitehead**, Oxford University



Pacific Council board members Willis Wood, Jr., chairman and CEO of Pacific Enterprises, and Alton Frye, senior vice president, Council on Foreign Relations

February

*Topic:* ***“Labor in the International Economy: Can Free Trade Be Reconciled With Workers’ Rights?”***

*Panelists:* **Mr. Bruce Stokes**, Senior Fellow and Director of Trade Programs, Council on Foreign Relations  
**Dr. Carol O’Cleireacain**, Economist and former Budget Director, City of New York  
**Mr. Pharis Harvey**, Executive Director, International Labor Rights and Education Research Fund

Co-sponsored by the Council on Foreign Relations

*Topic:* ***“Europe in a World Transformed”***

*Speaker:* **Ambassador J. Orstrom Moller**, State Secretary, Royal Danish Foreign Ministry  
*Discussant:* **Dr. F. Stephen Larrabee**, Senior Policy Analyst, International Policy Department, RAND

*Topic:* ***“Canada in Question”***

*Speaker:* **Rt. Honorable Kim Campbell**, Canada’s first female Prime Minister (1993) and author of *Time and Chance*

Hosted by the Consul General of Canada, the Honourable Dennis Browne

*Topic:* ***“Investing in New and Emerging Markets”***

*Speaker:* **Hon. Ruth Harkin**, President and CEO, Overseas Private Investment Corporation  
*Discussant:* **Mr. Robert Lovelace**, Executive Vice President, Capital Research Management Company



## March

*Topic:* ***“Taiwan’s Presidential Elections and Implications for Relations with China”***  
*Speaker:* **Dr. Hung-mao Tien**, President, Institute for National Policy Research, Taiwan

*Topic:* ***“Emerging Energy Markets: Growth Opportunities and Nuclear Safety Hazards”***  
*Speaker:* **The Honorable Hazel O’Leary**, Secretary, U.S. Department of Energy  
*Moderator:* **Mr. Robert F. Erburu**, Chairman of the Board, Pacific Council on International Policy  
Co-sponsored by the Council on Foreign Relations

*Topic:* ***“The Future of U.S.-Mexico Relations”***  
*Speaker:* **The Honorable James R. Jones**, U.S. Ambassador to Mexico  
*Discussant:* **Mr. Sergio Muñoz**, Editorial Board, *The Los Angeles Times*  
Co-sponsored by the Council on Foreign Relations

## April

*Topic:* ***“Does United Nations Peacekeeping Have a Future After Bosnia?”***  
*Speaker:* **Dr. Shashi Tharoor**, Special Assistant to the Undersecretary of the United Nations for Peacekeeping Operations

*Topic:* ***“The U.S. and Asia in The 21st Century”***  
*Speakers:* **Dr. Daniel Okimoto**, Co-Director, Asia/Pacific Research Center, Stanford University  
**Dr. Jack Goldstone**, Professor, Sociology Department, University of California, Davis  
**Dr. Abraham F. Lowenthal**, Director, Center for International Studies, University of Southern California  
Joint program and workshop with the Foreign Policy Project of the Henry L. Stimson Center and the Overseas Development Council, Washington D.C.

*Topic:* ***“East Asia: Changing Balance of Power”***  
*Speaker:* **Dr. Joseph S. Nye, Jr.**, Dean, John F. Kennedy School of Government, Harvard University

*Topic:* ***“Mexico Since NAFTA - Political Assassinations, Guerrilla Raids, the Peso’s Collapse; A Behind-the-Scenes Look at the U.S.’s New Free Trade Partner”***  
*Speaker:* **Mr. Andres Oppenheimer**, Foreign Correspondent and Columnist for *The Miami Herald*  
*Discussant:* **Mr. David Gaddis Smith**, Foreign Editor, *San Diego Union-Tribune*

## May

*Topic:* ***“We Can Have A Foreign Policy”***  
*Speaker:* **Dr. Leslie H. Gelb**, President, Council on Foreign Relations  
Co-Sponsored with the Council on Foreign Relations

*Topic:* ***“Insights for Business in Asia”***  
*Speakers:* **Mr. James Shinn**, Senior Fellow, Council on Foreign Relations, and Director, The Asia Project  
**Dr. David B. H. Denoon**, Professor of Politics and Economics, New York University  
*Moderator:* **Gareth C. C. Chang**, President, Hughes International Corporation



Shelby Coffey, III, executive vice president and editor of *The Los Angeles Times* and board member of the Pacific Council

June

*Topic:* **“Managing U.S. Relations with China”**  
*Speaker:* **Ambassador Chas. W. Freeman, Jr.**, Chairman, Projects International Associates, and former State Department country director for China

*Topic:* **“Russia After the Elections”**  
*Panelists:* **Mr. Glyn Davies**, Deputy Spokesman and Principal Deputy Assistant Secretary for Public Affairs, U.S. State Department  
**Dr. Arnold Horelick**, Resident Consultant, International Policy Department, RAND  
**Dr. Larry T. Caldwell**, Cecil H. and Louise Gamble Professor of Politics, Occidental College

September

*Topic:* **“China After Deng”**  
*Speaker:* **Dr. William Overholt**, Managing Director, Bankers Trust, Hong Kong

*Topic:* **“Prospects for Mexico’s Future”**  
*Speaker:* **Sr. Felipe Calderón**, President, Partido Acción Nacional (PAN), Mexico

*Topic:* **“Is Free Trade Losing or Gaining Ground?”**  
*Speaker:* **Mr. Thomas “Mack” McLarty**, Counselor to President Clinton

October

*Topic:* **“U.S. Drug Control Policy: Focus on Mexico”**  
*Chair:* **Hon. Mathea Falco**, President, Drug Strategies, and Chair of the Council on Foreign Relations-sponsored Task Force on U.S. Drug Control Policy  
*Comments:* **Sr. Miguel Ruiz Cabañas**, Coordinator of Special Affairs and Drug Control, Mexican Foreign Ministry  
**Dr. Peter H. Smith**, Director, Center of Iberian and Latin American Studies, University of California, San Diego  
In cooperation with the Council on Foreign Relations

*Topic:* **“The Clinton Administration’s Foreign Policy Agenda”**  
*Speaker:* **Ms. Nancy Soderberg**, Deputy Assistant to the President for National Security Affairs

November

*Topic:* **“Russian Defense and Security Policy”**  
*Speaker:* **Dr. Alexei Arbatov**, Member of the Russian State Duma and Chair of the Duma Subcommittee on Defense

*Topic:* **“Reflections on Russia’s Transition”**  
*Speaker:* **Ms. Anne Garrels**, NPR Bureau Chief, Moscow, and Edward R. Murrow Fellow, Council on Foreign Relations



December

*Topic:* ***“An Ambassador’s Role in the CNN Era”***  
*Speaker:* **Dr. Swanee Hunt, U.S. Ambassador to Austria**  
**In cooperation with the Women’s Foreign Policy Group, Washington, D.C.**



Speaker Thomas “Mack” McLarty, counselor to President Clinton, and Gilbert Ray, partner in O’Melveny & Myers

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**1995 ANNUAL RETREAT – May 19 - 21, 1995,  
Marina del Rey, California**

*Keynote:* ***“Coping With an Uncertain World,”***  
**Dr. Abraham F. Lowenthal, President, Pacific Council on International Policy**

*Roundtable Discussions:*

***“Managing the World Economy”***

*Chair:* **Mr. Robert Hormats, Vice Chairman, Goldman Sachs International**  
*Discussion leader:* **Mr. Peter Passell, Economics Columnist, *The New York Times***

***“The Changing Security Agenda”***

*Chair:* **Dr. Gloria Charmian Duffy, Deputy Assistant Secretary of Defense**  
*Discussion leader:* **Dr. Gregory F. Treverton, Director, Center for International Security and Defense Policy, RAND**

***“Balancing Human Rights and Environmental Concerns with Economic Growth and Expanded Trade”***

*Chair:* **Mr. Shelby Coffey, III, Editor and Executive Vice President, *The Los Angeles Times***  
*Discussion leader:* **Mr. Douglas P. Murray, President, The Lingnan Foundation**

***“Reforming Immigration and Refugee Policy”***

*Chair:* **Ms. Lee Cullum, Syndicated Columnist, *The Dallas Morning News***  
*Discussion leader:* **Dr. Michael Teitelbaum, Program Officer, The Sloan Foundation, and Vice Chair of the U.S. Commission on Immigration Reform**

***“The Big Emerging Markets”***

*Chair:* **Mr. Jon Huntsman, Jr., Vice Chairman, Huntsman Group**  
*Discussion leader:* **Dr. Albert Fishlow, Senior Fellow, Council on Foreign Relations**

*Panel Discussion:* ***“Perspectives on a Changing World”***

*Moderator:* **Mr. Nathan Gardels, Editor, *New Perspectives Quarterly***  
*Panelists:* **Hon. Jacques Attali, Former President, European Bank for Reconstruction and Development**  
**Dr. Leslie H. Gelb, President, Council on Foreign Relations**  
**Mr. Yukio Okamoto, President, Okamoto Associates**  
**Hon. Ronaldo Mota Sardenberg, Minister of Strategic Affairs, Brazil**  
**Dr. James Steinberg, Director, Policy Planning, U.S. Department of State**





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## 1996 ANNUAL RETREAT - September 6 - 8, 1996, San Francisco, California

*Keynote:* Dr. Laura D'Andrea Tyson, National Economic Advisor

*Roundtable Discussions:*

***“Is Further Liberalization of Trade and Investment Still Likely?”***

*Session chairs:* Hon. Kathleen Brown, Senior Vice President and Managing Director,  
Investment Management Services Group, Bank of America  
Mr. Richard W. Fisher, Managing Partner, Fisher Capital Management  
Mr. Richard Mallery, Partner, Snell & Wilmer

*Discussion leader:* Dr. Sylvia Ostry, Chairman, Centre for International Studies, University  
of Toronto

***“Domestic Welfare in a Global Economy”***

*Session chairs:* Mr. David K. Y. Tang, Managing Partner, Preston, Gates & Ellis  
Mr. Edward K. Hamilton, Chairman, Hamilton, Rabinowitz &  
Alschuler, Inc.

Mr. Shelby Coffey, III, Editor and Executive Vice President, *The Los  
Angeles Times*

*Discussion leader:* Mr. Richard Rothstein, Research Associate, Economic Policy Institute

***“China’s Emergence and the International Order”***

*Session chairs:* Dr. Chang-Lin Tien, Chancellor, University of California, Berkeley  
Ms. Nancy Jarvis, Partner, Farrand, Cooper and Bruiniers  
Ms. Brenda Lei Foster, Executive Assistant to the Governor, State of  
Hawaii

*Discussion leader:* Dr. Kenneth Lieberthal, Center for Chinese Studies, University of  
Michigan

***“Mexico: Turning the Corner or Falling Apart?”***

*Session chairs:* Ms. Linda Griego, President and CEO, Rebuild Los Angeles (RLA)  
Mr. Mason Willrich, Chairman, EnergyWorks, Ltd.

Mr. Gerald L. Warren, Editor-at-Large, *San Diego Union-Tribune*

*Discussion leader:* Dr. Lorenzo Meyer, Centro de Estudios Internacionales, El Colegio de  
México

***“Weakening States and More Powerful Non-State Actors”***

*Session chairs:* Dr. Condoleezza Rice, Provost, Stanford University  
Hon. Alan W. Sullivan, President and CEO, Canadian Institute of  
International Affairs

Ms. Lee Cullum, *The Dallas Morning News* and Associated Features

*Discussion leader:* Dr. Jessica Tuchman Mathews, Senior Fellow, Council on Foreign  
Relations



*Panel Discussion: "The Changing World Role of the United States: International Perspectives"*

*Moderator:* **Mr. Nathan Gardels**, Editor, *New Perspectives Quarterly*

*Panelists:* **Hon. José Octavio Bordón**, President, Fundación Andina, Buenos Aires, Argentina

**Dr. Jorge G. Castañeda**, Professor of Economics and International Relations, National Autonomous University of Mexico

**Mr. Chen Xiaolu**, Chairman, Standard International Company, Beijing, China

**Hon. Joe Clark**, Former Prime Minister and Foreign Minister, Canada

**Mr. Yukio Okamoto**, Okamoto Associates, Tokyo, Japan



J.D. Alexander, publisher and editor, *The Seattle Post-Intelligencer*, and Patricia Davis, president, Washington Council on International Trade, Seattle



Yukio Okamoto, president of Okamoto Associates, Tokyo, and Jorge E. Castañeda, National Autonomous University of Mexico



Richard W. Fisher, managing partner, Fisher Capital Management, Dallas, and Julia Chang Bloch, president of the U.S.-Japan Foundation



Lee Cullum, *Dallas Morning News*, and Pacific Council board member; Germaine Hoston, UC-San Diego; Jessica Tuchman Mathews, Council on Foreign Relations

## The Visiting Scholars and Fellows Programs



Brenda Lei Foster, executive assistant for national and international affairs to the Governor of Hawaii; Minxin Pei, professor at Princeton University; Daniel Lynch, visiting scholar at the Pacific Council

A policy forum and a catalyst for regional, national and international consideration of key issues, the Pacific Council intends to work in close cooperation with

research centers and individual experts. To mobilize expertise on subjects of interest to our members, the Council has initiated a Visiting Scholars program and an International Visiting Fellows program. During 1996-97, four Visiting Scholars and one International Visiting Fellow are pursuing their own research while contributing to ongoing Pacific Council programs.

### Dr. Andrew Wyatt-Walter

The first Visiting Scholar at the Pacific Council, Andrew Wyatt-Walter is an expert on the role of economic regionalism - for example, Asia Pacific Economic Cooperation (APEC) - on firms' investment decisions. He has assisted the Pacific Council with its Study Group on "Optimizing the International Competitiveness of the Western United States," and he has helped develop links with institutions in his native Australia. A fellow of St. Antony's College at Oxford, he returns to the United Kingdom in January 1997 as a new chair at the London School of Economics.

### Ms. Kristin L. Johnson Ceva

Kristin Johnson Ceva, a Ph.D. candidate in political science at Stanford University, is preparing a dissertation on "Business-Government Relations and

Economic Liberalization in Mexico: 1985-95," which is based on field research in Mexico. She is also helping develop Pacific Council programs on Mexico.

### Dr. Daniel C. Lynch

While at the Pacific Council, Daniel Lynch is writing journal articles and a book based on his dissertation, which argues that economic reform and global integration are rapidly eroding the Chinese government's traditional control over propagandistic public communications. He contributes to the Pacific Council's Study Group on "The Future of China" and other China programs. Dr. Lynch received his Ph.D. in political science from the University of Michigan in August 1996.

### Mr. Eduardo Martínez Curiel

Eduardo Martínez Curiel, a career diplomat in the Mexican Foreign Service, is an International Visiting Fellow. He focuses on U.S.-Mexican relations, and is helping to develop the Fellows program and expand Mexican participation in the Council. Mr. Martínez Curiel comes to the Pacific Council after having served in Beijing, Tokyo, Belgium, London, and Sacramento.

### Dr. James W. McGuire

James McGuire, associate professor in the Department of Government at Wesleyan University, is analyzing why East Asian countries such as Taiwan and South Korea have surpassed Latin American countries such as Argentina, Brazil, and Mexico in growth, equity, and poverty reduction. Dr. McGuire is also organizing a workshop for the Pacific Council on alternative development strategies designed to improve social equity.

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