

COMMITTEE FOR ECONOMIC DEVELOPMENT
2002 ANNUAL REPORT

The Best of
Business Thinking

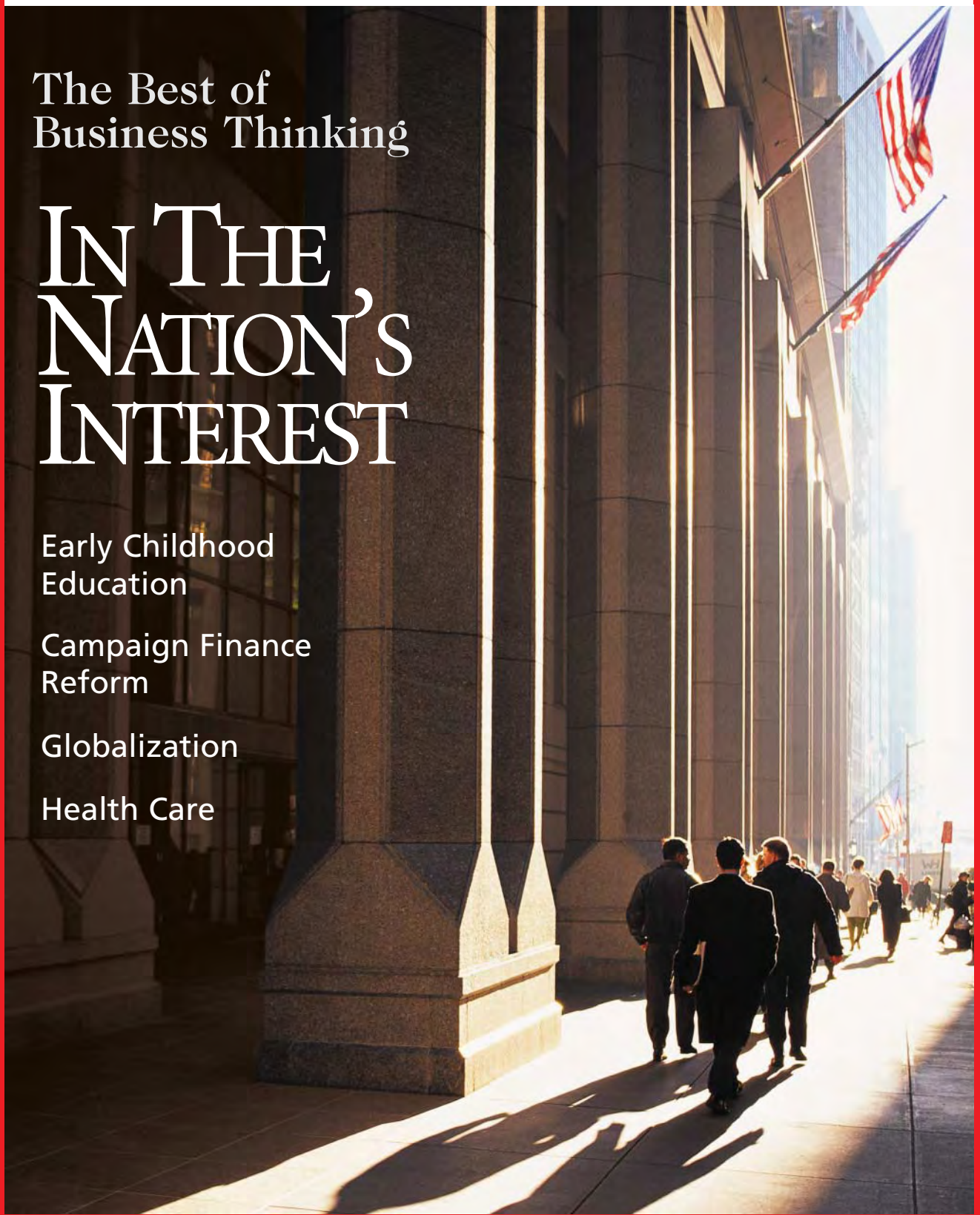
IN THE NATION'S INTEREST

Early Childhood
Education

Campaign Finance
Reform

Globalization

Health Care



IN THE NATION'S INTEREST

In 2002, the Committee for Economic Development celebrated its 60th anniversary. For six decades, CED and its Trustees have been actively engaged in public policy deliberations that have — quite literally — shaped the modern world.

CED's founding mission was to prepare the U.S. economy for a smooth transition from a wartime to a peacetime environment without experiencing a major depression or recession. To that end, CED's leaders established some 3,000 field groups across the country to help plan for a return to a peacetime economy.

In 1945, CED's critical work on international trade, foreign investment, and domestic employment influenced the Bretton Woods Agreement, which established the International Monetary Fund and the World Bank. Three years later, CED's report on

"An American Program of European Economic Cooperation" outlined a strategy for European Recovery that eventually became the Marshall Plan. CED's first Chairman, **Paul Hoffman**, later led the agency that administered the Marshall Plan.

CED's Trustees continue to bring the best of business thinking to bear on critical public policy issues that are in the nation's interest. CED's work promotes policies that guarantee a vibrant U.S. economy, sound domestic policies and strong democratic institutions, an educated American work force, a reformed public

education system from the early childhood years through postsecondary education, and enhanced global trade and competitiveness.

That approach — of working to advance the nation's interest rather than a given partisan, ideological, or industry interest — is what characterizes CED's work and distinguishes it from other organizations whose principal policy interests are often reflected in lobbying. This approach also helps ensure the integrity

and objectivity of CED's work — a fact that only enhances its overall effectiveness and credibility.

Throughout our rich history, CED has received many accolades, and this praise continues today. U.S. Senator **John McCain** has called CED "a visionary organization not afraid to tackle tough problems." **Hugh B. Price**, President and CEO of the National Urban League,

“In today’s challenging times, CED has an important role to play. Our leadership is committed to having impact on the issues that affect the daily lives of Americans. Together, we are dedicated to ensuring our work remains focused, impartial and of the highest quality.”

ROY J. BOSTOCK
Chairman of CED
Chairman Emeritus, Bcom³ Group, Inc.

describes CED as “the social conscience of the business community”, and Princeton University economics professor **Alan Blinder** comments that “[a]dvice from CED is simply the wisest and most enlightened advice the business community has to offer.”

This past year CED was honored to welcome to New York City members of its counterpart network, the International Network of Private Business Organizations. The counterpart members continue to share research and plan joint projects on issues such as older workers, globalization and trade, and democratic institutions.

At this annual gathering, CED hosted a forum with its counterparts on “The Economics and Politics of Globalization,” a conference which focused, in part, on CED’s report, *A Shared Future: Reducing Global Poverty*.

The globalization forum concluded with a gala dinner at the Waldorf=Astoria Hotel where CED presented its 2002 Corporate Citizenship Award to **Ira A. Lipman**, Chairman of the Board and President of Guardsmark, Inc., who gave keynote remarks on the importance of corporate ethics. **Frank C. Carlucci**, former Secretary of Defense and Chairman of The Carlyle Group received

CED’s Excellence in Public Policy Award, and **Edmund B. Fitzgerald**, former CED Chairman, Managing Director of Woodmont Associates, and former Chairman of Nortel Networks received the first CED Trustee Leadership Award.

Yotaro “Tony” Kobayashi, Chairman,

Fuji Xerox Co., Ltd., and Chairman, Keizai Doyukai, a member of the International Counterparts Network, received CED’s first International Leadership Award. **George Soros**, Chairman and President, Soros Fund Management LLC, and Chairman, Open Society Institute, gave remarks at the dinner on globalization and his international philanthropic efforts through the Open Society Institute.

This year also saw the image of corporate America tarnished by numerous financial and accounting irregularities. **Jeff Garten**, the Dean of Yale’s School of Management, has written that “[t]he stakes for business

leaders in improving their standing in society are huge.” His book, *The Politics of Fortune: A New Agenda for Business Leaders*, contends that “[t]o play a more influential role in national and international policy, CEOs must do more than repair their collective reputations. They will also have to see their responsibilities extending beyond insuring the health of their own companies or industries.” Garten specifically highlights CED as offering this role in a manner that enables business leaders to devote time to critical public policy issues that affect the future of the United States and the rest of the world.

During these six decades, CED has been fortunate to have as Trustees men and women from the business world and academia who understand the importance of becoming actively engaged in seeking innovative solutions to major national and international issues. We



CED Chairman Roy J. Bostock and President Charles E.M. Kolb

hope that CED’s approach, its history, and its successes will continue to inspire such engagement from America’s business and university leaders.

Roy J. Bostock

Chairman
Committee for Economic Development
Chairman Emeritus
Bcom³ Group, Inc.

Charles E.M. Kolb

President
Committee for Economic Development

2002 CED's 60th Anniversary

CED was founded in 1942 by a group of visionary business leaders. CED's founding mission was to help the nation make an orderly transition from war to peaceful prosperity. In the face of widespread fears that the end of World War II would bring a new depression, the business leaders who formed CED established 3,000 field groups throughout the country to plan for a return to a peacetime economy.

CED began using its research to formulate recommendations on a wide variety of policy issues. CED's early work led to the establishment of the International Monetary Fund, the World Bank, and the President's Council of Economic Advisers.



Today, CED is an important forum for business

leaders and educators to engage actively in the policy process by combining practical experience with top quality research. Throughout its rich 60-year history, CED has had a major impact on public policy — both domestically and internationally.

CED Celebrates Six Decades of the Best of Business Thinking

While CED continues to evolve as new policy issues arise, a major anniversary allows us to take a look back over our history. CED continues to strive to live up to Senator John McCain's statement that "for 60 years the Committee for Economic Development has been working to make

America stronger." A stronger America is our goal as we approach today's major public policy issues. The quality of our Trustees — the Chairs, CEOs, Presidents, and senior executives of major corporations, as well as university Presidents — speaks for itself. CED enables this diverse group of leaders to "speak with one voice" on education, campaign finance reform, the federal budget, globalization, older workers, and other pivotal issues in our society.

CED 2002 Achievement Awards: Honoring Those Who Serve in The Nation's Interest

At CED's 2002 60th Anniversary Dinner in New York City on May 15, CED was

proud to honor the achievements of four Trustees and associates. Every year, CED presents an award to a company that embodies the ideals and values for which CED stands. CED's 2002 *Corporate Citizenship Award* was presented to Guardsmark, Inc. of Memphis, Tennessee, and its Chairman and President **Ira A. Lipman**. Previous recipients of the CED Corporate Citizenship Award include Automatic Data Processing, Inc.; The Chase Manhattan Bank; First Chicago NBD Corporation; Merck & Co., Inc.; Nortel Networks; and Pfizer.

CED's *Excellence in Public Policy Award* was presented to CED Trustee **Frank C. Carlucci**, former Secretary of Defense and Chairman of The Carlyle Group. Previous recipients include the four members of Congress who championed campaign finance reform — Representatives Christopher Shays and Martin Meehan, and Senators Russell Feingold and



2002 CED Annual Meeting

(back row — left to right) Incoming CED Chairman **Roy J. Bostock**, outgoing CED Chairman **Frank P. Doyle**, **Frank C. Carlucci**, former Secretary of Defense and Chairman of The Carlyle Group, **Ira A. Lipman**, Chairman and President of Guardsmark, Inc. of Memphis, **Charles E.M. Kolb**, CED President.

(front row — left to right) **Yotaro Kobayashi**, Chairman, Fuji Xerox Co., Ltd., and Chairman of CED's Japanese counterpart organization Keizai Doyukai, **George Soros**, President and Chairman, Soros Fund Management, LLC, **Edmund B. Fitzgerald**, Managing Director, Woodmont Associates.

John McCain — and CED Trustee and former Secretary of Commerce Peter G. Peterson.

CED's first *International Leadership Award* was presented to **Yotaro Kobayashi**, Chairman, Fuji Xerox Co., Ltd.; and Chairman of CED's Japanese counterpart organization Keizai Doyukai.

CED's first *Trustee Leadership Award* was presented to former CED Chairman **Edmund B. Fitzgerald**, Managing Director of Woodmont Associates and former Chairman of Nortel Networks.



Theodore Sorenson (center), former speechwriter and special counsel to President Kennedy, congratulates CED Corporate Citizenship honoree **Ira A. Lipman** (right), Chairman of the Board and President of Guardsmark, Inc. CED President **Charles Kolb** (left) prepares to present the award.



CED's work on international issues

is strengthened by partnerships with 11 independent, nonpolitical business organizations around the world. The promise and challenges of globalization are perfect issues for CED to explore with these counterpart organizations. In May 2002, the 17th International Conference of Private Business Organizations was held in New York City as part of CED's 60th Anniversary annual meeting. All eleven organizations were represented during a thoughtful series of panel discussions. The keynote speakers were former United Nation's Ambassador **Richard**

Holbrooke, who spoke about the constantly evolving role of the United Nations, and Nobel Prize-winning economist **Joseph Stiglitz** of Columbia University, who expanded upon his book, *Globalization and its Discontents*. Stiglitz spoke about the complex roles of the World Bank (where he served as chief economist and Senior Vice President from 1997-2000), the International Monetary Fund, and the World Trade Organization. Despite his concerns about the internal workings of these organizations, Stiglitz is a strong supporter of globalization as a route out of poverty for millions of people across the world. Panel subjects included regional updates, Expanding International Trade and Investment, Sustainable Economic Development and Poverty Reduction, and International Political and Economic Institutions.

GLOBALIZATION

Globalization and Poverty

The globalization forum coincided with the release of CED's policy statement, *A Shared Future: Reducing Global Poverty*. The report contends that business and government leaders in the developed world have an important role to play in reducing poverty worldwide. The report focuses on three critical areas: setting sound economic policies, improving governance and rooting out corruption, and investing in human and social capital. The report also argues that aid, particularly when

administered through public-private partnerships and in conjunction with open flows of trade and investment, can significantly reduce poverty in the developing world.

CED Trustees **Edmund B. Fitzgerald**, Managing Director of Woodmont Associates, and former Chairman of Nortel Networks, and **Paula Stern**, President of The Stern Group, Inc. and former Chairwoman of the U.S. International Trade Commission, chaired the project.

In other globalization news, the Bush Administration in 2002 announced the "Millennium Challenge Account" which substantially increases U.S. development assistance and ties the aid to sound management and economic policies in the recipient countries, consistent with CED's recommendations. CED Trustees discussed this and other issues in a June 2002 meeting with then Secretary of the Treasury **Paul O'Neill**.



Nobel Prize-winning economist **Joseph Stiglitz** of Columbia University speaks during the release of the CED report, *A Shared Future: Reducing Global Poverty*. The release luncheon was a highlight of the May 2002 annual meeting. Professor Stiglitz is the author of the best seller, *Globalization and Its Discontents*. CED Trustee, former Chairman of Nortel Networks, and project co-chair **Edmund B. Fitzgerald** looks on.



Richard Holbrooke, former United Nations Ambassador, and CED Trustee **Paula Stern**, President, The Stern Group, Inc. and project co-chair, take questions during the release event for CED's *A Shared Future* report.



Business leaders continually face the problem of recruiting a quality workforce for their enterprise, whether it is manufacturing, providing services, or administering a diverse multinational corporation. Quality education is therefore vitally important to ensuring that quality workforce. While there has been some encouraging news in American education over the past few years, CED continues to focus on ways to improve educational performance. Additionally, 2002 saw CED strongly endorse a bold agenda to provide universal free early childhood education for all American preschoolers.

The 2001 CED report, *Measuring What Matters*, continued in 2002 to impact the national debate on improving learning through the use of quality student testing. The CED report is consistent with the “No Child Left Behind” Act which is the cornerstone of President Bush’s efforts to improve elementary education in the United States. More work must be done, however, to ensure that tests are

good measures of student accomplishment. CED cautions that tests are a means, not an end, to school reform. CED’s K-12 efforts will engage business leaders in sustaining support for performance measurement in education and in identifying and overcoming barriers to delivering public education in new ways. Protecting hard-won educational K-12 programs has



CED Chairman **Roy J. Bostock** (right), **Lori VanAuken** of the Rochester Area Community Foundation, and CED President **Charles E. M. Kolb**, with children at the YMCA Carlson Kids Center in Rochester, New York. The visit was part of CED’s efforts surrounding *Preschool for All: Investing in a Productive and Just Society*.



The Honorable **James B. Hunt, Jr.**, former Governor of North Carolina (right), speaks at an October 2002 early education breakfast meeting along with **George A. Ranney, Jr.**, CED Trustee and President of Chicago Metropolis 2020. Co-Hosted by CED and Chicago Metropolis 2020, and with support from **The Pew Charitable Trusts**, the event brought together business, policy and education leaders to discuss early education issues in Illinois.

also become a priority for CED and its Trustees as many states grapple with severe budget shortfalls.

EDUCATION
Preschool Update 2002

Since the February 2002 release of CED’s groundbreaking report, *Preschool for All: Investing in a Productive and Just Society*, early education has continued to play a vital role in the education reform debate. The report recommends making preschool available to all children ages three and older whose parents want them to participate. With generous outreach support from **The Pew Charitable Trusts**, CED continues to engage the

business and civic leaders in numerous communities, including Rochester, Boston, Buffalo, Chicago, and New York City. CED conducts these efforts in



Senator **Edward M. Kennedy** (D-MA), CED Chairman **Roy J. Bostock**, and CED President **Charles E. M. Kolb** discuss CED's report, *Preschool for All: Investing in a Productive and Just Society*.

partnership with several organizations around the country, including the Pew-supported **Trust for Early Education**.

CED's Chairman, and the co-chairman of CED's Education Subcommittee that produced the report, **Roy J. Bostock**, has led a series of meetings with business, community, policy and education leaders promoting universal prekindergarten. He has repeatedly emphasized the business connection to early education. "Businesses are the number one consumers of the education system," said Bostock, Chairman Emeritus of Bcom³ Group, Inc. "If we are to believe all the studies that consistently show that investment in early education is so critical, then we, as business leaders, need to invest in our children."

Roy J. Bostock and CED President **Charles E. M. Kolb** joined former North Carolina Governor **James B. Hunt, Jr.** and **Miles D. White**, Chairman of the Board and CEO of Abbott Laboratories, at a breakfast co-hosted with Chicago Metropolis 2020 in October 2002. Bostock and Kolb later joined keynote speaker **Joel I. Klein**, Chancellor of the New York City Department of Education, at a New York City luncheon held at TIAA-CREF headquarters in January 2003. Chancellor Klein, who was wel-

comed by CED Trustee **Bertram L. Scott**, President of TIAA-CREF Life Insurance Company, commended the work CED has done on early education, standards, and accountability.

CED is also sponsoring a campaign asking business leaders across the country to endorse the *Preschool for All* report. Over 170 leaders have currently added their names in support of this endeavor. To join this growing list of supporters, contact Christine Ryan at 202-296-5860 or christine.ryan@ced.org

EDUCATION

The "American Teacher" Community Education Roundtables 2002

After completing five community education roundtables around the country, CED received additional support from the **MetLife Foundation** to lead two more roundtables in Boston and Providence. The roundtables covered issues raised in the most recent MetLife Survey of the American Teacher. The Survey illustrated a disconnect with respect to the expectations about student futures among parents, teachers, and students.

In Providence, CED worked with the Public Education Fund to gather more than 60 community representatives. The event's keynote speaker was **Susan Lusi**, Chief of Staff of the Providence Public Schools. Ms. Lusi said, "To succeed in raising achievement we need to focus on teaching and learning. Students need to feel a connection to the people they learn with. We need to restructure the secondary school experience to create a community of learners where they matter to teachers and other students."



The MetLife-CED September 2002 Roundtable, which brought together students, parents, and teachers to discuss “The MetLife Survey of the American Teacher,” was held at Hope High School in Providence, Rhode Island. **Susan Lusi**, Chief of Staff, Providence Public Schools, provided the keynote address.

Research: Prosperity Through Discovery.

America’s Basic Research addresses several key concerns, including Congress’ procedures for allocating funds for basic research, the central role of the research university and the individual scientific investigator, the critical importance of peer review, the need to sustain the pipeline of high-quality scientists and engineers for the long-term, and

The Boston forum was held at Jeremiah Burke High School in Dorchester and included more than 50 representatives of the business community, educators, students, and policy-makers. Boston Mayor **Thomas Menino**, the keynote speaker, told participants that one of the problems is that “the media doesn’t report the good things that are happening at our schools.” Mayor Menino also said that he believes communities need to know about the progress Boston is making in improving their public schools. He noted that one of the key ways to continue to build on their success is to forge partnerships with the business community.

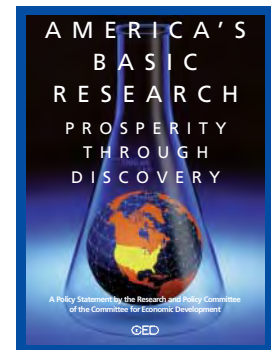
EDUCATION

Basic Research/Math and Science

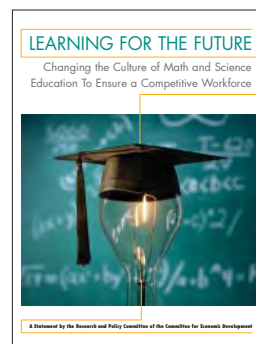
CED has long been a strong supporter of basic research aimed at advancing science and engineering knowledge rather than developing a specific product or process. CED recommends policy reforms to ensure that tomorrow’s basic research can be as productive and effective as possible. In 2002, CED continued to advocate the recommendations in the 1998 CED report, *America’s Basic*

the implications of an increasingly global research enterprise.

Closely related to CED’s basic research goals are recommendations involving math and science education in America. Looking ahead to the 2003 release of CED’s math and science education report, the Subcommittee



on the Supply of U.S. Scientists and Engineers held a series of meetings on the issue. The math and science report, entitled: *Learning for the Future: Changing the Culture of Math and Science Education to Ensure a Competitive Workforce* will present CED recommendations designed to improve the “culture” that surrounds technical education in the U.S., including:



increasing student interest in careers in math and science, demonstrating the wonder of discovery while helping students to master rigorous content, and acknowledging the professionalism of teachers.

DEMOCRATIC INSTITUTIONS

Judicial Selection 2002

The American court system is a pillar of our democratic society. Safeguarding the independence of our judiciary is vital to preserving respect for the rule of law and the legal system. Selecting qualified and objective judges to preside over the courts is essential to ensuring the integrity of the judicial system.

Unfortunately, because 39 states currently elect at least some of their judges through popular elections, many state and local judges are exposed to questions concerning improper influence. Judicial elections require candidates for the bench to campaign for office like a politician. These candidates usually feel compelled to seek the support of a political party and special interest groups. Moreover, judicial candidates also must often seek financial contributions from lawyers and other interests that may eventually have business before their courts. This situation creates the appearance that financial contributors and interest groups influence the judges and their rulings.

On August 9, 2002, CED released *Justice for Hire: Improving Judicial Selection*, a comprehensive study of the issue. **Alfred R. Carlton**, President of the American Bar Association, provided opening remarks at the release luncheon, and Texas Supreme Court Chief Justice **Thomas R. Phillips** served as the keynote speaker. Both speakers stressed the need for reforming the judicial

selection process. **Derek Bok**, President Emeritus of Harvard University and the co-chair of CED's Subcommittee on Judicial Selection, also spoke at the release and said that "independent and impartial exercise of judicial authority is an essential aspect of a free society." CED Trustee **Roderick M. Hills**, Chairman of Hill Enterprises, Ltd. and also the co-chair of the Subcommittee on Judicial Selection, added: "a fair and impartial judiciary is the cornerstone of our democracy."

CED recommends abolishing judicial elections because they threaten the impartiality of our courts.



Alfred P. Carlton, President of the American Bar Association, speaks at the release of CED's report, *Justice for Hire: Improving Judicial Selection*.



Keynote speaker Texas Supreme Court Justice **Thomas R. Phillips** addresses the audience at the release of CED's *Justice for Hire: Improving Judicial Selection* report. Joining Chief Justice Phillips are (left to right) **Charles Kolb**, CED President, **Derek Bok**, President Emeritus of Harvard University and Chair of Common Cause, and **Roderick M. Hills**, Chairman of Hills Enterprises, Ltd.

As Dr. Bok pointed out when *Justice for Hire* was released: “[I]nstead of safeguarding judges from political pressures, most election systems invite such influence.” CED asserts that a commission-based appointive system is the preferable method for selecting judges. Appointive systems are better suited to protecting the integrity of judges and ensuring that qualified candidates are chosen for the bench, both of which are vital to ensuring the fair administration of justice. As Mr. Hills stated, “[J]ustice should not be a function of who serves as judge, but of the merits of the case.”

CED has also sought to preserve the independence of the judiciary as an active member in the Justice at Stake campaign. Justice at Stake is a non-partisan national partnership of 39 organizations working together for fair and impartial courts. Judicial selection is a major aspect of this campaign.

The impact of CED’s efforts can be seen in the passage of sweeping reform legislation in North Carolina. The new North Carolina law made elections for the highest state courts non-partisan and instituted a voluntary public financing system for qualified judicial candidates.

Since its release, *Justice for Hire* has received extensive coverage in press outlets such as C-SPAN, National Public Radio,

CNN.com, *The Christian Science Monitor*, *The Austin-American Statesman*, and *The Des Moines Register*.

With generous support from the **Open Society Institute**, CED will continue its efforts in states such as Illinois, New York and Texas, among others, to build support among the business community and other sectors to reform judicial selection.

DEMOCRATIC INSTITUTIONS

Campaign Finance Reform

On March 27, 2002, President Bush signed into law sweeping and unprecedented campaign finance reform legislation.

CED played a crucial role in this legislative effort through its landmark policy statement, *Investing in the People’s Business: A Business Proposal for Campaign Finance Reform*. Many of the report’s recommendations closely match the final legislation, including



Columbia University President and CED Trustee **George Rupp** lauds financier **Jerome Kohlberg** for his work on campaign finance reform at the CED dinner marking President Bush’s signing of the sweeping 2002 campaign finance reform legislation into law. Kohlberg’s wife, Nancy, is at center.

provisions to eliminate soft money, ensure stricter issue ad scrutiny, and raise the individual hard-money limit. At the request of several members of Congress, CED held a news conference on Capitol Hill before the House vote to highlight business community support for campaign finance reform. Just before the Senate vote, CED (along with **Campaign for America**) circulated a letter signed by 100 business leaders urging an immediate vote on the legislation. There is significant court action scheduled for 2003 on the McCain-Feingold Act, including review by the U.S. Supreme Court.

On April 23, 2002, CED hosted a dinner in Washington to celebrate

passage of the landmark reform legislation and to honor financier **Jerome Kohlberg**, former Senior Partner of Kohlberg Kravis Roberts & Co. As the founder of Campaign for America, Mr. Kohlberg led the way in demonstrating that business leaders supported campaign finance reform. Mr. Kohlberg was a key early ally and a close partner with CED.

Three of the four lead sponsors of the campaign finance reform bill, Senator John



CED staff hold up the “Colossal Gram” sent from **Warren Buffett**, CEO of Berkshire Hathaway, to **Jerome Kohlberg** for CED President **Charles Kolb** to read.



CED campaign finance dinner honoree **Jerome Kohlberg** (center) is joined (from left to right) by Congressman **Martin Meehan** (D-MA), Senator **John McCain** (R-AZ), **Carl Levin** (D-MI), and Congressman **Christopher Shays** (R-CT).

McCain (R-AZ), and Congressmen Christopher Shays (R-CT) and Martin Meehan (D-MA), attended the dinner to honor Mr. Kohlberg.

Several other lawmakers also attended the dinner, including Rep. Earl Blumenauer (D-OR), Rep. Nita Lowey (D-NY), and Sen. Carl Levin (D-MI). Former Senator Bob Packwood (R-OR) was also present.



The cost and quality of health care in the United States continue to be major concerns and a high priority issue for CED.

In May 2002, CED released the policy statement *A New Vision for Health Care: A Leadership Role for Business*. This statement was co-chaired by **Peter A. Benoliel**, Chairman, Executive Committee, Quaker Chemical Corporation; **Dr. Jerome H. Grossman**, Chairman and CEO, Lion Gate

Management, and Senior Fellow, Kennedy School of Government at Harvard University; and **Steffen E. Palko**, Vice Chairman and President, XTO Energy, Inc. CED's statement urges employers, along with government, to take the lead in implementing specific changes in private and public policies that could produce a health care system that works for all Americans.

Dr. Mark McClellan, former member of the

White House Council of Economic Advisers and now the Commissioner of the Food and Drug Administration, was the keynote speaker at the event. Dr. McClellan said: "CED's wonderful new report represents a new level of vision, a new level of consolidation of ideas for strengthening various aspects of the employer system, the government health care system and our health care system over all."

CED received a grant from the **Robert Wood Johnson Foundation** to hold two roundtables to further explore health-care-access issues.



CED President **Charles E. M. Kolb** (left) joins keynote speaker, and former Oregon Governor **John A. Kitzhaber**, M.D. (second from left), CED Trustee and Chairman and CEO, Lion Gate Management, and Director of the Health Care Delivery Program at the Kennedy School, Harvard University **Dr. Jerome H. Grossman** (second from right), and the President and CEO, Pacific Business Group on Health (PBGH) **Peter Lee** (right) at the October 2002 San Francisco Health Care Roundtable. The roundtable discussion centered on finding ways to improve America's health care system.



Dr. Mark McClellan, former member of the White House Council of Economic Advisers, and Commissioner of the Food and Drug Administration, delivers the keynote address at the May 2002 release of CED's policy statement, *A New Vision for Health Care: A Leadership Role for Business*.

The roundtables are a forum for the business community to find ways to lower costs and increase access to quality health care. The first roundtable was held in San Francisco, and the Pacific Business Group on Health served as the co-sponsor. Jerome Grossman represented CED on the panel. More than 100 business leaders from the San Francisco area attended the forum. At this meeting, **Sally Wellborn**, Vice President for Corporate Benefits at Wells Fargo and Co., explained the case for business involvement when she said that because of quality health care, "we're getting employees who are on the job working

productively. If we didn't do that, our productivity would go down, our absenteeism would go down, we would have sicker people at work, and we would actually have a negative impact.”

CED plans to hold another roundtable in Boston in 2003. CED is also leading efforts to improve health care by sponsoring, with the American Health Initiative, an online discussion in April 2003 on the issues raised in CED's paper. The discussion will involve 100 corporate executives across the country.



CED Trustees **Steffen E. Palko**, Vice Chairman & President, XTO Energy, Inc., **Jerome H. Grossman**, Chairman & CEO, Lion Gate Management, and **Peter A. Benoliel**, Chairman, Executive Committee, Quaker Chemical Corporation, participate in the May 2002 panel discussion at the release on CED's *A New Vision for Health Care*.

CED CO-HOSTS LOWER MANHATTAN CONFERENCE Symposium assists small business owners and employees

On April 10, 2002, CED joined the *The Wall Street Journal*, the National Urban League, and Audrey Cohen College in co-hosting an all-day conference for business owners and their employees affected by the September 11, 2001 terrorist attack on Lower Manhattan.

Entitled *Hands-On Hope: A Post-9/11 Survival Guide for Businesses and Employees*, the conference was designed to provide the tools needed to succeed in the wake of the September 11th attack. It included “best practices” learning sessions from the region's hard-hit businesses, as well as networking meetings and presentations from some of the country's foremost authorities on economic recovery from the public and private sectors.

Several business and economic experts from numerous disciplines participated in workshops addressing issues from marketing and branding for the small business owner to sessions on securing grants, loans and insurance.

The symposium benefited entrepreneurs and business owners from several industries including real estate, art and entertainment, travel and tourism, retailing, financial services, insurance, advertising and communications, education, and manufacturing.

2003: A Look Ahead In The Nation's Interest

This will be another active year for CED and its Trustees. Already in progress are reports on key public policy issues, including:

- The federal budget and the growing structural budget deficit
- Finding ways to improve science and math teaching to prepare tomorrow's technical leaders
- Corporate Governance Reform — how to restore the public's faith in business, and
- Continued work on globalization and global poverty issues.



- ◆ **January 10 Campaign Finance Reform-Business and Community Leaders Forum** — **Charles E.M. Kolb**, CED President, participated in a money & politics panel Greenlining Institute. San Francisco, CA
- ◆ **February 5 Release of *Preschool For All: Investing in a Productive and Just Society*** — Keynote Speaker: The Honorable **James B. Hunt, Jr.**, former Governor, State of North Carolina — Remarks from **Roy J. Bostock**, Chairman Emeritus, Bcom³ Group, Inc., **Adele Simmons**, Vice Chair, Chicago Metropolis 2020. Washington, DC
- ◆ **February 25 Business Briefing on Campaign Finance Reform** — CED hosted Representatives **Christopher Shays** and **Martin Meehan** for a briefing with business leaders on the prospects for passing the campaign finance reform bill in the U.S. House of Representatives. Chicago, IL
- ◆ **May 1 Release of *A New Vision for Health Care: A Leadership Role for Business*** — Keynote Speaker: **Dr. Mark McClellan**, former member of the President's Council of Economic Advisers and current Commissioner of the FDA — Remarks by CED co-chairs **Peter Benoliel**, Chairman of the Executive Committee of Quaker Chemical Corporation, **Dr. Jerome Grossman**, Senior Fellow of Harvard University, and **Steffen Palko**, Vice Chairman and President of XTO Energy, Inc. Washington, DC
- ◆ **May 15 CED Board of Trustees and International Counterparts Meetings** — The Global Economy: Prospects for Growth, Luncheon keynote speaker: Nobel Laureate Professor **Joseph Stiglitz**, Columbia University — Panel discussion topics included: The View from Europe, The View from Asia/Pacific, and The View from the United States and the Americas. New York, NY
- ◆ **May 15 CED Gala 60th Anniversary Dinner** — Corporate Citizenship Award: Guardsmark, Inc. of Memphis, TN, and its Chairman and President **Ira A. Lipman**; Excellence in Public Policy Award: CED Trustee **Frank C. Carlucci**, former Secretary of Defense and Chairman of The Carlyle Group; CED's International Leadership Award: **Yotaro Kobayashi**, Chairman, Fuji Xerox Co., Ltd., and Chairman of CED's Japanese counterpart organization Keizai Doyukai; Trustee Leadership Award: former CED Chairman **Edmund B. Fitzgerald**, Managing Director of Woodmont Associates and former Chairman of Nortel Networks — Keynote speaker: **George Soros**, President, Soros Fund Management. New York, NY
- ◆ **May 16 CED Board of Trustees and International Counterparts Meetings** — The Economics and Politics of Globalization – Luncheon Keynote speaker: **Richard Holbrooke**, former US Ambassador to the UN — Panel discussions included Expanding International Trade and Investment: Providing Opportunities for Economic Growth and Higher Incomes; Sustainable Economic Development and Poverty Reduction: Spreading the Benefits of Globalization; International Political and Economic Institutions: Supporting the International Economy. New York, NY
- ◆ **May 16 Release of *A Shared Future: Reducing Global Poverty through Economic Development***. New York, NY
- ◆ **May 16 CED International Counterparts Dinner** — NASDAQ Marketsite. New York, NY
- ◆ **May 31 Early Education Roundtable Meeting for Business Leaders** — CED President, Charles Kolb, and representatives

- from Chicago's Metropolis 2020 and local business leaders discussed prekindergarten education. Chicago, IL
- ◆ **June 3 Campaign Finance Reform: CED and Keizai Doyukai-Joint Meeting** — Washington, DC
- ◆ **August 9 Release of *Justice for Hire: Improving Judicial Selection*** — Keynote speaker: Texas Supreme Court Justice **Thomas Phillips** — Remarks from **A. P. Carlton**, president of the American Bar Association. Washington, DC
- ◆ **September 12 Early Education Town Hall Forum** — CED-IMC, Rochester Area Community Foundation — Keynote speaker: **Roy J. Bostock**, Chairman Emeritus, Bcom³ Group, Inc. Rochester, NY
- ◆ **September 30 CED-MetLife Foundation Education Roundtable for Business, Community and Academic leaders** — Keynote speaker: **Susan Lusi**, Chief of Staff of Providence Public Schools. Providence, RI
- ◆ **October 9 Early Education Town Hall Forum** — CED-Chicago Metropolis 2020 – Keynote Speaker: **James B. Hunt, Jr.**, former Governor of North Carolina, Chicago, IL — Remarks from **Miles D. White**, Chairman of the Board and CEO, Abbott Laboratories; **Arne Duncan**, CEO, Chicago Public Schools; and **George Ranney, Jr.**, President & CEO, Metropolis 2020. Chicago, IL
- ◆ **October 16 Early Education Business Leader Meeting** — CED-Buffalo Success by 6, Center for Early Care and Education — Remarks from **Roy J. Bostock**, Chairman Emeritus, Bcom³ Group, Inc.; and **Warren Colville**, President, *Buffalo News*. Buffalo, NY
- ◆ **October 25 Business Leaders' Forum on Healthcare Coverage** — With Pacific Business Group on Health — Keynote speaker: The Honorable **John A. Kitzhaber**, former Governor of Oregon — Remarks from **Dr. Jerome Grossman**, Senior Fellow, Harvard University. San Francisco, CA
- ◆ **October 30 CED-MetLife Foundation Education Roundtable for Business, Community and Academic Leaders** — Keynote Speaker: **Thomas Menino**, Mayor of Boston. Boston, MA
- ◆ **November 7 CED-World Affairs Council** – An event on Globalization and Poverty — Keynote speakers: **William W. Lewis**, Director Emeritus, McKinsey Global Institute; and **Frank Vogl**, President, Vogl Communications. San Francisco, CA
- ◆ **November 8 CED-Stanford University, Graduate School of Business** — An event on Globalization and Poverty — Keynote speakers: **William W. Lewis**, Director Emeritus, McKinsey Global Institute; and **Frank Vogl**, President, Vogl Communications. Palo Alto, CA
- ◆ **November 14 Research and Policy Committee Meeting** — Guest Speakers: **Roger W. Ferguson**, Vice Chair, Federal Reserve System; and **Dr. Benjamin R. Barber**, Professor, University of Maryland School of Public Affairs and author of several books, including the best seller *Jihad Versus McWorld*. Washington, DC
- ◆ **November 20 Early Education Panel Discussion, Harvard Graduate School of Education** — Keynote Speaker: **Roy J. Bostock**, Chairman Emeritus, Bcom³ Group, Inc. Boston, MA
- ◆ **December 9 Early Education Event** — CED-Children's Action Alliance — Keynote Speaker: **Steffen E. Palko**, Vice Chairman and President, XTO Energy Inc. Phoenix, AZ

DEVELOPMENT REPORT FOR 2002

CED Trustees continue to lead our strategic development program and are personally committed to ensuring its success. Our network of business and academic leaders continues to reach out to their industry and regional colleagues, asking them to become engaged in and support CED's work.

In spite of the lagging economy, it has been a very good year. CED's development efforts remain strong and dynamic, and in 2002 we experienced increases in private foundation support, individual contributions, and multi-year commitments.

TRUSTEE RECRUITMENT — In 2002, we recruited 40 new members to our Board of Trustees, including the CEOs of **Airbus Industries of North America, Inc., AMS, Inc., Bausch & Lomb, Deere & Company, HCA, Nortel Networks, Northwest Mutual, and PricewaterhouseCoopers**, and the Presidents and Chancellors of **Columbia University, George Mason University, Georgetown University, Harvard University, University of Maryland, University of Miami, University of Notre Dame**, and others.

CORPORATE DEVELOPMENT — This year, we were pleased to welcome 50 new corporate supporters, including **Ashland, Inc., Bausch & Lomb, Baxter International, Campbell Soup Company, Coca-Cola Company, Cousins, HCA, IBM, United Technologies Corp., United Water, Wells Fargo**, and others.

Current CED Trustees played a significant role in our development efforts and in securing this new support. Through a strategic Affinity Campaign, Trustees have reached out to their business colleagues and peers to endorse CED's work and request their corporate support. Many of CED's newest corporate contributors have also become directly involved in CED's leadership — our Board of Trustees, Program Committees, and Advisory Councils.

MULTI-YEAR COMMITMENTS — Following the success of our campaign to secure two-year commitments from our corporate supporters for FY2000 — FY2001, in 2002, CED launched an effort — led by CED Chairman Roy J. Bostock — to secure three-year commitments. Beginning with Trustee company **General Motors'** pledge of support for 2003-2005, this effort has been extremely successful. We continue to receive multi-year commitments that enable CED to plan its programs for greater impact in the long-term.

FOUNDATIONS — CED's 2002 foundation campaign was particularly successful. We are pleased to report that renewed grants were awarded from foun-

dations with whom CED has enjoyed long-standing collaborations, including **Carnegie Corporation of New York, The Pew Charitable Trusts, The Open Society Institute, and The Charles Stewart Mott Foundation**. We also received new grants from the **William and Flora Hewlett Foundation** for our work on Americans in the World, the **Russell Sage Foundation**, in support of CED's project on long-term economic growth strategies, and the **Robert Wood Johnson Foundation**, for our work on the employer's role in healthcare.

ADVISORY COUNCILS — CED established new leadership bodies to engage and gain the insights of additional representatives from our Trustee and corporate member companies. Building on CED's Trustee-led research, Advisory Councils examine current policies in a given issue area and make recommendations for policy action as they relate to the changing environment. In 2002, the Digital Connections Council met three times to discuss Internet Openness, Jurisdiction, Privacy, and Intellectual Property Rights. Also in 2002, we began recruiting members for a Human Resources Advisory Council, to be comprised of human resources executives who will work with CED on several workforce-related issues, including the aging of America's workforce, the working poor, and America's healthcare system.

AFFINITY CAMPAIGN — We are grateful to CED Trustees for their outstanding efforts and personal commitment to bringing new leaders into CED's network of business executives and academicians. By reaching out to their industry peers and regional colleagues, our Trustees have not only secured financial support for CED, but also engaged corporate and academic representatives in our leadership network. In addition, our Trustees have enhanced our Campaign Finance Reform and Universal Prekindergarten endorsement campaigns.

ACADEMIC SUBSCRIPTION PROGRAM — In 2002, we gained 20 new colleges and universities as CED subscribers. CED's program, launched in 2001, offers an annual subscription to the academic community for our publications, newsletters, issue briefs, and invitations to meetings. In 2002, we successfully broadened the constituency engaged in CED's policy work through the subscription program.

FOR 2003, CED will build on 2002's hard work, as well as continue to expand the group of business, academic, and policy leaders in CED's network. In addition, we are planning to launch new initiatives, including a Planned Giving Campaign and a Small Business Membership initiative.



CED SUPPORTERS

CED thanks its supporters for their generous contributions and grants, which enable us to pursue a dynamic agenda, focused on today's most significant economic and social issues. The list below represents CED's major supporters.

\$50,000 and over

Bcom³ Group, Inc.
DaimlerChrysler Corporation Fund
Exxon Mobil Corporation
Ford Motor Company
General Electric Company
Guardsmark, LLC
Merck & Co., Inc.
Pfizer Inc.
Prudential Insurance Co. of America
State Farm Insurance Companies
Verizon Communications

\$20,000 to \$49,999

American International Group, Inc.
American Management Systems, Inc.
Automatic Data Processing, Inc.
Bristol-Myers Squibb Company
Corning Incorporated
Deloitte & Touche
General Mills Foundation
General Motors Corporation
HCA — The Healthcare Company
IBM Corporation
The JP Morgan Chase Foundation
The Boeing Company
The Horace W. Goldsmith Foundation
The Lanier Law Firm P.C.
United Parcel Service, Inc.
United Water Resources, Inc.
Warburg Pincus LLC
Xerox Foundation
XTO Energy, Inc.

\$10,000 to \$19,999

A. O. Smith Corporation
Armstrong Holdings, Inc.
Avaya Inc.
Biogen, Inc.
Roy J. Bostock
Brown Brothers Harriman & Co.
Caterpillar Inc.

ChevronTexaco Corporation
CIGNA Corporation
Deere & Company
Frank P. Doyle
Educational Testing Service
FedEx Corporation
Edmund B. Fitzgerald
Joseph Gantz
Granite Broadcasting Corp.
Shirley Ann Jackson
Johnson & Johnson
Manpower Inc.
McKinsey & Company, Inc.
Robert and Joyce Menschel Family Foundation
MetLife Foundation
Harvey Miller
Morgan Stanley
New York Stock Exchange, Inc.
Nortel Networks Corporation
Pacific Life Insurance Company
Pharmacia Corporation
PPL Corporation
Raytheon Company
Roadway Corporation
Sara Lee Corporation
Stillwell Financial Inc.
Target Corporation
The Blackstone Group
The Goodyear Tire & Rubber Company
The Home Depot, Inc.
The Shorenstein Company
Thomas J. Klutznick Company
TIAA-CREF
United Technologies Corporation
Weil, Gotshal & Manges
Josh S. Weston
Jacob J. Worenklein
Wyeth

\$5,000 to \$9,999

Alberto-Culver Company
Apache Corporation
Ian Arnof
Roy L. Ash
Baxter International Inc.
Peter A. Benoliel
Best Buy Company, Inc.
Black Entertainment Television
Box USA Group, Inc.
Campbell Soup Company
Carolyn Chin
Classroom Connect
CNA Insurance Companies
The Coca-Cola Company
Consolidated Edison Co. of NY
Cousins Properties
Cross Atlantic Capital Partners
CSX Corporation

The Dow Chemical Company
Electric Power Research Institute
Harry L. Freeman
GlaxoSmithKline
Goldman Sachs Group, Inc.
Alfred G. Goldstein
Patrick W. Gross
Grossman Family Foundation
The Guardian Life Insurance Company
Judith Hamilton
H. E. Butt Grocery Company
Harman International Industries Inc.
Judith Hernstadt
Hills Enterprises, Ltd.
Household International, Inc.
Human Genome Sciences, Inc.
Inhale Therapeutic Systems, Inc.
Korn/Ferry International
W. Mark Lanier
James W. McKee, Jr.
PepsiCo Foundation
Perseus Capital, LLC
Philip Morris Companies Inc.
Public Service Enterprise Group, Inc.
Publix Super Markets, Inc.
Quaker Chemical Corporation
Randolph Foundation
Rose Associates, Inc.
RRE Ventures
Sallie Mae
Sheridan Broadcasting Corporation
Sidney Weinberg Foundation
TRW Inc.
James Vincent
The Walt Disney Company
Arnold Weber
Michael Wickham

\$2,500 to \$4,999

3M Foundation
Ashland, Inc.
Black Enterprise Magazine
Alan Belzer
Frank C. Carlucci
The CIT Group, Inc.
The Commonfund Asset Management Co., Inc.
Covington & Burling
The Diebold Institute
Duke University
Equitable Resources, Inc.
The Gillette Company
The Goldberg Family Foundation
Halliburton Company
Hershey Foods Corporation
Hills & Company
Historic Restoration, Inc.
Holt Family Foundation
Philip K. Howard

\$2,500 to \$4,999 Supporters continued on page 18

CED SUPPORTERS

Hubbard Broadcasting, Inc.
Human Resource Services, Inc.
IKON Office Solutions
William C. Jennings
Kemper Corporation
The Liberty Corporation
Bruce K. MacLaury
Marsh & McLennan Companies, Inc.
National Urban League
Nationwide
Shure Incorporated
Texas Utilities Company
Thomas Publishing Company
The Vanguard Group
Wachovia Corporation
Wells Fargo & Company

\$2,499 and under

Ackman-Ziff Real Estate Group LLC
Adelphi University
Alliant Energy Corporation
Ameritas Life Insurance Corp.
Atlas Electric Devices Company
Avenir Group, Inc.
Baker College of Jackson
Baruch College
Baylor University
Henry Becton
Belz Enterprises
Boston Properties, Inc.
John Brademas
Brown University
Bunge Corporation
Callaway Golf Company
Carl H. Pforzheimer & Co.
Central Bancompany
Hugh Chapman
ChemFirst Inc.
CNF Inc.
Columbia University
Country Insurance and Financial Services
Cumberland County College
The Dickson Foundation Inc.
Irwin Dorros
Dunphy Family Foundation
Christopher Earl
Earl G. Graves Publishing Co., Inc.
Eastern Michigan University
W. D. Eberle
El Centro College
Elliott Turbo Machinery Co., Inc.
FirstEnergy Corporation
General Atlantic Partners
Granite Construction Inc.
GreenPoint Financial Corp.
Richard Hanselman
Hendrix College
The Hillman Company
Hillsborough Community College

Holborn Corporation
Robert Holland
IGA, Inc.
Indiana University of Pennsylvania
Intermountain Gas Company
Jackson State University
John Diebold Incorporated
Edward A. Kangas
Kildare Enterprises, LLC
Charles E. M. Kolb
C. Joseph LaBonte
Leviton Manufacturing Company, Inc.
The Levy Economics Institute
William W. Lewis
Louisiana State University
Loyola Marymount University
Colette Mahoney
Manhattan College
Ellen R. Marram
Oscar G. Mayer
John McGillicuddy
Monadnock Paper Mills, Inc.
Sandra O. Moose
National Cooperative Refinery Association
Niagara Mohawk Power Corporation
Matthew Nimetz
North Carolina Farm Bureau
Ocwen Financial Corporation
Preformed Line Products Company
S. L. Prendergast
James Riordan
Rowan University
Stephen Sanger
Ralph Saul
ShoreBank Corporation
John Siciliano
Rocco C. Siciliano
Snap-on Incorporated
Sony Corporation of America
The Stanley Group
Paula Stern
Donald M. Stewart
Matthew Stover
Susquehanna Pfaltzgraff Co.
T. Rowe Price Associates, Inc.
Michael Tarnopol
Maurice Tempelman
Texas Southern University
Texas Tech University
Stephen Trachtenberg
University of Alaska
University of Connecticut
University of Illinois
University of Montana
University of Nebraska
University of North Carolina
University of North Texas
University of Pittsburgh

University of Texas at El Paso
Vanderbilt University
The Vantage Group
Wayne State University
Western Connecticut State University
Western Industrial Contractors
Clifton & Dolores Wharton
Whittier College
Wilberforce University
Margaret S. Wilson
Wolfe Enterprises, Inc.
Xavier University of Louisiana

Project Funders

Arnoff Family Foundation
Carnegie Corporation of New York
The William and Flora Hewlett Foundation
IBM Foundation
The Charles Stewart Mott Foundation
Open Society Institute
The Pew Charitable Trusts
The Robert Wood Johnson Foundation
Russell Sage Foundation

Endowments

The Roy L. Ash Program in American Governance
(given by Mr. Ash)

The Owen B. Butler Program in Education Studies
(given by Daiwa Securities Co., Ltd.)

The Edmund B. Fitzgerald Program in International Studies
(given by Northern Telecom)

The Philip M. Klutznick Program in Urban Studies
(given by Mr. Klutznick)

The Philip D. Reed Program in Energy and the Environment
(given by the Philip D. Reed Foundation)

CED TRUSTEES ELECTED 2002

COUNTESS MARIA BEATRICE ARCO

Partner
American Asset Corporation

MERRILL J. BATEMAN

President
Brigham Young University

LEE BOLLINGER

President
Columbia University

JACK O. BOVENDER, JR.

Chairman and CEO
HCA Inc.

TONY BUZZELLI

Deputy Managing Partner
Deloitte & Touche LLP

DARALD W. CALLAHAN

Executive Vice President
ChevronTexaco Corporation

DAVID CAPUTO

President
Pace University

MICHAEL CHESSER

Chairman and CEO
United Water

W. BOWMAN CUTTER

Managing Director
Warburg Pincus

PAUL DANOS

Dean
The Amos Tuck School of Business
Administration
Dartmouth University

JOHN J. DEGIOIA

President
Georgetown University

SAMUEL DIPIAZZA

Global Chief Executive
PricewaterhouseCoopers

FRANK A. DUNN

President and CEO
Nortel Networks

DIANA FARRELL

Director
McKinsey Global Institute

G. STEVEN FARRIS

President, CEO and COO
Apache Corporation

PAMELA B. GANN

President
Claremont McKenna University

RICHARD HERSH

President
Trinity College



CED was pleased to welcome 35 new Trustees to its Board in 2002. **W. Mark Lanier**, Partner, The Lanier Law Firm, PC, joined CED as a Trustee in 2002 and is seen here with CED President **Charles E.M. Kolb**. Mr. Lanier has taken an active role in CED's judicial selection work.

WILLIAM E. KIRWAN

Chancellor
University System of Maryland

BENJAMIN LADNER

President
American University

ROBERT LANE

Chairman, President and CEO
Deere & Company

W. MARK LANIER

Partner
The Lanier Law Firm, P.C.

REV. EDWARD A. MALLOY

President
University of Notre Dame

ALLAN MCARTOR

Chairman
Airbus North America, Inc.

ALFRED T. MOCKETT

Chairman and CEO
AMS Corporation

GEORGE RANNEY, JR.

President and CEO
Chicago Metropolis 2020

JAMES D. ROBINSON, III

General Partner and Founder
RRE Ventures

BERTRAM L. SCOTT

President
TIAA-CREF Life Insurance Company

DONNA SHALALA

President
University of Miami

JUDITH SHAPIRO

President
Barnard College

JOHN F. SMITH, JR.

Chairman
General Motors Corporation

LAWRENCE SUMMERS

President
Harvard University

TALLMAN TRASK, III

Executive Vice President
Duke University

JACOB J. WORENKLEIN

Managing Director
Societe Generale

RONALD ZARELLA

Chairman and CEO
Bausch & Lomb

ED ZORE

Chairman and CEO
Northwestern Mutual

Chairman

ROY J. BOSTOCK

Chairman Emeritus
Bcom³ Group, Inc.

Vice Chairmen

GEORGE H. CONRADES

Vice Chairman
Akamai Technologies, Inc.

JAMES A. JOHNSON

Vice Chairman
Perseus, LLC

ARTHUR F. RYAN

Chairman and Chief Executive Officer
The Prudential Insurance Company of
America

FREDERICK W. TELLING

*Vice President Corporate Strategic Planning
and Policy Division*
Pfizer Inc.

REX D. ADAMS

Professor of Business Administration
The Fuqua School of Business
Duke University

PAUL A. ALLAIRE

Retired Chairman
Xerox Corporation

COUNTESS MARIA BEATRICE ARCO

Partner
American Asset Corporation

IAN ARNOF

Retired Chairman
Bank One, Louisiana, N.A.

MERRILL J. BATEMAN

President
Brigham Young University

JAMES S. BEARD

President
Caterpillar Financial Services Corp.

HENRY P. BECTON, JR.

President and General Manager
WGBH Educational Foundation

THOMAS D. BELL, JR.

President and Chief Executive Officer
Cousins Properties

ALAN BELZER

Retired President and Chief Operating Officer
AlliedSignal Inc.

PETER A. BENOLIEL

Chairman, Executive Committee
Quaker Chemical Corporation

MELVYN E. BERGSTEN

Chairman and Chief Executive Officer
Diamond Cluster International, Inc.

DEREK BOK

President Emeritus
Harvard University
National Chair
Common Cause

LEE C. BOLINGER

President
Columbia University

JACK O. BOVENDER, JR.

Chairman and Chief Executive Officer
HCA Inc.

JOHN BRADEMÁS

President Emeritus
New York University

JOSEPH BRANDON

Chairman, President and Chief Executive Officer
General RE Corporation

WILLIAM E. BROCK

Chairman
Bridges Learning Systems, Inc.

THOMAS J. BUCKHOLTZ

Executive Vice President
Beyond Insight Corporation

MICHAEL BUNGEY

Chief Executive Officer
Cordiant Communications Group

TONY BUZZELLI

Deputy Managing Partner
Deloitte & Touche LLP

* **FLETCHER L. BYROM**

President and Chief Executive Officer
MICASU Corporation

DONALD R. CALDWELL

Chairman and Chief Executive Officer
Cross Atlantic Capital Partners

DARALD W. CALLAHAN

Executive Vice President
ChevronTexaco Corporation

DAVID A. CAPUTO

President
Pace University

FRANK C. CARLUCCI

Chairman Emeritus
The Carlyle Group

JOHN B. CAVE

Principal
Avenir Group, Inc.

RAYMOND G. CHAMBERS

Chairman of the Board
Amelior Foundation

ROBERT CHESSE

Chairman
Nektar Therapeutics

MICHAEL CHESSER

Chairman and Chief Executive Officer
United Water

CAROLYN CHIN

Chairman
CommTouch/C3 Partners

* **JOHN L. CLENDENIN**

Retired Chairman
BellSouth Corporation

FERDINAND COLLOREDO-MANSFELD

Chairman and Chief Executive Officer
Cabot Properties, Inc.

JAMES P. CORCORAN

Consultant

DAVID M. COTE

President and Chief Executive Officer
Honeywell International Inc.

STEPHEN A. CRANE

Chairman, President and Chief Executive Officer
Stirling Cooke Brown Holdings Limited

W. BOWMAN CUTTER

Managing Director
Warburg Pincus

PAUL DANOS

Dean
The Amos Tuck School of Business
Dartmouth College

RONALD R. DAVENPORT

Chairman of the Board
Sheridan Broadcasting Corporation

JOHN T. DEE

Chairman and Chief Executive Officer
Volume Services America

JOHN J. DEGIOIA

President
Georgetown University

ROBERT M. DEVLIN

Former Chairman and Chief Executive Officer
American General Corporation

JOHN DIEBOLD

Chairman
John Diebold Incorporated

SAM DIPIAZZA

Global Chief Executive
PricewaterhouseCoopers

LINDA M. DISTLERATH

Vice President, Global Health Policy
Merck & Co., Inc.

IRWIN DORROS

President
Dorros Associates

* **FRANK P. DOYLE**

Retired Executive Vice President
General Electric Company

PHILIP DUKE

Executive Vice President, Retired
Lockheed Martin Corporation

FRANK DUNN

President and Chief Executive Officer
Nortel Networks

T. J. DERMOT DUNPHY

Chairman
Kildare Enterprises, LLC

CHRISTOPHER D. EARL

Managing Director
Perseus Capital, LLC

W. D. EBERLE

Chairman
Manchester Associates, Ltd.

ROBERT A. ESSNER

President and Chief Executive Officer
Wyeth

DIANA FARRELL

Director
McKinsey Global Institute

G. STEVEN FARRIS

*President, Chief Executive Officer and Chief
Operating Officer*
Apache Corporation

KATHLEEN FELDSTEIN

President
Economics Studies, Inc.

E. JAMES FERLAND

Chairman, President and Chief Executive Officer
Public Service Enterprise Group Inc.

* **EDMUND B. FITZGERALD**

Managing Director
Woodmont Associates

HARRY L. FREEMAN

Chair
The Mark Twain Institute

MITCHELL S. FROMSTEIN

Chairman Emeritus
Manpower Inc.

PAMELA B. GANN

President
Claremont McKenna College

JOSEPH GANTZ

Partner
GG Capital, LLC

E. GORDON GEE

Chancellor
Vanderbilt University

THOMAS P. GERRITY

Dean Emeritus
The Wharton School
University of Pennsylvania

FREDERICK W. GLUCK

Of Counsel
McKinsey & Company, Inc.

CAROL R. GOLDBERG

President
The AvCar Group, Ltd.

ALFRED G. GOLDSTEIN

President and Chief Executive Officer
AG Associates

JOSEPH T. GORMAN

Retired Chairman
TRW Inc.

RICHARD A. GRASSO

Chairman and Chief Executive Officer
New York Stock Exchange, Inc.

EARL G. GRAVES, SR.

Publisher and Chief Executive Officer
Black Enterprise Magazine

WILLIAM H. GRAY, III

President and Chief Executive Officer
The College Fund

GERALD GREENWALD

Chairman
Greenbriar Equity

BARBARA B. GROGAN

President
Western Industrial Contractors

PATRICK W. GROSS

Chairman
The Lovell Group
Founder and Senior Advisor
American Management Systems, Inc.

JEROME H. GROSSMAN, M.D.

Senior Fellow
John F. Kennedy School of Government
Harvard University

RONALD GRZYWINSKI

Chairman
Shorebank Corporation

JUDITH H. HAMILTON

Former President and Chief Executive Officer
Classroom Connect

WILLIAM A. HASELTINE

Chairman and Chief Executive Officer
Human Genome Sciences, Inc.

WILLIAM F. HECHT

Chairman, President and Chief Executive Officer
PPL Corporation

WILLIAM HENDERSON

Former Postmaster General

RICHARD H. HERSH

President
Trinity College

JOSEPH D. HICKS

Retired President and Chief Executive Officer
Siccor Corporation

HEATHER HIGGINS

President
Randolph Foundation

RODERICK M. HILLS

Chairman
Hills Enterprises, Ltd.

HAYNE HIPPI

President and Chief Executive Officer
The Liberty Corporation

DEBORAH C. HOPKINS

Chief Corporate Strategy Officer
Citigroup, Inc.

PAUL M. HORN

Senior Vice President, Research
IBM Corporation

MATINA S. HORNER

Executive Vice President
TIAA-CREF

PHILIP K. HOWARD

Vice Chairman
Covington & Burling

ROBERT J. HURST

Vice Chairman
The Goldman Sachs Group, Inc.

SHIRLEY ANN JACKSON

President
Rensselaer Polytechnic Institute

WILLIAM C. JENNINGS

Chairman
US Interactive, Inc.

JEFFREY A. JOERRES

President and Chief Executive Officer
Manpower Inc.

L. OAKLEY JOHNSON

Senior Vice President, Corporate Affairs
American International Group

ROBERT M. JOHNSON

Chairman and Chief Executive Officer
Bowne & Co., Inc.

VAN E. JOLISSAINT

Corporate Economist, Retired
DaimlerChrysler Corporation

H.V. JONES

Managing Director
Korn/Ferry International

PRES KABACOFF

President and Co-Chairman
Historic Restoration, Inc.

EDWARD A. KANGAS

Chairman and Chief Executive Officer, Retired
Deloitte Touche Tohmatsu

JOSEPH E. KASPUTYS

Chairman, President and Chief Executive Officer
Global Insight, Inc.

WILLIAM E. KIRWAN

Chancellor
University System of Maryland

THOMAS J. KLUTZNICK

President
Thomas J. Klutznick Company

CHARLES F. KNIGHT

Chairman
Emerson Electric Co.

CHARLES E.M. KOLB

President
Committee for Economic Development

C. JOSEPH LABONTE

Chairman
The Vantage Group

BENJAMIN LADNER

President
American University

KURT M. LANDGRAF

President and Chief Executive Officer
Educational Testing Service

ROBERT W. LANE

Chairman and Chief Executive Officer
Deere & Company

W. MARK LANIER

Partner
The Lanier Law Firm, P.C.

CHARLES R. LEE

Chairman
Verizon Communications

WILLIAM W. LEWIS

Director Emeritus
McKinsey Global Institute
McKinsey & Company, Inc.

IRA A. LIPMAN

Chairman of the Board and President
Guardsmark, Inc.

BRUCE K. MACLAURY

President Emeritus
The Brookings Institution

COLETTE MAHONEY

President Emeritus
Marymount Manhattan College

EDWARD A. MALLOY

President
University of Notre Dame

ELLEN R. MARRAM

Partner
North Castle Partners

ALLAN MCARTOR

Chairman
Airbus North America, Inc.

ALONZO L. MCDONALD

Chairman and Chief Executive Officer
Avenir Group, Inc.

EUGENE R. MCGRATH

Chairman, President and Chief Executive Officer
Consolidated Edison Company of
New York, Inc.

DAVID E. MCKINNEY

President
The Metropolitan Museum of Art

DEBORAH HICKS MIDANEK

Principal
Glass & Associates, Inc.

HARVEY R. MILLER

Managing Director
Greenhill & Co., LLC

ALFRED T. MOCKETT

Chairman and Chief Executive Officer
American Management Systems, Inc.

NICHOLAS G. MOORE

Senior Advisor
Bechtel Corporation

DIANA S. NATALICIO

President
The University of Texas at El Paso

MARILYN CARLSON NELSON

Chairman, President and Chief Executive Officer
Carlson Companies, Inc.

MATTHEW NIMETZ

Partner
General Atlantic Partners

THOMAS H. O'BRIEN

Chairman of the Executive Committee
PNC Financial Services Group, Inc.

DEAN R. O'HARE

Chairman and Chief Executive Officer, Retired
Chubb Corporation

RONALD L. OLSON

Partner
Munger, Tolles & Olson

ROBERT J. O'TOOLE

Chairman and Chief Executive Officer
A.O. Smith Corporation

STEFFEN E. PALKO

Vice Chairman and President
XTO Energy, Inc.

SANDRA PANEM

Partner
Cross Atlantic Partners, Inc.

JERRY PARROTT

Vice President, Corporate Communications
Human Genome Sciences, Inc.

CAROL J. PARRY

President
Corporate Social Responsibility Associates

VICTOR A. PELSON

Senior Advisor
UBS Warburg LLC

DONALD K. PETERSON

President and Chief Executive Officer
Avaya Inc.

PETER G. PETERSON

Chairman
The Blackstone Group

TODD E. PETZEL

President
Azimuth Alternative Asset Management LLP

RAYMOND PLANK,

Chairman
Apache Corporation

ARNOLD B. POLLARD

President and Chief Executive Officer
The Chief Executive Group

HUGH B. PRICE

President
National Urban League

GEORGE A. RANNEY, JR.

President and Chief Executive Officer
Chicago Metropolis 2020

NED REGAN

President
Baruch College

JAMES Q. RIORDAN

Chairman
Quentin Partners Co.

E. B. ROBINSON, JR.

Chairman Emeritus
Deposit Guaranty Corporation

JAMES D. ROBINSON, III

General Partner and Founder
RRE Ventures

ROY ROMER

Former Governor of Colorado
Superintendent, Los Angeles Unified
School District

DANIEL ROSE

Chairman
Rose Associates, Inc.

HOWARD M. ROSENKRANTZ
Chief Executive Officer
Grey Flannel Auctions

LANDON H. ROWLAND
Chairman
Janus Capital Group Inc.Ī

NEIL L. RUDENSTINE
Chair, ArtStor Advisory Board
The Andrew Mellon Foundation

GEORGE RUPP
President
International Rescue Committee

EDWARD B. RUST, JR.
Chairman and Chief Executive Officer
State Farm Insurance Companies

MARGUERITE W. SALLEE
Chairman and Chief Executive Officer
Brown Schools

STEPHEN W. SANGER
Chairman and Chief Executive Officer
General Mills, Inc.

BERTRAM L. SCOTT
President
TIAA-CREF Life Insurance Company

MICHAEL M. SEARS
Senior Vice President and Chief Financial Officer
The Boeing Company

JOHN E. SEXTON
President
New York University

DONNA SHALALA
President
University of Miami

JUDITH SHAPIRO
President
Barnard College

WALTER H. SHORENSTEIN
Chairman of the Board
The Shorenstein Company

* **GEORGE P. SHULTZ**
Distinguished Fellow
The Hoover Institution
Stanford University

JOHN C. SICILIANO
Director
Global Institutional Services
Dimensional Fund Advisors

RUTH J. SIMMONS
President
Brown University

FREDERICK W. SMITH
Chairman, President and Chief Executive Officer
Federal Express Corporation

JOHN F. SMITH, JR.
Chairman
General Motors Corporation

DAVID A. SPINA
Chairman and Chief Executive Officer
State Street Corporation

ALAN G. SPOON
Managing General Partner
Polaris Ventures

STEPHEN STAMAS
Chairman
The American Assembly

PAULA STERN
President
The Stern Group, Inc.

DONALD M. STEWART
President and Chief Executive Officer
The Chicago Community Trust

ROGER W. STONE
Chairman and Chief Executive Officer
Box USA Group, Inc.

MATTHEW J. STOVER
President
LKM Ventures

LAWRENCE SUMMERS
President
Harvard University

RICHARD J. SWIFT
Chairman, President and Chief Executive Officer
Foster Wheeler Corporation

RICHARD F. SYRON
President and Chief Executive Officer
Thermo Electron Corporation

HENRY TANG
Chairman
Committee of 100

JAMES A. THOMSON
President and Chief Executive Officer
RAND

THOMAS J. TIERNEY
Founder
The Bridgespan Group

STOKLEY P. TOWLES
Partner
Brown Brothers Harriman & Co.

STEPHEN JOEL TRACHTENBERG
President
The George Washington University

TALLMAN TRASK, III
Executive Vice President
Duke University

JAMES L. VINCENT
Chairman, Retired
Biogen, Inc.

FRANK VOGL
President
Vogl Communications

DONALD C. WAITE, III
Director
McKinsey & Company, Inc.

HERMINE WARREN
President
Hermine Warren Associates, Inc.

ARNOLD R. WEBER
President Emeritus
Northwestern University

JOSH S. WESTON
Honorary Chairman
Automatic Data Processing, Inc.

CLIFTON R. WHARTON, JR.
Former Chairman and Chief Executive Officer
TIAA-CREF

DOLORES D. WHARTON
Former Chairman and Chief Executive Officer
The Fund for Corporate Initiatives, Inc.

RICHARD WHEELER
Chief Executive Officer
InContext Data Systems, Inc.

MICHAEL W. WICKHAM
Chairman and Chief Executive Officer
Roadway Express, Inc.

HAROLD M. WILLIAMS
President Emeritus
The J. Paul Getty Trust

L. R. WILSON
Chairman
Nortel Networks Corporation

LINDA SMITH WILSON
President Emerita
Radcliffe College

MARGARET S. WILSON
Chairman and Chief Executive Officer
Scarboroughs

JACOB J. WORENKLEIN
Global Head of Project & Sectorial Finance
Societe Generale

KURT E. YEAGER
President and Chief Executive Officer
Electric Power Research Institute

RONALD L. ZARELLA
Chairman and Chief Executive Officer
Bausch & Lomb, Inc.

MARTIN B. ZIMMERMAN
Vice President, Corporate Affairs
Ford Motor Company

EDWARD ZORE
President and Chief Executive Officer
The Northwestern Mutual Life
Insurance Co.

CED HONORARY TRUSTEES

RAY C. ADAM

Retired Chairman
NL Industries

ROBERT O. ANDERSON

Retired Chairman
Hondo Oil & Gas Company

ROY L. ASH

Los Angeles, California

SANFORD S. ATWOOD

President Emeritus
Emory University

ROBERT H. B. BALDWIN

Retired Chairman
Morgan Stanley Group Inc.

GEORGE F. BENNETT

Chairman Emeritus
State Street Investment Trust

HAROLD H. BENNETT

Salt Lake City, Utah

JACK F. BENNETT

Retired Senior Vice President
Exxon Corporation

HOWARD W. BLAUVELT

Keswick, Virginia

MARVIN BOWER

Delray Beach, Florida

ALAN S. BOYD

Lady Lake, Florida

ANDREW F. BRIMMER

President
Brimmer & Company, Inc.

PHILIP CALDWELL

Retired Chairman
Ford Motor Company

HUGH M. CHAPMAN

Retired Chairman
NationsBank South

E. H. CLARK, JR.

Chairman and Chief Executive Officer
The Friendship Group

A.W. CLAUSEN

Retired Chairman and Chief Executive Officer
BankAmerica Corporation

DOUGLAS D. DANFORTH

Executive Associates

JOHN H. DANIELS

Retired Chairman and Chief Executive Officer
Archer-Daniels Midland Co.

RALPH P. DAVIDSON

Washington, D.C.

ALFRED C. DECRANE, JR.

Retired Chairman and Chief Executive Officer
Texaco, Inc.

ROBERT R. DOCKSON

Chairman Emeritus
CalFed, Inc.

LYLE EVERINGHAM

Retired Chairman
The Kroger Co.

THOMAS J. EYERMAN

Retired Partner
Skidmore, Owings & Merrill

DON C. FRISBEE

Chairman Emeritus
PacifiCorp

RICHARD L. GELB

Chairman Emeritus
Bristol-Myers Squibb Company

W. H. KROME GEORGE

Retired Chairman
ALCOA

WALTER B. GERKEN

Retired Chairman and Chief Executive Officer
Pacific Life Insurance Company

LINCOLN GORDON

Guest Scholar
The Brookings Institution

JOHN D. GRAY

Chairman Emeritus
Hartmarx Corporation

RICHARD W. HANSELMAN

Chairman
Health Net Inc.

ROBERT S. HATFIELD

Retired Chairman
The Continental Group, Inc.

ARTHUR HAUSPURG

Member, Board of Trustees
Consolidated Edison Company of
New York, Inc.

PHILIP M. HAWLEY

Retired Chairman of the Board
Carter Hawley Hale Stores, Inc.

ROBERT C. HOLLAND

Senior Fellow
The Wharton School
University of Pennsylvania

LEON C. HOLT, JR.

Retired Vice Chairman
Air Products and Chemicals, Inc.

SOL HURWITZ

Retired President
Committee for Economic Development

GEORGE F. JAMES

Ponte Vedra Beach, Florida

DAVID KEARNS

Chairman Emeritus
New American Schools

GEORGE M. KELLER

Retired Chairman of the Board
Chevron Corporation

FRANKLIN A. LINDSAY

Retired Chairman
Itek Corporation

ROBERT W. LUNDEEN

Retired Chairman
The Dow Chemical Company

RICHARD B. MADDEN

Retired Chairman and Chief Executive Officer
Potlatch Corporation

AUGUSTINE R. MARUSI

Lake Wales, Florida

WILLIAM F. MAY

Chairman and Chief Executive Officer
Statue of Liberty-Ellis Island
Foundation, Inc.

OSCAR G. MAYER

Retired Chairman
Oscar Mayer & Co.

GEORGE C. MCGHEE

*Former U.S. Ambassador and Under
Secretary of State*

JOHN F. MCGILLICUDDY

Retired Chairman and Chief Executive Officer
Chemical Banking Corporation

JAMES W. MCKEE, JR.

Retired Chairman
CPC International, Inc.

CHAMPNEY A. MCNAIR

Retired Vice Chairman
Trust Company of Georgia

J. W. MCSWINEY

Retired Chairman of the Board
The Mead Corporation

ROBERT E. MERCER

Retired Chairman
The Goodyear Tire & Rubber Co.

RUBEN F. METTLER

Retired Chairman and Chief Executive Officer
TRW Inc.

LEE L. MORGAN

Former Chairman of the Board
Caterpillar, Inc.

ROBERT R. NATHAN

Chairman
Nathan Associates, Inc.

J. WILSON NEWMAN

Retired Chairman
Dun & Bradstreet Corporation

JAMES J. O'CONNOR

Former Chairman and Chief Executive Officer
Unicom Corporation

LEIF H. OLSEN

President
LHO GROUP

NORMA PACE

President
Paper Analytics Associates

CHARLES W. PARRY

Retired Chairman
ALCOA

WILLIAM R. PEARCE

Director
American Express Mutual Funds

JOHN H. PERKINS

Former President
Continental Illinois National Bank and Trust Company

RUDOLPH A. PETERSON

President and Chief Executive Officer Emeritus
BankAmerica Corporation

DEAN P. PHYERS

New Canaan, Connecticut

EDMUND T. PRATT, JR.

Retired Chairman and Chief Executive Officer
Pfizer Inc.

ROBERT M. PRICE

Former Chairman and Chief Executive Officer
Control Data Corporation

JAMES J. RENIER

Renier & Associates

IAN M. ROLLAND

Former Chairman and Chief Executive Officer
Lincoln National Corporation

AXEL G. ROSIN

Retired Chairman
Book-of-the-Month Club, Inc.

WILLIAM M. ROTH

Princeton, New Jersey

WILLIAM RUDER

William Ruder Incorporated

RALPH S. SAUL

Former Chairman of the Board
CIGNA Companies

GEORGE A. SCHAEFER

Retired Chairman of the Board
Caterpillar, Inc.

ROBERT G. SCHWARTZ

New York, New York

MARK SHEPHERD, JR.

Retired Chairman
Texas Instruments, Inc.

ROCCO C. SICILIANO

Beverly Hills, California

ELMER B. STAATS

Former Controller General of the United States

FRANK STANTON

Former President
CBS, Inc.

EDGAR B. STERN, JR.

Chairman of the Board
Royal Street Corporation

ALEXANDER L. STOTT

Fairfield, Connecticut

WAYNE E. THOMPSON

Past Chairman
Merritt Peralta Medical Center

THOMAS A. VANDERSLICE

TAV Associates

SIDNEY J. WEINBERG, JR.

Senior Director
The Goldman Sachs Group, Inc.

ROBERT C. WINTERS

Chairman Emeritus
Prudential Insurance Company of America

RICHARD D. WOOD

Director
Eli Lilly and Company

CHARLES J. ZWICK

Coral Gables, Florida

CED RESEARCH ADVISORY BOARD

RALPH D. CHRISTY

J. Thomas Clark Professor
Department of Agricultural, Resource,
and Managerial Economics
Cornell University

ALAIN C. ENTHOVEN

*Marriner S. Eccles Professor of Public and
Private Management*
Stanford University
Graduate School of Business

BENJAMIN M. FRIEDMAN

*William Joseph Maier Professor of
Political Economy*
Harvard University

ROBERT W. HAHN

Resident Scholar
American Enterprise Institute

HELEN F. LADD

*Professor of Public Policy Studies
and Economics*
Sanford Institute of Public Policy
Duke University

ROBERT LITAN

*Vice President, Director of Economic
Studies*
The Brookings Institution

WILLIAM D. NORDHAUS

Sterling Professor of Economics
Cowles Foundation
Yale University

RUDOLPH G. PENNER

Senior Fellow
The Urban Institute

CECILIA E. ROUSE

*Professor of Economics and
Public Affairs*
Woodrow Wilson School
Princeton University

JOHN P. WHITE

Lecturer in Public Policy
John F. Kennedy School of Government
Harvard University

DIGITAL CONNECTIONS COUNCIL

Council Chair:

PAUL M. HORN

Sr. Vice President, Research
IBM Corporation

Council Members:

CAROLYN CHIN

Chairman
CommTouch/C3 Partners

IRWIN DORROS

President
Dorros Associates

HARRIET EDELMAN

*Senior Vice President and Chief Information
Officer*
Avon Products

REGINALD C. FOSTER

Chairman
PC Harvest LLP

WILLIAM FRIEL

*Senior Vice President and Chief Information
Officer*
Prudential Financial

JOSEPH GANTZ

Partner
GG Capital

PATRICK W. GROSS

Chairman
The Lovell Group
Founder & Senior Advisor, AMS

MARK GULLING

Chief Information Officer
Eastman Kodak Company

DEBORAH C. HOPKINS

Chief Corporate Strategy Officer
Citigroup Inc.

EDWARD HOROWITZ

Chairman
EdsLink

RICHARD HOWARD

Senior Vice President, Technology
PnP Networks, Inc.

LARRY JACKEL

Senior Vice President, Retired
AT&T

RAY JORDAN

*Vice President, Communications and
Information*
Pfizer, Inc.

JOHN KOLB

Chief Information Officer
Rensselaer Polytechnic Institute

CAMPBELL LANGDON

Corporate Vice President, Strategic Development
Automatic Data Processing

JOHN LEE

Director of IT
Nektar Therapeutics

PAUL MANKIEWICH

Lucent Technologies

ELLIOT MAXWELL

Former Member
President Clinton's Internet Task Force

TARIQ K. MUHAMMAD

Interactive Media Director
Earl G. Graves Publishing/Black Enterprise
Magazine

ROBERT W. OBEE

Vice President and CIO
Roadway Express, Inc.

HILARIE ORMAN

Chief Software Architect
Volera

LOUIS L. RANA

Vice President
ConEdison

MATTHEW J. STOVER

Chairman
LKM Ventures LLC

ANDREW STRICKER

*Assoc. Provost — Innovation through
Technology*
Vanderbilt University

CED PROFESSIONAL AND ADMINISTRATIVE STAFF

CHARLES E.M. KOLB

President

Research

EVERETT M. EHRLICH

*Senior Vice President and
Director of Research*

JANET HANSEN

*Vice President and Director
of Education Studies*

ELLIOT SCHWARTZ

*Vice President and Director
of Economic Studies*

VAN DOORN OOMS

Senior Fellow

MELISSA GESELL

Research Associate

DAVID KAMIN

Research Associate

JEFF LOESEL

Research Associate

NORA LOVRIEN

Research Associate

*Advisor on International
Economic Policy*

ISAIAH FRANK

*William L. Clayton Professor
of International Economics
The Johns Hopkins University*

Communications/Government Relations

MICHAEL J. PETRO

*Vice President and Director of
Business and Government Policy
and Chief of Staff*

MORGAN BROMAN

Director of Communications

CHRIS DREIBELBIS

*Business and Government Policy
Associate*

CHRISTINE S. RYAN

Program Director

ROBIN SAMERS

Assistant Director of Communications

Development

MARTHA E. HOULE

*Vice President for Development and
Secretary of the Board of Trustees*

CAROLINA LOPEZ

Manager, Development

NICHOLE REMMERT

Foundation Relations Manager

RICHARD M. RODERO

Director of Development

Finance and Administration

LAURIE LEE

*Chief Financial Officer and Vice President
of Finance and Administration*

GLORIA Y. CALHOUN

Office Manager

HOOJU CHOI

Database Administrator

SHARON A. FOWKES

Executive Assistant to the President

JEFFREY SKINNER

Senior Accountant/Grants Administrator

RACQUEL TUPAZ

Senior Accountant/Financial Reporting

AMANDA TURNER

Office Manager

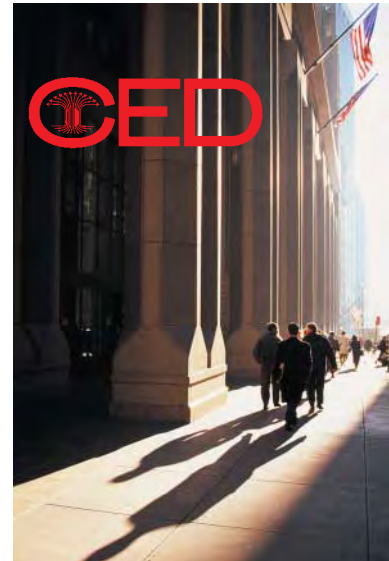
PATRICE WILLIAMS

Receptionist

CED COUNTERPART ORGANIZATIONS

Close relations exist between the Committee for Economic Development and independent, nonpolitical research organizations in other countries. Such counterpart groups are composed of business executives and scholars and have objectives similar to those of CED, which they pursue by similarly objective methods. CED cooperates with these organizations on research and study projects of common interest to the various countries concerned. This program has resulted in a number of joint policy statements involving such international matters as energy, assistance to developing countries, and the reduction of nontariff barriers to trade.

CE	Circulo de Empresarios Madrid, Spain
CEAL	Consejo Empresario de America Latina Buenos Aires, Argentina
CEDA	Committee for Economic Development of Australia Sydney, Australia
CIRD	China Institute for Reform and Development Hainan, People's Republic of China
EVA	Centre for Finnish Business and Policy Studies Helsinki, Finland
FAE	Forum de Administradores de Empresas Lisbon, Portugal
IDEP	Institut de l'Entreprise Paris, France
IW	Institut der deutschen Wirtschaft Köln Cologne, Germany
経済同友会	Keizai Doyukai Tokyo, Japan
SMO	Stichting Maatschappij en Onderneming The Netherlands
SNS	Studieförbundet Naringsliv och Samhälle Stockholm, Sweden



Committee for Economic Development

2000 L Street, N.W., Suite 700
Washington, D.C. 20036
(Telephone) 202-296-5860
(Fax) 202-223-0776

261 Madison Avenue
New York, New York 10016
(Telephone) 212-688-2063
(Fax) 212-758-9068

www.ced.org