

# Policy Leadership – at Home, in the World



## Policy Leadership – at Home, in the World

The concept that a diverse nation can be brought and held together by ideas and values rather than by bonds of blood and culture is as radical now as it was over 200 years ago. Unique among nations, the United States is not a society grounded in a language, in a class structure, a religion, or a set of traditions. Rather, we are a nation based on ideas and values — taught generation after generation — that we are a free people with self-evident, inalienable rights and responsibilities. This concept has served us well and has helped sustain the resilience Americans have traditionally shown to adapt, to prosper, and to prevail.

Some have called the months since September 11, 2001 a turning point, a seismic shift in America’s direction. Without the benefit of distance, it is difficult to tell whether we are, indeed, experiencing fundamental change. But we *do* know that the world is a more volatile, unsettled, and unsafe place than it has been in decades and that global alliances and allegiances are being rethought and recast in new and interesting ways. And we also know that Americans are determined to do whatever is necessary to secure ourselves, our allies, and our collective freedoms.

Sixty years ago, as the country mobilized for World War II, a group of visionary business executives formed the Committee for Economic

Development. Our goal in 1942 was to strengthen the relationship between business and government in the war effort, to develop principles for a solid post-war recovery, and to galvanize business support for important post-war structures such as the World Bank and the International Monetary Fund.

In this same spirit, in 2002, CED remains committed to addressing the important, enduring long-term issues our country faces. As we noted in

the fall of 2001 during the debate about economic stimulus legislation, “Providing for the safety and security of our people and nation has now become paramount, and this has created a new policy environment in the United States and across the world. However, we must



not let these security concerns eclipse the need for sound economic policies, both domestic and international. In the long term, the health of our economy will largely determine the well being of our society, including our capacity to provide safety and security.”

CED’s 2001 policy work on issues ranging from immigration reform and the importance of educational standards to globalization issues affecting trade, labor, and the environment is having a significant impact on national decisions. The Attorney General is now separating the enforcement and service functions of the Immigration and

Naturalization Service, as recommended last year by CED. Our work on educational assessment provides important guidance for state and federal officials as they craft new systems to measure and improve student learning. And legislation pending in Congress on campaign finance reform includes many of CED's recommendations on the role of money in politics.

Likewise, the issues CED is now addressing — how globalization can help alleviate world

poverty; the role of employer-sponsored health benefits; early childhood education; improving the supply of scientists and engineers — will have a major impact on our world and our place in it.

CED will continue to provide the best of business thinking in critical areas of domestic reform, international economic policy, and education and the workforce. We are committed to developing sound economic and social policies that will make our own systems at home work better for all Americans, while at the same time improving our ability to deal effectively with our interests in the rest of the world.



*CED President Charles E.M. Kolb and Chairman Frank P. Doyle*

As CED prepares to celebrate its 60<sup>th</sup> Anniversary, we also want to thank those business leaders, corporations, university presidents, advisors, and friends who have contributed so much to our continued success.

**Frank P. Doyle**

*Chairman*

Committee for Economic Development  
Retired Executive Vice President, GE

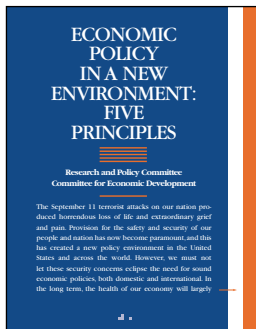
**Charles E.M. Kolb**

*President*

Committee for Economic Development

## Economic Policy in a New Environment

To help focus the fall 2001 debate over an appropriate fiscal stimulus package, CED released *Economic Policy in a New Environment: Five Principles* which called for an immediate economic stimulus within a long-term framework to ensure sustained growth. In this report, which was widely distributed on Capitol Hill and to the media, CED argued strongly that public and private spending must be



raised quickly without undermining a credible commitment to the future budget surpluses needed for long-term growth. To date, Congress has failed to act on a stimulus package.

## Immigration

On March 21, CED released *Reforming Immigration* in Washington, D.C. with Representative **Zoe Lofgren**, a member of Congress from Silicon Valley, giving the keynote address. The report argues that current U.S. immigration policy does not adequately address our future economic needs, and its administration is marked by inefficiency, delay, and frustration. U.S. immigration policy is also failing to meet the demands of a global marketplace that rewards mobility and skills.

In October 2001, Attorney General **John Ashcroft** implemented a key CED recommendation — separating the enforcement operation of



CED Immigration Policy project co-chairmen **Christopher D. Earl**, Managing Director of Perseus Capital, LLC (center), and **H.V. Jones**, Office Managing Director of Korn/Ferry International (left) with CED President **Charles Kolb**.

the Immigration and Naturalization Service from its service function.

## Campaign Finance Reform

Since the March 1999 release of CED's landmark report *Investing in the People's Business: A Business Proposal for Campaign Finance Reform*, the debate over the way American elections are financed has fundamentally changed. CED successfully demonstrated that business leaders support reform, and business community representatives became prominent and outspoken advocates for reform for the first time because of CED's work.

In the 2000 election, CED played a leading role in national discussions and debates on the issue. Presidential candidates pointed to CED's work and views, CED President **Charles Kolb** testified before an important Congressional panel, and CED representatives and recommendations were regularly featured on op-ed pages and in editorials, net-

work news reports, and newspaper and magazine articles around the nation.

In 2001, CED increased the number of prominent business and civic leaders endorsing its reform plan to more than 300. CED was also instrumental in holding together a broad, bipartisan coalition of organizations in support of controversial elements of the Senate campaign finance reform legislation, such as an increase in hard-money contribution limits. In April 2001, the U.S. Senate passed campaign finance legislation, and many Senators, including reform leaders **John McCain** and **Russell Feingold**, used CED's work to support their calls for reform.



CED Trustee **Ron Grzywinski** (right), Chairman of Shorebank Corporation, hosted a discussion on campaign finance reform for Chicago business leaders with Senators **Russell Feingold** (center) and **John McCain**.

## E-Commerce

Early in 2001, CED released *The Digital Economy: Promoting Competition, Innovation, and Opportunity* with the Internet Education Foundation (affiliated with the Internet Caucus of Congress). Representative **Robert Goodlatte**, Co-chair of the Internet Caucus, was the keynote speaker.



**Brian Tobin**, Canada's Minister of Industry, gave the keynote address at CED's Forum on "The Digital Economy and North American Economic Growth."

At CED's May 2001 Annual Meeting, CED and the Canadian E-Business Opportunities Roundtable hosted a joint forum in New York City on "The Digital Economy and North American Economic Growth." The forum focused on the important role of business in shaping the policies driving e-commerce in both Canada and the United States.

Canada's Minister of Industry **Brian Tobin** gave the keynote address. Forum panelists included **Leonard J. Brody**, CEO and Chairman, ipreo; **Irwin Dorros**, President, Dorros Associates; **John Eckert**, President, Canadian Venture Capital Association; **Everett M. Ehrlich**, President, ESC Co. and former Under Secretary of Commerce; **Edmund B. Fitzgerald**, Managing Director, Woodmont Associates and former Chairman and CEO, Nortel; **V. Peter Harder**, Deputy Minister, Industry Canada; **Peter Nicholson**, Chief Strategy Officer, BCE Inc.; **Donald K. Peterson**, President and CEO, Avaya Inc.; **Paula Stern**, President, The Stern Group, Inc.; **Tom Weber**, e-commerce columnist, *The Wall Street Journal*; and **John D. Wetmore**, Vice President, ibm.com, IBM Americas.



**Ongoing Projects**

**Judicial Selection.** As modern campaign techniques increase the costs of judicial elections, sitting judges and judicial candidates are soliciting contributions in larger amounts than they did a decade ago. Public perception is growing that campaign donors and political supporters are buying the influence of the nation's judges. These developments have prompted CED's Trustees to examine the process of judicial selection and to propose several reforms.

CED believes that an erosion of public trust and confidence in the impartiality and fairness of judicial outcomes threatens the legitimacy of our legal system. The project is funded in part by the Open Society Institute.

**Derek Bok**, President Emeritus of Harvard University and Chairman of Common Cause, and **Roderick M. Hills**, Chairman of Hills Enterprises, Ltd., co-chair the project.



On November 8, CED Trustees heard from **Steve Forbes** (second from left), Editor-in-Chief of *Forbes Magazine*, on the post-September 11 economic and international environment. With Mr. Forbes are, from right, CED Chairman **Frank P. Doyle**, former Massachusetts Governor **William Weld**, and CED President **Charles Kolb**.



Co-chairmen of CED's Research and Policy Committee **Patrick W. Gross**, Founder & Chairman, Executive Committee, American Management Systems, Inc. (left) and **Bruce K. MacLaury**, President Emeritus of The Brookings Institution.

**The Employer's Role in Health Care Reform.**

Health care costs and insurance premiums are again rising rapidly after a brief period of stability, and the number of uninsured Americans continues to increase. A backlash against managed

care has moved into the political arena, and issues of quality and efficiency are receiving renewed attention. This CED project is examining the role of employers and employer-based health insurance in addressing these issues while preserving the innovative capacity

of the health sector.

**Peter A. Benoliel**, Chairman, Executive Committee, Quaker Chemical Corporation; **Jerome H. Grossman**, Chairman and CEO, Lion Gate Management Corporation; and **Steffen E. Palko**, Vice Chairman and President, XTO Energy Inc., co-chair the project.

In July, CED released *From Protest to Progress: Addressing Labor and Environmental Conditions Through Freer Trade*. The report argues that while global environmental and labor issues cannot be ignored, they should not be dealt with through trade policy. While trade, labor, and the environment are interrelated, “this does not,” CED says, “mean that they should all be treated in the same forum or under the same agreement.” Specific environmental and labor issues should be negotiated “under the auspices of specialized international agencies.” “We need to address the labor and environmental issues that are obstacles to new trade agreements and give the

President the trade promotion authority he needs,” said **Edmund B. Fitzgerald**, former Chairman and CEO of Nortel, who along with **Paula Stern**, President of The Stern Group, Inc. and former Chairwoman of the U.S. International Trade Commission, co-chaired the CED Subcommittee that produced the report.

On December 6, the House approved by a single vote, (215-214), trade promotion authority (TPA) for the President.



To initiate a dialogue on trade and the environment, CED and the World Affairs Council of Northern California co-hosted two October 23, 2001 events for the business and policy communities in San Francisco and at Hewlett-Packard in San Jose. CED Trustee **William D. Eberle** (right), Chairman of Manchester Associates, and former United States Trade Representative, and Sierra Club Executive Director **Carl Pope** led these lively and informative sessions.

## World Poverty

CED’s Subcommittee on Globalization is continuing its work with an examination of the role

that economic growth and development can play in reducing world poverty. In addition to the opening of global markets for trade and investment, the subcommittee will evaluate the importance of other policy areas for reducing global poverty, including health, education, and good government practices. The project focuses on key policy areas that must be at the core of any country’s economic development and poverty-reduction strategy: setting sound economic policies, improving gov-

ernance and rooting out corruption, and investing in human and social capital. Its recommendations, however, will focus on clarifying for governments and businesses in the advanced economies what actions they can take to help developing countries help themselves. These actions are not altruistic; they will also benefit the advanced economies. The most important step would be the removal of all trade distortions — tariffs, quotas, and subsidies. The report is scheduled for mid-2002 release.

## Measuring Educational Performance

In February 2001, CED released *Measuring What Matters: Using Assessment and Accountability to Improve Student Learning*. Responding to growing interest in, and controversy about, the use of tests in education reform efforts, CED Trustees urged state and federal officials to use and improve tests now, rather than resisting them until they are perfect. CED argues that testing provides the best means of charting progress toward the goal of improved academic achievement. “Properly designed and aligned tests are vital tools for managing and evaluating efforts to ensure that all children receive a high-quality education,” said **Edward B. Rust, Jr.**, Chairman and CEO of State Farm Insurance, who along with **Roy J. Bostock**, Chairman, Executive Committee of B/Com<sup>3</sup> Group, Inc., chaired CED’s Education Subcommittee that prepared the report.



CED education project co-chairman **Edward B. Rust, Jr.**, Chairman and CEO of State Farm Insurance, discussed education issues with President-elect **George W. Bush** in January 2001.

Courtesy Archive Photos/Reuters



CED President **Charles Kolb** (right) welcomes Senator **James Jeffords** with a copy of *Measuring What Matters*.

Soon after becoming President, **George W. Bush** proposed changes in federal education law that echoed these themes. On April 3, CED’s report served as the backdrop for a luncheon speech by Senator **James Jeffords** and a panel discussion on the federal role in assessment and accountability. Panelists included **Gordon Ambach**, Executive Director of the Council of Chief State School Officers; **Christopher Cross**, President of the Council for Basic Education; and **Michael Feuer**, Executive Director of the National Research Council’s Center for Education.

## Early Education

In February 2002, CED’s Education Subcommittee released *Preschool for All: Investing in a Productive and Just Society*. This new CED statement calls on the nation to make early education available to all children age 3 and over whose parents want them



to participate. The report emphasizes that for all children to have the opportunity to enter school ready to learn, the United States must change its current haphazard, piecemeal, and underfunded approach to early learning by linking programs and providers into comprehensive, state-based systems with financial responsibility for early education shared equally between federal and state governments.

## MetLife/CED Education Roundtables

Each year, the Metropolitan Life Insurance Company conducts a nation-wide survey of those closest to the classroom — teachers, students, and principals. To bring the findings of the survey to

individual communities, The MetLife Foundation and CED conducted a series of education dialogues in five cities. These Roundtables provided an opportunity for teachers, parents, school administrators, and students to talk openly about the issues



**Rod Paige**, U.S. Secretary of Education (then-Superintendent of Houston's Schools) spoke at the MetLife-CED Roundtable on Education in Houston. The MetLife Foundation and CED conducted this Roundtable with the aid of the Greater Houston Partnership and the Texas Business Education Partnership.



On February 7, 2001, CED and MetLife, working with the Georgia Partnership for Excellence in Education, held the second Roundtable at the studios of Georgia Public Broadcasting in Atlanta. Far right, MetLife Foundation President **Sibyl Jacobson** and far left, CED President **Charles Kolb** with some of the Atlanta-area students participating in the Roundtable.

On March 22, 2001, the third Roundtable was conducted in Raleigh, North Carolina in cooperation with the Public School Forum, the North Carolina State Board of Education, and the Southeast Center on Teaching Quality.





The MetLife-CED New York Roundtable was held at Washington Irving High School in Manhattan on April 26, 2001. This Roundtable focused on parental involvement in education.

that directly affect them and whether or not their schools are preparing them for life and work.

Summaries of each Roundtable are available from CED, as will a video presenting the issues highlighted at each Roundtable.

On October 2, 2001, CED and MetLife also partnered on the release of the new *2001 Metropolitan Life Survey of the American Teacher* in Washington, D.C.



The September 23, 2001 Los Angeles Roundtable, conducted with the assistance of the Los Angeles Educational Partnership (LAEP), was held at KCET Public Broadcasting. At the Roundtable, **Susan Way-Smith**, LAEP's President and LAEP Chairman **Johnny Griggs**, Partner, Sidley Austin Brown & Wood.

## Older Workers

CED has joined with the National Older Worker Career Center to form a standing coalition to develop an advocacy strategy around CED's recommendations presented in the CED statement *New Opportunities for Older Workers* (2000). The Coalition for Expanded Employment Opportunities consists of representatives from AARP, the National Association of Manufacturers, the Society for Human Resource Management, the National Governors Association, and the Urban Institute. In an effort to highlight the importance of this issue, Coalition members have met with Congressional leaders, representatives from the Departments of Labor and Health and Human Services, and the White House.

**New Project:** CED will soon launch a new project on access issues in higher education.

**Merck Receives Corporate Citizenship Award**

**CED Honors Peter G. Peterson with Excellence in Public Policy Award**

At CED's May 16, 2001 New York City annual dinner, **Raymond V. Gilmartin**, Chairman, President, and Chief Executive Officer of Merck & Co., Inc., accepted CED's Corporate Citizenship Award on behalf of Merck and its employees.

The CED Corporate Citizenship Award is presented annually to a company which promotes active involvement in the policy dialogue and a carefully considered commitment to social and community responsibility. In honoring Merck, CED highlighted Merck's global philanthropic efforts and its special commitment to fighting AIDS in the developing world.

Previous recipients of CED's Corporate Citizenship Award include Automatic Data Processing, Inc., The Chase

Manhattan Bank, First Chicago NBD Corporation, Nortel Networks, and Pfizer.

In presenting CED's Excellence in Public Policy Award to CED Trustee **Peter G. Peterson**,

CED Chairman **Frank P. Doyle**, retired Executive Vice President of GE, said "The award we are presenting to Pete tonight is for an exemplary life of public and private service." Mr. Peterson is Chairman of The Blackstone Group and former U.S. Secretary of Commerce, Chairman of the Federal Reserve Bank of New York, Chairman of the Council on Foreign

Relations, Founding Chairman of the Institute for International Economics, Founding President of The Concord Coalition, and author of *Gray Dawn: How the Coming Age Wave Will Transform America and the World*.

In accepting the award Mr. Peterson said "I believe the Committee for Economic Development can play an ever more vital role in charting new ways to meet the world's challenges."



**Raymond V. Gilmartin**, Chairman, President, and CEO of Merck & Co. accepts the CED Corporate Citizenship Award from **Josh S. Weston**, Honorary Chairman of Automatic Data Processing, Inc.



Excellence in Public Policy Award recipient **Peter G. Peterson**.



2001 Politics and Policies

Trustees and guests attending CED's May 2001 Annual Meeting discussed politics and policies with **Heather Mac Donald** of *City Journal*;



**Scott Harshbarger**, President of Common Cause; **John Fund** of *The Wall Street Journal*; and **Tish Durkin** of the *National Journal*. The group also heard from **Robert Thomson**, New York Editor of the *Financial Times*.



**Evan Thomas**, Assistant Managing Editor of *Newsweek* and author of *Robert Kennedy: His Life*, gave his assessment of the first months of the Bush Administration during a luncheon address.



**New CED Research Director:** CED has named **Everett M. Ehrlich**, former Under Secretary of Commerce for Economic Affairs (left), its new Senior Vice President and Director of Research. On March 1, 2002, Dr. Ehrlich will succeed **Van Doorn Ooms** (right) who has directed CED's research program for 11 years. Dr. Ooms will continue to be involved in CED's work as a part-time Senior Fellow.



◆ **MetLife-CED** Education Roundtables held in Atlanta, February 7; Raleigh, March 22; New York City, April 26; Los Angeles, September 23.

◆ **January 19**, CED Trustees met with Senator **John McCain** and Representative **Lindsey Graham** to discuss campaign finance reform.

◆ **February 12**, CED and Americans for Reform hosted a Town Hall forum at Northwestern University featuring Senators **John McCain** and **Russell Feingold**.

◆ **February 12**, CED Trustee **Ron Grzywinski** Chairman of Shorebank Corporation, hosted a discussion on campaign finance reform for Chicago business leaders with Senators **Russell Feingold** and **John McCain**.

◆ **February** immigration briefings were held for business leaders in Silicon Valley and Seattle, hosted by CED Trustees **Robert Chess**, Chairman, Inhale Therapeutic Systems, Inc., and **H.V. Jones**, Office Managing Director, Korn/Ferry International.

◆ **March 21**, release of *Reforming Immigration*.

◆ **In March**, CED President **Charles Kolb** authored an article on regulation in *Memos to the President: Management Advice from the Nation's Top Public Administrators*, issued by The Pricewaterhouse-Coopers Endowment for the Business of Government.

◆ **May 9**, CED-Japan Society jointly hosted lunch in New York City for CED Trustee **Frederick W. Smith**, Chairman, President, and CEO of Federal Express.

◆ **CED's May 16** Annual Meeting in New York featured a joint CED-Canadian E-Business Opportunities Roundtable Forum on "The Digital Economy and North American Economic Growth."

◆ **May 16**, Presentation of CED Corporate Citizenship Award to **Raymond V. Gilmartin**, Chairman, President, and CEO of Merck; Excellence in Public Policy Award to **Peter G. Peterson**.

◆ **In June**, Sara Lee Corporation Chairman **John Bryan** and former Quaker Oats CEO **Robert Stuart** co-hosted a Chicago lunch for business leaders on campaign finance reform.

◆ **June 18**, Washington, D.C. reception for CED Trustee **Philip K. Howard**, Vice Chairman of Covington & Burling, to discuss his new book, *The Lost Art of Drawing the Line*.

◆ **June 28**, CED President **Charles Kolb** spoke at the Committee for Economic Development of Australia's (CEDA) 40th Anniversary celebrations in Sydney, Melbourne, and Canberra.

◆ **In July and August**, CED Trustee **Paula Stern** and CED economist **Elliot Schwartz** briefed offices of Senators **Daschle**, **Hagel**, **Kerry**, **Murkowski**, and **Bingaman** and Representatives **Crane**, **Dooley**, **Levin**, and **Matsui** on CED's trade recommendations.

◆ **September 10-11**, National Governors Association/Education Commission of the States/CED Conference "Where There's a Will: Promising Ways to Promote Early Childhood Development," Washington, D.C.

◆ **October 19**, CED and the Canadian E-Business Opportunities Roundtable Toronto conference "The Private Sector's Role in Creating Digital Opportunities." CED Trustee **Carolyn Chin**, Chairman, Commtouch and Kindmark, spoke.

◆ **October 23**, CED and the World Affairs Council of Northern California trade and environment events in San Francisco and at Hewlett-Packard in San Jose. Discussions led by **William D. Eberle**, Chairman of Manchester Associates and former United States Trade Representative, and Sierra Club Executive Director **Carl Pope**.

◆ **November 8**, New York City address by **Steve Forbes**, Editor-in-Chief of *Forbes Magazine*.

◆ **November 15-16**, 15th International Conference of Private Business Organizations, Tokyo, "Meeting the New Challenges of the 21st Century."



**Edmund B. Fitzgerald**, former Chairman and CEO of Nortel (left), and **Yotaro Kobayashi**, Chairman of Fuji Xerox and Chairman of CED's Japanese Counterpart Keizai Doyukai, in Tokyo.

Trustees remain the driving force behind CED's development efforts and leadership recruitment. Our Trustee network of business executives and academic leaders provides experience and expertise to CED's policy programs and reaches out to their industry and regional colleagues to participate in and support CED's work.

CED would like to recognize and thank the many Trustees and others who helped to broaden our corporate support, including: **Thomas D. Bell, Jr.**, Forstmann Little; **Peter A. Benoliel**, Quaker Chemical; **Roy J. Bostock**, B/Com<sup>3</sup>; **William E. Brock**, Bridges LearningSystems; **Gordon Brunner**, Procter & Gamble; **Frank C. Carlucci**; **Carolyn Chin**, Commtouch and Kindmark; **George H. Conrades**, Akamai Technologies; **T.J. Dermot Dunphy**, Kildare Enterprises; **Jerome H. Grossman**, Lion Gate Management; **Ronald Grzywinski**, Shorebank; **William F. Hecht**, PPL Corporation; **Matina S. Horner**, TIAA-CREF; **Edward A. Kangas**, Deloitte Touche Tohmatsu; **Kurt M. Landgraf**, Educational Testing Service; **Charles R. Lee**, Verizon Communications; **Michael Lockhart**, Armstrong World Industries; **Robert J. O'Toole**, A.O. Smith Corporation; **Steffen E. Palko**, XTO Energy; **Edward B. Rust, Jr.**, State Farm Insurance Companies; **Stephen W. Sanger**, General Mills, Inc.; **Paula Stern**, The Stern Group; **Donald M. Stewart**, The Chicago Community Trust; **Frederick W. Telling**, Pfizer Inc.; **James L. Vincent**, Biogen, Inc.; **Josh S. Weston**, Automatic Data Processing, Inc.; **Clifton R. Wharton, Jr.**, TIAA-CREF; **Michael W. Wickham**, Roadway Express, Inc.; and **Kurt Yeager**, Electric Power Research Institute. Our special appreciation goes to CED Chairman **Frank P. Doyle** for his exceptional leadership of the development campaign.

Support for CED in 2001 remained constant — corporate and personal contributions were on par with the previous year. Program grants were strong in the areas of education, health care, and e-commerce. Support for campaign finance reform, however, began to decrease as this program entered its last phase. New funding for current and future work in education, e-commerce, health care, judicial selection, and globalization is now being sought.

We are also pleased to report that CED is

successfully moving its fiscal year planning from a 12 to a 24 month cycle. We entered 2002 with over \$500,000 in pledged corporate support and \$845,000 committed in foundation grants.

In addition, new areas of support for CED are being explored. At the end of 2001, CED launched a subscription program to the academic community, and the initial response has been positive.

Trustee recruitment continues to be a priority, and under the leadership of **Frederick W. Telling** of Pfizer, 24 new Trustees joined the Board in 2001. For some, this is the first time their companies have been represented on CED's Board — AIG, Owens Corning, and Raytheon, for example. Other new Trustees represent our long-standing corporate partners, including American Home Products; ChevronTexaco; Corning; ExxonMobil; IBM; State Street Bank; and TRW. A complete listing appears on page 17.

CED is also leading a major effort to engage key colleges and universities through Trustee representation. Throughout its history, CED has been proud to count as Trustees the presidents of many of the nation's leading institutions of higher education. This tradition will continue in 2002.

Advisory Councils have been established to help CED gain the input of additional company representatives, build on its Trustee-led research, and guide future outreach and programming activities. A Digital Connections Council has been launched to focus on CED's work in e-commerce (see membership page 23), and a Human Resources Council will be established in 2002 to address workforce issues, including health care.

CED's Annual Dinner provided important support to the organization. The 2001 Corporate Citizenship Award was presented to Merck & Co., Inc. and accepted by its Chairman, President, and CEO, **Ray Gilmartin**. Merck was recognized for its exceptional efforts addressing global health, as well as its commitment to education and community revitalization. The 2001 Excellence in Public Policy Award was presented to **Peter G. Peterson**, Chairman of The Blackstone Group for his many distinguished years of service in the public sector and for his role as a well-respected national business leader.

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

Automatic Data Processing, Inc.  
Exxon Mobil Corporation  
Ford Motor Company  
GE Fund  
Merck & Co., Inc.  
The MetLife Foundation  
J.P. Morgan Chase & Co.  
Nortel Networks Corporation  
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The Prudential Insurance Co. of America  
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American International Group  
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Target Corporation  
TRW Inc.  
Tyco International Ltd.  
United Parcel Service  
Weil, Gotshal & Manges  
Xerox Corporation

## \$5,000 to \$9,999

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AXA Financial Inc.  
Peter Benoliel  
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Black Enterprise Magazine  
Roy J. Bostock  
Donald R. Caldwell  
Canadian E-Business Opportunities Roundtable  
Carolyn Chin

Classroom Connect  
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<b>CEDA</b>	Committee for Economic Development of Australia Sydney, Australia
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<b>FAE</b>	Forum de Administradores de Empresas Lisbon, Portugal
<b>FDE</b>	Belgian Enterprise Foundation Brussels, Belgium
<b>IDEP</b>	Institut de l'Entreprise Paris, France
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<b>SNS</b>	Center for Business and Policy Studies Stockholm, Sweden



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