© 2010 EastWest Institute

On the Cover: USA, New York, Columbus Circle, globe on monument. Photo by Chris Cheadle.
Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from the Chair</td>
<td>3</td>
</tr>
<tr>
<td>President’s Report</td>
<td>4</td>
</tr>
<tr>
<td>Worldwide Security</td>
<td>9</td>
</tr>
<tr>
<td>Russia</td>
<td>11</td>
</tr>
<tr>
<td>China</td>
<td>12</td>
</tr>
<tr>
<td>United States</td>
<td>13</td>
</tr>
<tr>
<td>Regional Security</td>
<td>14</td>
</tr>
<tr>
<td>Conflict Prevention</td>
<td>16</td>
</tr>
<tr>
<td>Worldwide Security Conference</td>
<td>17</td>
</tr>
<tr>
<td>Publications and Outreach</td>
<td>18</td>
</tr>
<tr>
<td>2009: The Year in Pictures</td>
<td>20</td>
</tr>
<tr>
<td>Paying Tribute to George Russell</td>
<td>24</td>
</tr>
<tr>
<td>Audited Financial Information</td>
<td>27</td>
</tr>
<tr>
<td>Donors</td>
<td>28</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>29</td>
</tr>
<tr>
<td>Fellows and Staff</td>
<td>32</td>
</tr>
</tbody>
</table>
Plenary session at the sixth Worldwide Security Conference in Brussels. From left to right: EWI Chairman Francis Finlay, WCO Secretary General Kunio Mikuriya, and Lieutenant General Satish Nambiar, former Deputy Chief of Army Staff of India.

DAY 1

From the Global War on Terror to Common Security and Joint Action

Wednesday, 18 February, 2009
Governments, corporations and not-for-profit organizations experienced an exceptionally challenging economic and financial environment in 2009. This makes the extraordinary achievements of the EastWest Institute during that year all the more laudable. I write this with conviction as I was privileged to participate directly in many of the events that produced the results that are chronicled in this annual report. In the course of the year I was also able to discuss the sharpened focus and measurable impact of EWI’s varied activities with my illustrious predecessors, Don Kendall, George Russell and Martti Ahtisaari. They all agreed with the assessment that the accomplishments of EWI in the course of the year fully justified the description of 2009 as one of our most successful years. For this we applaud the relentless energy as well as the vision, skills and experience of our founder and President, John Edwin Mroz, who, together with a significantly strengthened “lead team” of senior executives, further enhanced our record of concrete achievement built over three decades.

John describes in his President’s Report the discipline imposed by the “Impact Goals” EWI adopted at the beginning of 2009. It was encouraging to see the enthusiasm of our staff and fellows as they quickly saw the benefits of this new approach. The close and continuous monitoring of specific progress in advancing towards adopted goals improved focus, encouraged innovation and made planning a dynamic exercise. As a result, the daily activities of EWI staff worldwide became more concentrated on generating the maximum impact of events, publications and Track 2 work on policy debates and decisions.

As we enter our 30th Anniversary year, we are more conscious than ever of the deep debt of gratitude we owe to the whole EWI community, which collectively makes the attainment of our goals and the success of our initiatives possible. We pay tribute to the quite remarkable dedication of the EWI team – the senior leadership, staff and fellows working in our New York, Brussels and Moscow Centers. We deeply appreciate the commitment and generosity of our hard-working and generous Directors, who so readily provide us with the benefit of their extensive international experience. In addition, we offer our thanks to our alumni, advisors, donors and friends around the world for all they do, as together we work to ensure our continued success in the years to come.

Francis Finlay
CHAIRMAN
It is rather unusual for an institution in the field of international peace and security to hold itself accountable for the impact that it makes rather than the activities it undertakes. In 2009, we added a new and important feature of how EWI is managed—quarterly reports on “Impact Goals.” At the end of each quarter, we assess how we, our partners, and key constituents evaluate the ‘so what’ of what we do. Have we made a difference in making this a safer and better world? And, more specifically, are we delivering on the impact goals established by our Board for the year? Let me briefly outline our five 2009 Impact Goals and share some highlights of how and what we achieved.

Our first goal called for EWI to measurably contribute to breakthroughs in Russian-American relations. Since 1980, EWI has engaged Moscow and Washington as essential partners in our work. By the fall of 2008, their bilateral relations had seriously deteriorated. As you will see in the pages that follow, officials on both sides were convinced that our first ever U.S.-Russia Joint Threat Assessment (JTA) had a significant impact on the overall relationship. Our ability to bring top Russian and American scientists together to assess Iran’s nuclear and missile potential led to a report that generated front-page stories in major papers in both nations; it also led to a decision by Presidents Medvedev and Obama to build on this work by authorizing the first ever official Joint Threat Assessment. Similarly, our work on NATO-Russia and European security received public accolades from top officials. Leaders in both countries asked EWI to accelerate its back-channel work, and we did so by putting together high-level delegations, experts’ groups focusing on specific problems, and quasi-public events and publications.

Our second goal called for EWI to establish influential new Track 1.5 channels to help both China and the U.S. adjust to a radically changing global environment. In a year dominated by frequent tensions in the relationship between Beijing and the new administration in Washington, the most stunning achievement was securing China’s agreement to engage for the first time in a joint cybersecurity effort with American partners. Both nations have much at stake as cyber attacks, especially from non-state actors, proliferate and become more damaging. We were honored that the State Council of China chose EWI as the vehicle to launch its cybersecurity cooperation with the U.S. Our work is practical—working together on anti-spam initiatives, as well as on the protection of youth in cyberspace, for example. EWI also expanded its relationship with the National Defense University and facilitated groundbreaking high-level talks between leading members of the Republican and Democratic parties with the Chinese Communist Party.

In dealing with select global security threats, EWI continues to be a thought leader, defining and often reframing critical issues to make a significant difference. Nowhere has this been more evident than in our successful launch of EWI’s Worldwide Cybersecurity Initiative, which includes a novel private-public movement for international cybersecurity cooperation. The work is practical and visionary:
we are uniting those who believe international cooperation is necessary and possible now. EWI began an unusual partnership with IEEE, the world’s gold standard for cyber initiatives. Our first joint effort was to attack the issue of vulnerability of the undersea maritime cable system that forms the backbone of the Internet and the global digital economy.

More than forty nations and many of the world’s leading businesses are now engaged with EWI’s Worldwide Cybersecurity Initiative. We are planning the first Worldwide Cybersecurity Summit for 2010 with top cyber experts, business leaders and officials to launch a long-overdue awareness campaign about the common threats and the need for cooperative solutions across borders. We believe these cyber threats represent the single greatest security threat of the 21st century to nation-states as well as to the global economy.

Equally, weapons of mass destruction, though relics of the Cold War, remain a threat even in the 21st century. Our WMD Program engaged with top U.S. and Russian experts to reframe de-alerting; it also organized a bipartisan meeting of U.S. technical and policy experts to revisit the CTBT debate with the objective of reducing the danger posed by nuclear weapons. The resulting publications were frequently cited in the media and praised by policymakers. The CTBT report recommended more funding for nuclear weapons’ safety and security, which the Obama administration endorsed in January 2010.

The Impact Goal for our Regional Security and Preventive Diplomacy work called for EWI to mobilize international cooperation to help stabilize key trouble spots. Our 2009 focus was heavily centered on water as a vital issue, and on the Afghanistan-Pakistan region as a particularly important area. EWI’s innovative international consultations brought together leaders from Afghanistan and its neighbors, along with major international players. Those efforts were strengthened by EWI’s partnership with the French government as well as the European Parliament. The decision of the Government of Abu Dhabi to select EWI to host and manage the Abu Dhabi Process on Border Cooperation between Pakistan and Afghanistan was a distinct honor. It has enabled EWI to undertake actions in concert with both countries that were not possible earlier.

Our fifth Impact Goal concerns EWI’s ability to encourage cross boundary leadership in ways that make a difference. We are proud of the progress we made with developing a parliamentarian’s network committed to helping secure political support for preventive diplomacy. EWI’s great strength is the members of our alumni and broader worldwide network who participate in and promote our work. Indeed, much of our success in 2009 is due to their engagement.

We are particularly proud of what we have accomplished in 2009, as spelled out in this report. All of us at EWI feel that the emphasis on Impact Goals has raised the bar in terms of what we expect from ourselves, and what those we serve expect us to deliver. We have always been a “think and do” institution. Today we feel confident we can do an even better job by making a difference with both our thinking and doing!

I would like to thank my colleagues on the Board, our staff, fellows, alumni, donors and the entire EWI Network for making possible this truly rewarding year. Despite the enormous economic, political, social and security challenges we all face on this planet today, we have an opportunity to unite in common effort across boundaries to influence change for a more secure and better world. That is why the EastWest Institute exists. We welcome new friends—women and men from around the world who want to make a difference—to join us.

Sincerely yours,

John Edwin Mroz
President and CEO
Testimonials

“The EastWest Institute is challenging each of us to rethink our international security priorities in order to get things moving again. You know, as we do, that we need specific actions, not words. As your slogan so aptly puts it, you are a ‘think and do tank.’”
— Ban Ki-moon
SECRETARY GENERAL OF THE UN

“The time is urgent for the world’s technical and policy leaders to cooperate together to solve the challenges of cyberspace. The EastWest Institute’s cybersecurity initiative provides a special opportunity for this cooperation.”
— Byeong Gi Lee
PRESIDENT OF IEEE COMMUNICATIONS SOCIETY

“The EastWest Institute is one of the most effective institutions working in the foreign affairs field. I especially admire their continued determination to champion preventive diplomacy—it is so much more cost effective to prevent a conflict than to deal with the consequences of one.”
— Nursultan Nazarbayev
PRESIDENT OF KAZAKHSTAN

“The EastWest Institute is widely respected for the success of its Track 2 diplomacy between the most important countries of the world.”
— Madeleine Albright
FORMER U.S. SECRETARY OF STATE

“EWI is playing a vital role in promoting regional cooperation in Southwest Asia. We are hugely appreciative of this effort.”
— Makhdoom Shah Mahmood Qureshi
FOREIGN MINISTER OF PAKISTAN

“EWI is uniquely situated to deal with this issue of cyber diplomacy.”
— Michael Chertoff
FORMER SECRETARY OF THE U.S. DEPARTMENT OF HOMELAND SECURITY
U.S. National Security Adviser retired General James L. Jones (center) at a meeting of EWI's Board of Directors in Washington D.C. With EWI President and CEO John Edwin Mroz (left) and board member Stephen B. Heintz
French Foreign Minister Bernard Kouchner delivers the opening remarks at an EWI consultation on Afghanistan.
Worldwide Security

Cybersecurity

Starting with practical bilateral U.S.-China and U.S.-Russia cooperation projects, EWI has expanded its cybersecurity work into a major Worldwide Cybersecurity Initiative. We are helping the private and public sectors of forty nations begin efforts to spur common actions to confront a broad array of cyber threats.

The global digital economy makes 21st century societies heavily dependent on the safe functioning of cyberspace. But non-state actors are increasingly able to deliver coordinated attacks that can destabilize industries, regions and even the digital infrastructure system itself. There are serious concerns that such actors could discover previously unimaginable ways to pit one country against another. Many top international security experts now fear that the dangers posed by cyber threats could be on the same scale as nuclear threats to global peace and stability.

EWI’s work seeks to catalyze more rapid and effective responses to these cyber challenges, as identified by industry, governments and international organizations.

Our aims are to reframe the most divisive issues to help develop consensus around new agreements, policies and regulations; to champion high-impact proposals through effective advocacy and mobilization of people and resources; and to work with stakeholders to create new and effective international mechanisms to secure cyberspace.

We are focusing on four key areas:

- Cyber crime and issues such as intellectual property protection and financial security;
- Security and resilience of critical information infrastructure with particular emphasis on finance, energy, transportation, information and communications technology, media and new technology and essential government services;
- Overcoming communication obstacles to respond effectively to humanitarian emergencies;
- Non-state actors, terrorism and cyber warfare.

Electronic attacks around the world have compromised confidential information, crippled official websites and exposed the vulnerability of financial data. They have heightened fears that criminals or terrorists could use cyberspace to paralyze communications infrastructure, international financial systems or critical government services. Despite the enormity of these threats and the constructive efforts of countless individuals and institutions now devoted to these issues, the international community has not come to any agreement on how best to deal with them. In 2009, EWI has sought to focus primarily on how to begin formulating practical solutions.

In October, EWI convened with the Institute of Electrical and Electronics Engineers (IEEE) a four-day summit in Dubai on the Reliability of Global Undersea Communications Cable Infrastructure. The event brought together technical experts, financial sector leaders and other stakeholders to create new and effective international mechanisms to secure cyberspace.

The Worldwide Cybersecurity Initiative undertakes multiple outreach activities with countries and experts who do not usually work together in cyberspace. We seek to build trust and encourage common approaches to threats that everyone faces. We hope to enable the first steps in constructing an international cyberspace policy similar to those that already exist in the other global common spaces—land, sea, air and outer space. Strong demand from the private and public sectors accounts for EWI’s decision to launch the Worldwide Cybersecurity Summit in 2010 with the express purpose of broadening the dialogue and
advancing the international cooperation that is so desperately needed in cybersecurity.

**Weapons of Mass Destruction**

2009 heralded significant advances in global efforts to halt proliferation of weapons of mass destruction and to work towards disarmament. The U.S. and Russia renewed negotiations for a START follow-on, and the international community took strides to decrease the significance of nuclear weapons in security doctrines.

Despite these initiatives, serious obstacles remain. There are continuing disagreements between the United States/NATO and Russia, and between the West and the East—particularly China, Egypt, India, Iran, Israel, North Korea, Pakistan and Syria. EWI’s WMD program worked to overcome these obstacles by orchestrating several focused projects, initiatives and publications.

EWI’s most significant achievement in this area was *Iran’s Nuclear and Missile Potential: A Joint Threat Assessment by U.S. and Russian Technical Experts*. Teams of experts came together in a year-long, EWI-convened process that developed the first common understanding of Iran’s potential and its implications for missile defense in Central Europe. The pioneering study contributed to a major breakthrough in U.S.-Russia relations: four months after its release, President Obama abandoned the planned U.S. missile defense systems in Poland and the Czech Republic.

In October, EWI released *Reframing Nuclear De-Alert: Decreasing the Operational Readiness of U.S. and Russian Arsenals*. The report was the result of EWI-convened discussions between technical experts, policymakers, military professionals and scholars. It showed that it is possible to reduce alert levels provided the issue is not framed in narrow terms that only address the possibility of accidental, unauthorized or inadvertent use. The report, released on the sidelines of the UN General Assembly First Committee meeting, received accolades from Ambassador Sergio de Queiroz Duarte, the UN High Representative for Disarmament.

EWI also helped inform the debate about U.S. Senate ratification of the Comprehensive Nuclear Test Ban Treaty by inviting top experts to reassess its prospects in light of new technologies and political developments.

To highlight Chinese perspectives on strategic arms reductions and Beijing’s role in regional non-proliferation, EWI organized a roundtable discussion, “Building Nuclear Non-Proliferation and Disarmament: A Chinese Perspective,” in coordination with the International Peace Institute.

EWI also organized high-level meetings with U.S. and Russian policymakers to address issues such as global missile defense, regional approaches to Iran’s nuclear potential and options for a successor to the U.S.-Russia Strategic Arms Reduction Treaty.

EWI’s WMD work was featured in media outlets around the world, including the *Wall Street Journal*, the *Washington Post*, the *LA Times*, the *International Herald Tribune*, the *Financial Times* and RIA Novosti.

**Energy and Climate Security**

EWI convened several seminars and issued news commentaries to help reframe key aspects of energy security and the security implications of climate change. EWI broke new ground on issues ranging from Russian energy policy to heightened conflicts due to climate threats in resource-stressed regions like Darfur.

In *State-Owned vs Multinational Oil: New Rules for Market Intervention*, EWI fellow Angelica Austin called for the creation of an international tribunal to resolve disputes and improve competition in global energy markets while addressing fears in energy-importing countries of the negative effects of energy nationalism.
Since the 1980s, EWI has played a powerful back-channel role between Russia and the West. Several high-profile EWI projects and products in the U.S. and Russia made 2009 a particularly important year. Our work focused on nonproliferation, Euro-Atlantic security, counterterrorism, cybersecurity and economic, energy and climate security. The Russia program worked with senior officials in the U.S. and Russia to help “reset” bilateral relations and build new foundations for Euro-Atlantic security.

**Advancing a Substantive Reset in U.S.-Russia Relations**

Following U.S. Vice President Joe Biden’s call in February to “push the reset button” in U.S.-Russia relations, EWI worked to help reframe major bilateral sticking points such as Iran’s nuclear and missile potential, the U.S. ballistic missile defense plan for Europe, the START follow-on process, counterterrorism and drug trafficking in Afghanistan.

In February, a small, EWI delegation of senior U.S. representatives, led by former U.S. Secretary of Defense William Perry, met with Russian Foreign Minister Sergei Lavrov, Secretary of the Russian Security Council Nikolai Patrushev, and other senior foreign affairs and national security officials in Moscow. The group, which also included former World Bank chief James Wolfensohn and EWI Director Emeritus Donald M. Kendall, reported back to U.S. government leaders at high-level meetings in Washington and helped close the gap between Russian and American views. The visit helped lay the groundwork for the first meeting between the new U.S. and Russian presidents in April and the subsequent Obama-Medvedev summit in July.

On May 19, EWI released *Iran’s Nuclear and Missile Potential: A Joint Threat Assessment by U.S. and Russian Technical Experts*. This first-ever U.S.-Russia joint threat assessment was lauded by both countries’ leaders for the timing and specificity of its conclusions. It sparked a wave of commentary in the press around the world, including prominent coverage in the *Washington Post* and the front-page of the *Wall Street Journal*. Coinciding with the beginning of U.S.-Russia talks on renewal of the Strategic Arms Reduction Treaty (START), the publication contributed to a major shift in perceptions of the threat from Iran and the potential effectiveness of U.S. ballistic missile defense plans in Europe. White House officials credited the report for its contribution to the U.S. government’s revision of its missile defense plans in Europe and for opening the door for real progress in the U.S.-Russia strategic relationship. Presidents Obama and Medvedev discussed the first joint threat assessment in their Moscow meeting.

**Reframing the Euro-Atlantic Security Architecture**

Another high-impact effort was produced by EWI’s Experts Group. EWI presented the group’s report, *Euro-Atlantic Security: One Vision, Three Paths*, to the OSCE ministerial meeting in Corfu, Greece. The report was the subject of extensive discussions in Moscow, Brussels and New York. (For more on this report, see the Regional Security section on page 14.) EWI also took practical steps to decrease tensions between Russia and other former Soviet-bloc countries in Europe. At an NGO conference in Lviv, Ukraine commemorating the fall of communism in 1989, EWI took the lead in a special session, “Russia and Central and Eastern Europe: Searching for a Common Euro-Atlantic Vision.” The session resulted in a frank and constructive dialogue on Russia’s relations with Central and Eastern European countries and the inclusion of these countries into wider attempts to reframe the Euro-Atlantic security architecture.

**Looking Ahead**

In 2010 and beyond, EWI will strive to catalyze measurable breakthroughs in Russia’s relations with the U.S. and the European Union on critical issues such as the Euro-Atlantic security concept, Afghan narcotics trafficking, U.S.-Russia and NATO-Russia cooperation on ballistic missile defense, cybersecurity, counter-radicalization, global economic security and energy security.
2009 marked the 30th anniversary of China’s “reform and opening-up process.” It was also the 30th year of normalized U.S.-China diplomatic relations and saw Presidents Hu Jintao and Barack Obama redefine the bilateral relationship as “constructive, cooperative and comprehensive.” But episodes such as the skirmish between U.S. and Chinese vessels in the South China Sea and the disagreement in Copenhagen over climate change commitments demonstrated the continuing need to build trust between the two countries. EWI focuses its work on sectors and audiences that are significant yet underrepresented in other cooperative efforts with the West.

EWI’s China program worked to build trust through new and existing Track 1.5 processes designed to help China, the United States, Europe and other key powers adjust to a dynamic global environment. Key achievements in 2009 included:

**U.S.-China High-Level Security Dialogue**

EWI’s annual high-level security dialogue continued in Beijing, focusing on cybersecurity, climate change and Afghanistan. American delegates included former U.S. Undersecretary of State Thomas Pickering and former U.S. Air Force Chief of Staff General T. Michael “Buzz” Moseley. The dialogue included discussions with the Chinese National Defense University, which led to an EWI-NDU agreement to embark on joint initiatives to foster mutual trust and cooperation between the Chinese and American militaries. EWI also used numerous interactions with the Chinese Communist Party and the U.S. Republican and Democratic parties to prepare the first ever party-to-party talks in 2010.

**Triilogue21**

In November 2009, EWI hosted the fourth Triilogue21 meeting of Chinese, American and European experts to explore new areas of cooperation such as climate security, Sudan and maritime piracy. Deliberations were informed by a detailed report about the Triilogue21 process thus far, *Trilateral Cooperation in the 21st Century: First Summary Report of the Triilogue21 Initiative.*

**U.S.-China Cybersecurity Cooperation Dialogue**

In partnership with the Internet Society of China and with the endorsement of China’s State Council Information Office, EWI launched the bilateral working group on anti-spam, an initiative unimaginable one year ago. This practical step was a result of EWI securing in 2008 China’s first-ever agreement with the U.S. to participate in cybersecurity talks. The initiative represents a milestone for Western efforts to engage China on one of the most difficult and critical security concerns of the century. The two sides have agreed to tackle other subjects such as protection against hacking and protection of Intellectual property, youth and civilian critical infrastructure.

**Dinner Series and Policy Roundtables**

In a series of dinners hosted by Chinese Ambassador Zhou Wenzhong in Washington, EWI brought together senior representatives from the Chinese embassy and the Washington policy community to examine how to make progress on several issues, including Afghanistan, cybersecurity and Iran. Other roundtables in New York convened Chinese specialists and United Nations representatives to break ground on climate change and nuclear non-proliferation and disarmament.

**Publications**

EWI engaged leading American and Chinese authors to make recommendations for the Obama administration’s China policy. *The Pivotal Relationship: How Obama Should Engage China*, by Liu Xuecheng and Robert Oxnam put forward new ideas, including a recommendation to build a “green relationship” focusing on climate change.

**Looking Ahead**

Much needs to be done to promote trust and cooperation between China, the United States and the international community. EWI’s China Program will continue to facilitate cooperative action with China on global and regional problems, specifically strategic stability, cybersecurity, maritime security, regional confidence-building and climate security.
The rapidly changing international order underscores the need for fresh approaches to U.S. foreign policy and public diplomacy. As a trusted bridge between East and West for three decades, EWI works closely with Republicans and Democrats on key global and regional issues where the U.S. engages with other world powers. The United States’ prominent global footprint affects many areas of EWI’s work; the U.S. program seeks to ensure that the impact of U.S. policy decisions in these areas is as constructive as possible.

**U.S.-Russia Relations**

EWI convened several strategic dialogues to help improve U.S. relations with Russia. EWI’s U.S.-Russia Critical Issues Dinner Series with Russian Ambassador Sergei Kislyak brought together senior policy makers, opinion leaders and experts to reframe serious sticking points, including arms control and Iran. The first dinner on arms control included Senator John Kerry, Chairman of the Senate Foreign Relations Committee, who told colleagues that the discussions helped him think more deeply about the arms control ratification strategy President Obama asked him to lead. The second dinner focused on engaging Iran, a central issue in the bilateral relationship that may determine the success of the U.S.-Russia “reset”.

**Weapons of Mass Destruction**

A major focus of our work in the U.S. has been nuclear nonproliferation. President Obama’s April 2009 speech on weapons of mass destruction renewed debate about Senate ratification of the Comprehensive Nuclear Test Ban Treaty. EWI helped inform this debate by inviting top policymakers, scientists and others to collectively assess prospects for ratification in light of new technologies and national and international political developments. The discussions produced several concrete proposals for the administration; early in 2010, EWI released them in a report, *The Comprehensive Nuclear Test Ban Treaty: New Technology, New Prospects?*

**Arms Control**

Aside from its work on nuclear weapons, EWI examined the Conventional Forces in Europe (CFE) Treaty, a key conventional arms control treaty severely weakened by several developments, including Russia’s suspension of its participation in 2007. EWI gathered experts at the German Embassy in Washington to critically assess the CFE Treaty. Recommendations from the meeting were published in *The Future of the CFE Treaty: Why It Still Matters* in July.

**Climate Change and U.S.-China Relations**

The Obama administration took office with a promise to reinvigorate U.S. leadership in efforts to counter global climate change. Building on this renewed attention, EWI convened a U.S.-China Working Group on Climate Change composed of Chinese and American policy and technical experts, ahead of the Copenhagen summit. The group assessed two fundamental obstacles: the tension between emission caps and development goals, and between technology transfer and intellectual property rights. It also identified key components a Copenhagen agreement must include in order to be successful.

The ultimate agreement fell short of these requirements. EWI is now working with the group to deliver proposals for the U.S. and China to shepherd global progress on climate change.

**Looking Ahead**

In 2010, EWI will continue to deepen efforts on this broad array of issues. Special emphasis of the U.S. program will be to inform the debate on Senate ratification of a START follow-on treaty and the CTBT. We will also continue the work of the U.S.-China working group and issue a report of its recommendations for U.S.-China leadership on climate change.
Regional Security

Alternative Futures for Afghanistan and Southwest Asia

EWI established in 2009 a new program for Regional Security in South and Southwest Asia. The program, which follows a 2008 decision by EWI’s Board of Directors, works to help build trust and closer ties between Afghanistan and its neighbors.

Two major consultations with leading stakeholders anchored our work in the area: one on February 17 in the European Parliament in Brussels and the other on October 13 in the Quai d’Orsay in Paris. A major focus of both consultations was to find ways to ensure more Afghan ownership in its relationship with the donor community and in reforming and strengthening its foreign and security policies.

The Paris discussions, opened by French Foreign Minister Bernard Kouchner, focused on exploring ways for closer economic ties in the region and better cooperation in border areas. Participants emphasized the importance of water and energy and argued for a region-wide needs-and-opportunity assessment in the two sectors. Participants also recommended joint security operations between Afghanistan and its neighbors and the examination of ways to improve economic development in border regions between Afghanistan and Pakistan, perhaps through the establishment of a free trade zone.

Due in part to the recommendations of such consultations, much of our work focused on two areas: regional cooperation on water and bilateral ties between Afghanistan and Pakistan.

Regional Cooperation on Water

In line with EWI’s longstanding commitment to conflict prevention and preventive diplomacy, the Institute launched a series of conferences on cooperative management of transboundary water resources between Afghanistan and its neighbors. The goal of the series was to...
examine ways to share transboundary water resources and hence build trust across borders while also contributing to the region’s economic and human development.

The almost total absence of bilateral or regional cooperation on water between Afghanistan and its neighbors is a serious threat to sustainable development and security in the region. Increasing demand for water, inefficient management of water resources and uncoordinated development plans in the entire region form a complex challenge to regional security and development. Currently, hardly any spaces exist to cooperatively address transboundary water issues.

EWI’s consultations clearly demonstrated that all stakeholders recognize the importance of regional cooperation on water. However, profound historic mistrust and competing regional security priorities have limited such cooperation. Given ambitious development plans in the entire region and their implications for water resources, this lack of cooperation has considerable potential to further complicate already difficult relationships between Afghanistan and its neighbors.

EWI published the results of these consultations in cooperation with the German Gerda Henkel Foundation in Making the Most of Afghanistan’s River Basins: Opportunities for Regional Cooperation. Based in part on this paper, EWI and UN-Water will host a major conference of regional stakeholders and international water experts in July 2010 in Bonn, Germany to identify needs and common approaches for effective and sustainable cross-border cooperation on water.

Cooperation between Afghanistan and Pakistan

In recognition of EWI’s commitment to conflict prevention and regional security, the government of Abu Dhabi has entrusted the Institute to develop a process of confidence building measures between Afghanistan and Pakistan. The process will bring together for a period of up to two years government representatives, senior experts and business leaders to develop proposals that lead to greater stability and sustainable development along the Afghanistan-Pakistan border and help build confidence between the two countries. In preparation for this process EWI has held extensive consultations in Kabul and Islamabad in 2009 to identify areas of work and a network of leading personalities to establish the dialogue process. The first meeting will be held in the spring of 2010.

Euro-Atlantic Security

In June, EWI released Euro-Atlantic Security: One Vision, Three Paths, a report meant to stimulate much-needed debate on future security arrangements affecting the 56 states in the Organization for Security and Cooperation in Europe. The report was the first product of an EWI-convened group of 16 experts from Europe, the United States and Russia to help defuse tensions that had been increasing since the Russia-Georgia conflict in 2008. EWI worked to frame a set of recommendations to reduce the potential for conflict and to promote confidence-building measures.

The report, which included a review of possible development of joint ballistic missile defenses, provides a basis not only for new official contacts—such as a meeting between the Secretary Generals of NATO and the Collective Security Treaty Organization—but also for a new semi-official dialogue involving NATO and Russia. EWI sent the report to OSCE foreign ministers a week ahead of their special informal summit in Corfu, Greece. Senior officials from Russia, NATO and the United States praised the report for its substance and its timely distribution.
In all our activities, we work not only to respond to conflicts, but also to prevent them. EWI’s Preventive Diplomacy initiatives help plan for the future and allow us to address cross-boundary friction before it devolves into open conflict.

Renewing the Conflict Prevention Agenda

In 2009, EWI began work towards the Global Conference on Preventive Action, a conference in late 2010 that will galvanize a global action plan to prevent conflict and raise awareness about conflict prevention. The world’s attention on the issue has lapsed since the creation of the UN Peace Building Commission and the inclusion of the Responsibility to Protect principle in the 2005 World Summit Outcome Document. The Global Conference will renew this attention, harnessing the talents of government and civil society in the traditional security, development and conflict prevention sectors.

EWI worked towards the Global Conference with regional consultations in Central America and in Africa that identified key challenges such as financial, human and technological constraints and the slow implementation of regional security agreements. Recommendations include the need to increase local pressure on governments by strengthening parliamentarians’ assemblies and supporting meaningful representation of civil society in regional organizations such as the African Union and Organization of American States.

The conference will address several issues, including the role of elites and their control of resources, the role of regional organizations and the importance of effective border demarcation where trans-boundary resources contribute to conflict.

The initiative has received the backing of the German Federal Foreign Office, the UNDP-BCPR, OECD, African Union, OAS, CARICOM and East African Development Community among others.

The global conference was a recommendation of EWI’s International Task Force on Preventive Diplomacy and will follow further consultations in Central and South Asia, the Asia-Pacific and Europe.

Parliamentarians Network for Conflict Prevention and Human Security

The Parliamentarians Network works to highlight the need to properly resource preventive action and to hold governments accountable for inaction in the face of crises. The Network’s prominent profile and concrete initiatives in 2009 received high-level recognition, helped build new partnerships and expand membership to more than 100 parliamentarians from over 45 countries.

Among the Network’s high-profile activities in 2009 was the release of a declaration, with the support of the United Kingdom and the European Commission, urging G20 members to provide adequate resources for conflict prevention efforts, to increase transparency in the use of these resources and to facilitate coordinated international responses to potential conflicts.

Two Network members received the Clinton Global Initiative’s Global Citizen Awards. Asha Hagi Elmi Amin, founder of the Save Somali Women and Children fund, received the civil society award for her efforts to bring women into the Somali peace process. Rola Dashti received the public service award for her leadership in securing Kuwaiti women’s right to vote and contest parliamentary elections.

The Network continued building new partnerships, a key component of its efforts to raise awareness and secure support. The UK All-Party Parliamentary Group on Conflict Issues and the House of Lords hosted Network members in Westminster for high-level briefings that contributed to new debates about the UK’s role in conflict prevention.

In the Middle East, the Network collaborated with Prince El Hassan bin Talal of Jordan, the Princess Sumaya University for Technology and the Royal Scientific Society to highlight the need for cooperative management of shared water resources as a means to build trust and prevent conflicts. In November, the Network issued the Amman Declaration on Improving Regional Cooperation on Water, a joint statement that presents recommendations for shared management of water resources and the role parliamentarians can play to prevent water-related conflicts.

The Network has started presenting several recommendations, including the establishment of a regular inter-parliamentary dialogue on water through the Parliamentary Assembly of the Mediterranean. This initiative will serve as a bridge between parliamentarians who do not normally meet. Such cooperation on water is a first step towards building a sustainable approach to conflict prevention.
At the sixth Worldwide Security Conference (WSC6), EWI consolidated its position as a world leader in mobilizing new policy approaches to select global security concerns. The conference included a strong agenda to reframe policy, involved key actors in its main subject areas and helped position EWI to carry its work forward in 2009 and beyond. For the sixth year, EWI partnered with the World Customs Organization, and the chair of the G8 (Italy). The Council of Europe also sponsored a number of sessions at WSC6.

WSC6 engaged new participants, especially from Asia, and new networks, notably EWI's own Global Leadership Consortium. Press coverage also helped extend our reach and visibility. WSC6 attracted media from around the world, including the U.S., the EU, India, Pakistan, Kuwait, and, for the first time, China and Iran.

Part of WSC6 was a special one-day consultation on Afghanistan, where leaders from Afghanistan, Pakistan, India, the EU and the U.S. agreed that the world can and must reverse the deteriorating security situation in Afghanistan and the region. Participants at the consultation included General Khodaidad, Afghan Minister for Counter Narcotics, Houmayun Tandar, Deputy National Security Adviser of Afghanistan, Hekmat Karzai, Director of the Center for Conflict and Peace Studies in Afghanistan, David Kilcullen, a senior counterinsurgency adviser to the Pentagon, and General Philippe Morillon, head of the European Parliament’s delegation on Afghanistan.

Most participants stressed the need for the active participation of the Afghan people, a requirement that has become a centerpiece of international efforts in Afghanistan. One of the significant outcomes of the consultation was the establishment of a sustained Track 2 process to facilitate better management and security of the Afghanistan-Pakistan border.

Other policy highlights from WSC6 related to India-Pakistan relations, maritime security and cybersecurity. Lieutenant General Satish Nambiar, a former military negotiator with Pakistan, who delivered the keynote address, issued a blunt call for stronger accountability from Pakistan for harboring terrorists. General Ehsan ul Haq, Pakistan’s former Chief of Army Staff, emphasized political solutions, stressing that military approaches can at best create the time and space for addressing the root causes of terrorism.

On cybersecurity, participants warned that the world is unprepared for potentially crippling attacks on information and communications technology. They stressed that the breadth and speed of electronic attacks present a serious threat to critical infrastructure such as military and finance around the world. Private consultations on the sidelines of the conference secured initial support from Indian and Chinese participants for a groundbreaking Track 2 effort in the field. Over the course of 2009, EWI built on these commitments, as well as Russian expressions of interest, and kicked off the Worldwide Cybersecurity Initiative to improve security in cyberspace.

Meanwhile, as piracy increased off the coast of Somalia, maritime security experts called for new approaches to combat piracy, arguing that the cost of inaction could be an escalation of piracy around the world and the use of such tactics for political purposes by terrorists. They proposed greater coordination of military, political and economic measures at local, regional and global levels.
2009 was an important year for EWI’s public profile. Groundbreaking publications such as Iran’s Nuclear and Missile Potential, Euro-Atlantic Security and Reframing Nuclear De-Alert helped propel EWI into the headlines and reach new audiences.

EWI’s influence was most evident in September when the Obama administration shelved plans for a missile defense system in Poland and the Czech Republic, which had been an irritant in U.S.-Russia relations. The Wall Street Journal, which broke the story on its front page, cited EWI’s U.S.-Russia joint threat assessment on Iran as a significant contributor to the White House decision. The assessment had already received considerable press attention when it was released in May, including in the Washington Post, the Associated Press, the BBC, the Financial Times, Russia Today and the Los Angeles Times.

EWI staff and fellows appeared in several media outlets commenting on a range of international security concerns, from cybersecurity to violent extremism to Russian-Italian relations. Among the news media drawing on EWI expertise were Ria Novosti, Gazeta.kz, Defense News, Euronews, the Moscow Times, USA Today, Al Jazeera, Fox News and the BBC.

Adding to the public profile were EWI columns and op-eds. Greg Austin began a column in New Europe, a Brussels-based weekly. W. Pal Sidhu began writing for Mint, an Indian business newspaper associated with the Wall Street Journal. Andrew Nagorski contributed regularly to Newsweek, and EWI Senior Fellow, Os Guinness, published op-eds in the Washington Post and USA Today.

EWI’s new web site, launched in May, has featured a steady stream of new content and has seen a 20 percent increase in traffic in 2009. Among the innovative content featured on the site has been the Global Leadership Consortium’s Global Lens, a regular round-up of views from around the world on current events.
EWI Senior Fellow David Kilcullen (right) and retired General Ehsan Ul Haq, former Chairman of Pakistan’s Joint Chiefs of Staff Committee, speak to reporters at EWI’s sixth annual Worldwide Security Conference.
2009 Year in Pictures

John A. Gunn, Chairman of Dodge & Cox Funds, at EWI's spring Board Meeting in Washington D.C.

EWI board members Ikram Sehgal (left) and Ambassador Yousef Al Otaiba

EWI board member Rohit Desai (left) and Vice President Greg Austin

Clockwise from right: Ambassador Pierre Vimont, Sarah Perot, Peter Castenfelt and U.S. National Security Adviser James L. Jones

EWI Alumnus Conor Grennan
From left to right: EWI board member Joel Cowan, his granddaughter Leah C. Barnett, and board member Martti Ahtisaari.

EWI board members Henry J. Smith (left) and Leo Schenker.

 EWI board members Kanwal Sibal (left) and Thomas J. Meredith.

EWI board members Armen Sarkissian (left) and Mark Maletz.

Secretary General of the Organization of Islamic Conference Ekmeleddin Ihsanoglu (left) and EWI Director Emeritus Daniel Rose.

From left to right: EWI board member Joel Cowan, his granddaughter Leah C. Barnett, and board member Martti Ahtisaari.

Photos by Dimitri Finker.
2009 Year in Pictures

From left to right: U.S. National Security Adviser James L. Jones with Armen Sarkissian, Laurent Roux and Thomas J. Meredith

EWI board members Christine Loh (left) and Addison Fischer

EWI board member Mark Chandler

EWI board member Ross Perot, Jr.

EWI Non-Board Committee Member John A. Roberts, Jr.

EWI board member Donald Kendall, Jr. (left) with Dionne Najafi

From left to right: U.S. National Security Adviser James L. Jones with Armen Sarkissian, Laurent Roux and Thomas J. Meredith
EWI board member Donald Kendall, Jr. with Dionne Najafi.

EWI board members Haifa Al Kaylani (left) and Ramzi H. Sanbar

EWI board member Jerald T. Baldridge

Former EWI Vice President, Ambassador Ortwin Hennig (left), receives a plaque from EWI President John Edwin Mroz in recognition of his three years at EWI and the establishment of EWI’s Preventive Diplomacy Initiative. Maya Hennig looks on.

EWI board member Charles F. Wald
The most successful leaders are able to inspire those around them with an inner sense of confidence in what can be achieved. The best leaders stand up when others dare not, inspire others to take risks, persevere in tough times and consistently extend themselves. They make us cherish discovery and want to grow. Instead of seeking recognition, their “return” for investing so much of themselves is in the service itself—and the results that are achieved. For a decade, George Russell was such a leader at the EastWest Institute. We honor George for all that he and his family have done to help transform EWI. The George Russell family joins the Ira Wallach and Don Kendall families as EWI’s historic leaders over these three decades. And we are delighted that, since he stepped down as Chairman, George is continuing to serve on the Board.

George championed many causes at EWI: staff retreats, hosting several of them at his home in Gig Harbor, Washington; the Task Force for U.S.-Russian relations; the Private Sector Initiative aimed at strengthening the global competitiveness of Eastern Europe and Eurasia; and the expansion of the Institute’s focus further east towards China, India and other key players. Whatever the issues or the goals, he was a driving force in bringing planning discipline to EWI. Under his leadership, EWI developed its current strategic plan and the management processes to execute this plan.

As George prepared to hand over the reins to current Chairman Francis Finlay in 2009, the tributes started pouring in. “George’s vision, energy, generosity and passion have been transformational for EWI,” Finlay noted. “His ideas, suggestions and contributions have touched directly thousands of individuals.”

Former EWI Chairman and current board member Martti Ahtisaari, winner of the 2008 Noble Peace Prize, added: “I have learnt from you that one never gives up and that all problems can be solved. Therefore you may have already realized that your thoughts influenced my speech in the Oslo Nobel Peace Ceremony. I was thinking of you when I finalized my speech. Your and Dion’s presence in Oslo was very important to me and Eeva.”

“There can be no more sincere and decent man on the planet than George Russell,” EWI President and CEO John Mroz declared. “I am a better person today because of George’s influence. And, yes, as Karen and my children would agree, I’m a different person today because of George. George, Jane, Dion and the Russell family have been unusually kind to my family and me.”

Those and other tributes made clear that George’s leadership had a profound influence on the people of EWI and on the Institute as a whole. In a joint tribute with his wife Sarah, Board member Ross Perot, Jr. summed it all up: “George’s generosity in time, counsel and resources have helped our staff take EWI to a new level of strength as an institution that truly makes a difference in the world.”

Thank you, George.
Left: EWI President John Edwin Mroz, Kathryn W. Davis and Chairman Emeritus George F. Russell, Jr. Above, from top: George Russell’s daughter, Sarah Cavanaugh, accepts an award from John Edwin Mroz on her father’s behalf; George Russell (left) with Nobel Laureate Martti Ahtisaari (center) and EWI President John Edwin Mroz. George Russell with EWI Chairman Emeritus Donald M. Kendall. Top right: George Russell with EWI Staff. Right: George F. Russell, Jr.
A session on the Treaty on Conventional Forces in Europe at the spring meeting of EWI’s Board of Directors
Audited Financial Information

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
</tr>
<tr>
<td>Donor contributions</td>
<td>$ 6,604,020</td>
</tr>
<tr>
<td>Grants</td>
<td>$ 1,137,190</td>
</tr>
<tr>
<td>Investment gain/(loss)</td>
<td>$ 1,386,815</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>$ 52,627</td>
</tr>
<tr>
<td>Other</td>
<td>$ 2,479,511</td>
</tr>
<tr>
<td><strong>Total public support and revenue</strong></td>
<td><strong>$ 11,660,163</strong></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>$ 5,468,782</td>
</tr>
<tr>
<td>Management and general expenses</td>
<td>$ 1,843,364</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$ 547,687</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$ 7,859,833</strong></td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Change in net assets before foreign translation income</td>
<td>$ 3,800,330</td>
</tr>
<tr>
<td>Foreign translation gain/(loss)</td>
<td>$ 11,732</td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
<td>$ 10,977,166</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>$ 14,789,228</strong></td>
</tr>
</tbody>
</table>
Donors

**CORPORATIONS**
- Deloitte
- ENI S.p.A.
- Hillwood Development Group, L. P.
- Informa UK Ltd
- Perot Systems Corporation
- The SDC Group, Inc.
- Telenor ASA

**FOUNDATIONS AND TRUSTS**
- The Baldrige Foundation
- S.D. Bechtel, Jr. Foundation
- The Brinson Foundation
- Butler Family Foundation
- Amon G. Carter Foundation
- The Community Foundation for Greater Atlanta, Inc.
- Connect U.S. Fund
- The Kathryn W. Davis Foundation, Inc.
- Rohit and Katharine Desai Family Foundation
- Fenton-May Family Fund
- Francis Finlay Foundation
- Gerda Henkel Stiftung
- The Hurford Foundation
- The Kendall Family Foundation
- MFI Foundation
- Charles Stewart Mott Foundation
- Sarah and Ross Perot, Jr. Foundation
- Pivotal Foundation
- Planet Heritage Foundation
- Ploughshares Fund
- Red Bird Hollow Foundation
- Rockefeller Brothers Fund
- Daniel & Joanna S. Rose Fund
- The Russell Family Foundation
- Schenker Family Foundation
- The Smack Foundation
- Jane & Bud Smith Family Foundation, Inc.
- The Starr Foundation
- Walter P. & Elizabeth Stern Foundation, Inc.
- Tooley Trust
- Miriam and Ira D. Wallach Philanthropic Fund
- WEM Foundation
- The Whitehead Foundation
- The Widgeon Point Charitable Foundation
- Cyvia and Melvyn Wolff Family Foundation
- The Jerry and Anita Zucker Family Foundation Inc.

**PUBLIC SECTOR AND NON-PROFITS**
- College of Charleston
- European Parliament
- German Federal Foreign Office
- Government of Belgium
- Institute for Philanthropy
- L3 Organization, Inc.
- National Defense University, Washington
- Svenska Carnegie Institute
- Swiss Federal Department for Foreign Affairs
- United Arab Emirates Government
- World Bank

**INDIVIDUALS AND FAMILIES**
- Anonymous (2)
- Catherine Nelson Brown
- Philip Bruder
- Maria Livanos Cattaui
- Mark Chandler
- Rod Crosby
- Kathryn W. Davis
- William D. Dearstyn Jr.
- Robert H. Graham
- John A. Gunn and Cynthia Fry Gunn
- George B. Hambleton
- Per Heidenreich
- I. Jerome Hirsch
- Forrest and Sally Hoglund
- Mary Holland
- Emil Hubinak
- R. William Ide, III
- Donald and Sigrid Kendall
- Bernard Kirk
- Geraldine S. Kunstadter
- James and Deborah Jones Lash
- Christine Loh
- Mark Muller
- Don and Sara Nelson
- Gouverneur H. & Edith C. Nixon
- Vladimir Plasil
- A. Steven Raab and Virginia Jackson
- John A. Roberts
- Fred Robey
- Herbert and Laura Roskind
- Laurent Roux
- George F. Russell, Jr. and Dion Russell
- The Sarkissian Family
- George F. Sheer
# Board of Directors

## OFFICE OF THE CHAIRMAN

<table>
<thead>
<tr>
<th>Francis Finlay (U.K.)</th>
<th>Armen Sarkissian (Armenia)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EWI Chairman</td>
<td>EWI Vice-Chairman</td>
</tr>
<tr>
<td>Former Chairman,</td>
<td>Eurasia House International</td>
</tr>
<tr>
<td>Clay Finlay LLC</td>
<td>Former Prime Minister of Armenia</td>
</tr>
</tbody>
</table>

## OFFICERS

<table>
<thead>
<tr>
<th>John Edwin Mroz (U.S.)</th>
<th>Mark Maletz (U.S.)</th>
<th>R. William Ide III (U.S.)</th>
<th>Leo Schenker (U.S.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>President and CEO</td>
<td>Senior Fellow</td>
<td>Partner</td>
<td>Senior Executive</td>
</tr>
<tr>
<td>EastWest Institute</td>
<td>Harvard Business School</td>
<td>McKenna Long &amp; Aldridge LLP</td>
<td>Vice President</td>
</tr>
<tr>
<td></td>
<td>Chair of the Executive Committee</td>
<td>Counsel and Secretary</td>
<td>Central National-Gottesman, Inc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Treasurer</td>
</tr>
</tbody>
</table>

## MEMBERS

<table>
<thead>
<tr>
<th>Martti Ahtisaari (Finland)</th>
<th>Addison Fischer (U.S.)</th>
<th>Christine Loh (China)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Former President of Finland</td>
<td>Chairman and Co-Founder, Planet Heritage Foundation</td>
<td>CEO, Civic Exchange, Hong Kong</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jerald T. Baldridge (U.S.)</th>
<th>Stephen B. Heintz (U.S.)</th>
<th>Ma Zhengan (China)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman, Republic Energy Inc.</td>
<td>President, Rockefeller Brothers Fund</td>
<td>President, China Institute of International Studies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thor Björgólfsson (Iceland)</th>
<th>Emil Hubinak (Slovak Republic)</th>
<th>Michael Maples (U.S.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman, Novator</td>
<td>Chairman and CEO, Logomotion</td>
<td>Former Executive Vice President, Microsoft Corporation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Peter Castenfelt (U.K.)</th>
<th>Wolfgang Ischinger (Germany)</th>
<th>Thomas J. Meredith (U.S.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman, Archipelago Enterprises, Ltd.</td>
<td>Chairman, Munich Security Conference: Global Head of Governmental Affairs, Allianz SE</td>
<td>Co-Founder and Principal, Meritage Capital, L.P.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maria Livanos Cattaui (Switzerland)</th>
<th>Haifa Al Kaylani (U.K.)</th>
<th>Francis Najafi (U.S.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Former Secretary General, International Chamber of Commerce</td>
<td>Founder &amp; Chairperson, Arab International Women’s Forum</td>
<td>Chief Executive Officer, Pivotal Group</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mark Chandler (U.S.)</th>
<th>Donald Kendall, Jr. (U.S.)</th>
<th>Frank Neuman (U.S.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman and CEO, Biophysical</td>
<td>Owner and Founder, World Leaders Travel</td>
<td>President, AM-TAK International</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Joel Cowan (U.S.)</th>
<th>Sigrid R.v.C. Kendall (U.S.)</th>
<th>Yusef Al Otaiba (U.A.E.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor, Georgia Institute of Technology</td>
<td></td>
<td>Ambassador</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rohit Desai (U.S.)</th>
<th>James A. Lash (U.S.)</th>
<th>Yousef Al Otaiba (U.A.E.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>President, Desai Capital</td>
<td>Chairman, Manchester Principal LLC</td>
<td></td>
</tr>
</tbody>
</table>
Ross Perot, Jr. (U.S.)
Chairman, Hillwood; Member of Board of Directors, Dell, Inc.

Louise Richardson (U.S.)
Principal, University of St. Andrews

John R. Robinson (U.S.)
Co-Founder, Natural Resources Defense Council

George F. Russell, Jr. (U.S.)
Chairman Emeritus, Russell Investment Group; Founder, Russell 20-20

Ramzi H. Sanbar (U.K.)
Chairman, Sanbar Development Corporation, S.A.

Ikram Sehgal (Pakistan)
Chairman, Security and Management Services

Kanwal Sibal (India)
Former Foreign Secretary of India

Henry J. Smith (U.S.)
Chief Executive Officer, Bud Smith Organization, Inc.

Hilton Smith, Jr. (U.S.)
President and CEO, East Bay Co., Ltd.

Henrik Torgersen (Norway)
Senior Advisor, Telenor ASA

William Ury (U.S.)
Director, Global Negotiation Project at Harvard Law School

Pierre Vimont (France)
Ambassador, Embassy of the Republic of France in Washington, D.C.

Charles F. Wald (U.S.)
Senior Advisor, Deloitte Services LP; Former Deputy Commander, U.S. European Command

Bengt Westergren (Sweden)
Senior Vice President for Corporate & Government Affairs, Europe & C.I.S., AIG Companies

Igor Yurgens (Russia)
Chairman, Institute for Contemporary Development

Zhang Deguang (China)
President, China Foundation for International Studies

Clockwise from left: Leo Schenker and Hilton Smith, Jr.; Donald M. Kendall; Maria Livanos Cattauli; James A. Lash; Francis Najafi; Louise Richardson; and Peter Castenfelt

Photos by Dmitri Finker
NON-BOARD COMMITTEE MEMBERS

Marshall Bennett (U.S.)
President
Marshall Bennett Enterprises

J. Dickson Rogers (U.S.)
President
Dickson Partners, L.L.C.

George Sheer (U.S.)
President (retired)
Salamander USA & Canada
Founder & CEO
International Consulting Group, USA

John A. Roberts, Jr. (U.S.)
President and CEO
Chilmark Enterprises L.L.C.

CHAIRMEN EMERITI

Berthold Beitz (Germany)
President
Alfried Krupp von Bohlen und Halbach-Stiftung

Hans-Dietrich Genscher (Germany)
Former Vice Chancellor and Minister of Foreign Affairs

Whitney MacMillan (U.S.)
Former Chairman & CEO
Cargill, Inc.

Ivan T. Berend (Hungary)
Professor
University of California at Los Angeles

Donald M. Kendall (U.S.)
Former Chairman & CEO
PepsiCo., Inc.

Ira D. Wallach (U.S.)
Former Chairman
Central National-Gottesman, Inc.
EWI Co-Founder

DIRECTORS EMERITI

Jan Krzysztof Bielecki (Poland)
Chief Executive Officer
Bank Polska Kasa Opieki S.A.
Former Prime Minister of Poland

Maria-Pia Kothbauer (Liechtenstein)
Ambassador
Embassy of Liechtenstein to Austria, the OSCE and the United Nations in Vienna

Mitchell I. Sonkin (U.S.)
Managing Director
MBIA Insurance Corporation

Emil Constantinescu (Romania)
Institute for Regional Cooperation and Conflict Prevention (INCOR)
Former President of Romania

William E. Murray (U.S.)
Chairman
The Samuel Freeman Trust

Thorvald Stoltenberg (Norway)
President
Norwegian Red Cross

William D. Dearstyne (U.S.)
Former Company Group Chairman
Johnson & Johnson

John J. Roberts (U.S.)
Senior Advisor
American International Group

Liener Temerlin (U.S.)
Chairman
Temerlin Consulting

John C. Whitehead (U.S.)
Former Co-Chairman of Goldman Sachs
Former U.S. Deputy Secretary of State

John W. Kluge (U.S.)
Chairman of the Board
Metromedia International Group

Daniel Rose (U.S.)
Chairman
Rose Associates, Inc.
Fellows and Staff

**FELLOWS**

Najam Abbas
Henry Crumpton
Mark Gerzon
Jonas Hartelius
Hekmat Karzai
David Kilcullen
Lance Lord
T. Michael "Buzz" Moseley
Ted Nagengast
Os Guinness
Karl Rauscher
Leonid Ryabikhin

Emina Ajvazoska
Greg Austin
Danila Bochkarev
Svetlana Boiko
Lizza Bornay-Bomassi
Damon Clyde
Eden Collinsworth
Ingo Dean
Allison Doenges
Jean Dumont
Margaret Gaon
Ortwin Hennig
Vanessa Hradsky
Vladimir Ivanov
Ellen Jorgensen
Matthew King
John W. Kluge
Piin-Fen Kok
Ryan Kreider
Liza Kurukulasuriya
Tracy Larsen
Christine Lynch
Gail Manley

**STAFF**

Jacqueline McLaren Miller
Violeta Mintcheva
Michele Miranda
John Edwin Mroz
Jonathan Rami Mroz
Andrew Nagorski
Stephen Noerper
Klaas Ornelis
Guenter Overfeld
Dale Pfeifer
Anneleen Roggeman
Vartan Sarkissian
W. Pal Sidhu
Benjamin Sturtewagen
Sarosh Syed
Sarah Terry
Liliya Troshina
Devon Tucker
Nadine Vansteenbrugge
Constantin Vidrenko
Robert Wise
Andrew Yu

Counter-clockwise from above: Anneleen Roggeman; Robert Wise; Liza Kurukulasuriya and Jean Dumont de Chassart; EWI Vice Presidents Ortwin Hennig, Andrew Nagorski, Greg Austin, Eden Collinsworth and W. Pal Sidhu; Vartan Sarkissian; Benjamin Sturtewagen; and Michele Miranda
Founded in 1980, the EastWest Institute is a global, action-oriented, think-and-do tank. EWI tackles the toughest international problems by:

**Convening** for discreet conversations representatives of institutions and nations that do not normally cooperate. EWI serves as a trusted global hub for back-channel “Track 2” diplomacy, and also organizes public forums to address peace and security issues.

**Reframing** issues to look for win-win solutions. Based on our special relations with Russia, China, the United States, Europe and other powers, EWI brings together disparate viewpoints to promote collaboration for positive change.

**Mobilizing** networks of key individuals from both the public and private sectors. EWI leverages its access to intellectual entrepreneurs and business and policy leaders around the world to defuse current conflicts and prevent future flare-ups.

The EastWest Institute is an international, non-partisan, not-for-profit policy organization focused solely on confronting critical challenges that endanger peace. EWI was established in 1980 as a catalyst to build trust, develop leadership, and promote collaboration for positive change. The institute has offices in New York, Brussels, and Moscow.

**EWI Brussels**  
59-61 Rue de Trèves  
Brussels 1040  
Belgium  
32-2-743-4610

**EWI Moscow**  
Tverskaya Street 24/2  
125009 Moscow  
Russian Federation  
7-495-699-7577

**EWI New York**  
11 East 26th Street,  
20th Floor,  
New York, NY 10010  
U.S.A.  
1-212-824-4100

WWW.EWI.INFO