

**Inside:**

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***NBR Special Report:***  
**China's WTO**  
**Implementation**

As NBR's China-WTO Forum celebrates its fifth anniversary, we are pleased to present a special report on the status of China's WTO membership. China acceded to the World Trade Organization (WTO) on December 11, 2001, but continues to face the daunting task of fulfilling its many WTO commitments, which reach deeply into its economy.

Published in November, *China's WTO Accession: The Road to Implementation* examines significant areas of possible future compliance risks, as well as the strategies that the United States and other member countries might employ to ensure China's adherence to its commitments.

The report features articles by William B. Abnett (Senior Advisor at NBR and former Director for Chinese Affairs in the Office of the United States Trade Representative) and Robert B. Cassidy (Managing Director of Trade and Investment at McKenna Long & Aldridge and former Assistant United States Trade Representative for China, Taiwan, Hong Kong, and Mongolia).

**Indonesia: Exploring U.S. Policy Options toward Asia's Largest Muslim Country**

In a congressional hearing last year, Congressman Jim Leach declared, "there is no country in the world of such vital importance that is less understood than Indonesia."

With the largest Muslim population in the world and its strategic location straddling Southeast Asia's major sea-lanes, Indonesia is of enormous significance to the United States. However, U.S. policy toward Indonesia can appear tangled among the sometimes competing interests of supporting the country's democratization, seeking accountability for human rights abuses, protecting U.S. commercial and investment interests, and collaborating in the war against terrorism.

In partnership with the United States-Indonesia Society (USINDO) and Stanford University's Asia/Pacific Research Center, NBR has organized an initiative to broaden understanding of the United States' varied interests in Indonesia and open new avenues to engage Jakarta in ways that will promote its transition and benefit the bilateral relationship. A consensus report due for release in 2003 will assess the current situation in Indonesia; outline developments



Ambassador Edward Masters (above)—along with George Shultz, George Russell, and Lee Hamilton—is leading the Indonesia policy review project.

likely to affect domestic stability, economic growth, and regional security; and examine U.S. objectives toward the country.

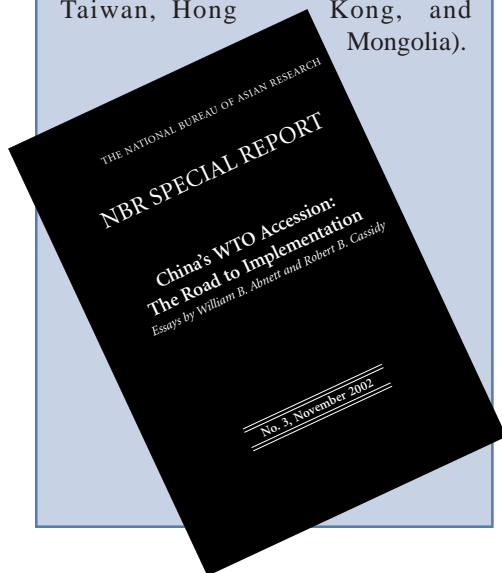
The National Committee on U.S.-Indonesia Relations—a bipartisan group assembled under the leadership of George Shultz (former Secretary of State), Lee Hamilton (former Indiana Congressman), and George Russell (Chairman Emeritus of the Frank Russell Company)—is working with Ambassador Edward Masters of USINDO and others to draft the report.

**Strategic Asia: Post 9/11 Challenges Addressed**

At the Library of Congress in February, the Strategic Asia research team's agenda was clear—to assess how the September 11 terrorist attacks and their aftermath were changing the strategic environment in the Asia Pacific. This challenging task was all the more demanding given the rapid pace of developments in the Strategic Asia region this year. The war in Afghanistan redefined the strategic landscape among the great powers in Central Asia; India and Pakistan engaged in a dangerous military buildup in Kashmir; and attention then turned to events in the Philippines, Indonesia, and North

Korea. After intensive work by the authors, editors, and NBR staff, *Strategic Asia 2002-03: Asian Aftershocks* was published in September (see pg. 4 for details). The year also saw the formal launch in March of the Strategic Asia database and website. The website, <<http://strategicasia.nbr.org>>, features program reports, links to useful online resources, and a groundbreaking database built with XML technology, which has the potential for seamless data integration and data visualization—both priorities in the coming year.

(See *Post 9/11 Challenges* pg. 3)



## Russia and the WTO: New Online Discussion Forum

NBR, in collaboration with the EastWest Institute, has launched an e-mail forum (participation by invitation only) to track Russia's accession to the World Trade Organization (WTO).

The Russia-WTO Forum follows in the footsteps of NBR's trailblazing forum on China's entry into the WTO, and it also benefits from experiences gained with the Japan-U.S. Forum, the South Asia Forum, and other related efforts.



Ambassador Jack Matlock, Moderator of the NBR Russia-WTO discussion forum.

Jack Matlock, former U.S. Ambassador to the Soviet Union (1987–1991) and now a Visiting Professor at Princeton University, brings his expertise on Russian and Soviet affairs to serve as the Russia-WTO Forum Moderator. As the negotiations proceed, NBR's Russia-WTO Forum will monitor how Russia's automotive, aviation, banking, software, telecommunications, and energy sectors are preparing to meet the conditions

for WTO membership. Russia's membership in the WTO will signal that the country's government endorses free trade and fair trade practices, consistent with the outlook of all WTO members. WTO membership will be an extraordinary benchmark in Russia's political and economic transformation. This initiative was made possible by the generous support of the Russell Family Foundation.

## New Direction in Regional Studies

The new director of Northeast Asia Studies, **Joseph (Jody) P. Ferguson**, brings a strong background in Japanese-Russian relations and Northeast Asia regional issues to NBR. Mr. Ferguson is a doctoral candidate (ABD) at Johns Hopkins University's Nitze School of Advanced International Studies (SAIS). He was a Fulbright Fellow in Moscow and a Monbusho Fellow in Tokyo, and speaks both Japanese and Russian.



Jody Ferguson, Northeast Asia Studies Director

**Gael D. Tarleton** is director of Eurasia Policy Studies at NBR. Ms. Tarleton is a specialist in national security policy studies and U.S.-Russia relations, with over 20 years of experience as a senior research analyst and business manager in U.S. industry and the federal government. She concurrently serves as Chair of the Board at the Foundation for Russian-American Economic Cooperation in Seattle. Ms. Tarleton graduated from Georgetown University, and in 1996 had the distinction of being the first representative of a foreign business concern to be invited to speak to a joint session of the Russian Duma.



Gael Tarleton, Eurasia Policy Studies Director



Michael Wills, Southeast Asia Studies Director

As director of the Southeast Asia Studies Program, **Michael Wills** works with Professor Sheldon Simon in designing and managing projects on policy issues affecting Southeast Asia. Before joining NBR in November 2000, Mr. Wills worked in Phnom Penh as Publications Coordinator at the Cambodia Development Resource Institute and as editor at the Center for Advanced Study. He previously worked with the political and security risk management firm Control Risks Group in London. Mr. Wills graduated with honors in Chinese Studies from the University of Oxford.

## Recent Publications

### NBR Books

- *Russia's Far East: A Region at Risk*, edited by Judith Thornton and Charles E. Ziegler, Seattle: University of Washington Press (May 2002)
- *Strategic Asia 2002–03: Asian Aftershocks*, edited by Richard J. Ellings and Aaron L. Friedberg with Michael Wills, Seattle: NBR (September 2002)

### NBR Special Report

- *China's WTO Accession: The Road to Implementation*, essays by William B. Abnett and Robert B. Cassidy (November 2002)

### NBR Analysis

- *Promoting Human Rights in China*, by Robert M. Hathaway; *China's Recent Approach to Asia*, by Robert Sutter; *One Asia Policy or Two?* by Elizabeth Wishnick (March 2002)
- *Normalization of the Russian Economy*, by James R. Millar; *The Political Dimension of Economic Reform under Vladimir Putin*, by Lilia Shevtsova (April 2002)
- *Ballistic Missiles and Missile Defense in Asia*, by Michael D. Swaine with Loren H. Runyon (June 2002)
- *Managing Security Challenges in Southeast Asia*, essays by Sheldon W. Simon (July 2002)
- *The Post-Cold War China-India-U.S. Triangle*, by John W. Garver (October 2002)

Order at <[www.nbr.org/publications](http://www.nbr.org/publications)>

## Coca-Cola, Microsoft, and Pacific Northwest National Laboratory Provide Newest NBR Board Members



**James L. Fuller** is the Director for Defense Nuclear Nonproliferation Programs at the *Pacific Northwest National Laboratory*, operated by Battelle for the U.S. Department of Energy, and serves as Director of the Laboratory's Pacific Northwest Center for Global Security. Dr. Fuller has been a technical advisor to the National Nuclear Security Agency and the Department of Defense in capacities related to nuclear arms reductions. He was part of the U.S. delegation negotiating the transparency agreement for the Mayak Fissile Material Storage Facility in Russia, and is actively engaged in the Joint U.S.-Russian Warhead Safety and Security Exchange, as well as activities supporting the economic stabilization of Russia's closed nuclear cities. He holds engineering and science degrees from Purdue University and the University of Florida, including a Ph.D. in Nuclear Engineering Science, specializing in plasma physics. He is credited with development of the first nuclear driven laser in 1974 in work at Los Alamos.

He holds engineering and science degrees from Purdue University and the University of Florida, including a Ph.D. in Nuclear Engineering Science, specializing in plasma physics. He is credited with development of the first nuclear driven laser in 1974 in work at Los Alamos.

As Vice President of Global Accounts, **Jonathan Murray** manages a global sales organization chartered with meeting the needs of *Microsoft Corporation's* largest global customers, as well as holding responsibility for Executive Sales. Prior to joining Microsoft in 1994, Mr. Murray was a technology strategist at ARCO International Oil and Gas, and has previously worked for the oil industry consulting firm Scientific Software Intercomp (SSI), and for Logica, one of the UK's leading systems integration companies. He graduated in 1984 with a degree in applied science from Kingston Polytechnic in the United Kingdom.




**Mary Minnick** oversees operations for *The Coca-Cola Company* in 38 countries throughout Asia, from the critically important Japan market, and developing giants India and China, to tiny Pacific nations in a group that accounts for 30 percent of the company's revenue, serves over half the world's population, and provides employment to over 100,000 people. For the second year, Fortune magazine voted Ms. Minnick the twelfth most powerful woman in the business world. A 19-year veteran of the company, she assumed her current position as President and Chief Operating Officer of the Asia Group in late 2001. As an executive vice-president, Ms. Minnick is a key player in developing strategy for the company. She holds a Masters in Business Administration from Duke University, and is a member of the Dean's Council of the Kennedy School of Government, Harvard University.



### Post 9/11 Challenges (cont.)

Presentations on key findings enhance the program's outreach, with the Department of Energy hosting an inter-agency roundtable in September, and executive briefings, for example, for the Policy Planning staff at the U.S. Department of State and for National Security Advisor Condoleezza Rice.

Nearing the end of its second full year, the Strategic Asia Program is an invaluable resource for many audiences. The program's findings are widely used within the government, professors across the United States have adopted the book in their international relations and security studies courses, and public and private decision makers have sought briefings from the Strategic Asia research team. This solid foundation allows NBR to continue developing the program. Funding for Strategic Asia comes from a range of foundations, companies, and government agencies. NBR gratefully acknowledges the Department of Energy, the Bradley Foundation, the Jackson Foundation, AOL Time Warner, Bank of America, Boeing, and Microsoft for their support of the program in 2002. 



*The Library of Congress hosts Strategic Asia team's spring planning meeting (left to right): Richard Samuels, Thomas Christensen, Aaron Friedberg, Sheldon Simon, Richard Ellings, William Wohlforth, Stephen Cohen, Robert Hefner, and Martha Brill Olcott. (Photography by Chester Simpson)*

## NBR Bookshelf

The September 11 terrorist attacks and America's response were strategic events of seismic proportions. The "tectonic plates" of Strategic Asia shifted as the United States exercised its military, diplomatic, and economic might across the region. The attacks and subsequent events brought new challenges and reaffirmed existing concerns—including the threat of international terrorism and terrorists' efforts to acquire

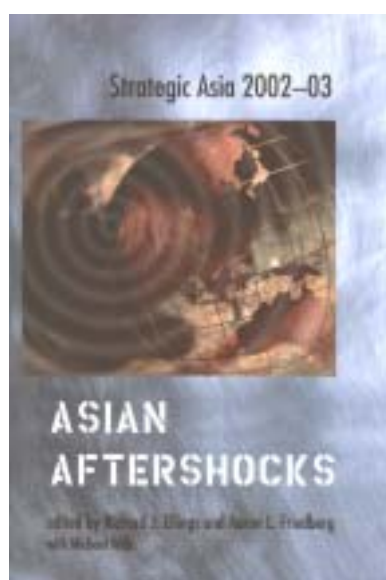
weapons of mass destruction (WMD), the need to ensure that economic growth continues in the United States and Asia, and the many potential flashpoints for major conflict in Asia—none of which has ameliorated over the past year.

While recent events have not fundamentally altered the course of U.S. policy in Asia, they have led to broader American engagement across the region and stronger relations with most strategic partners and allies. At the same time, some of these events have increased tensions between the United States and countries it regards as current or potential areas of concern.

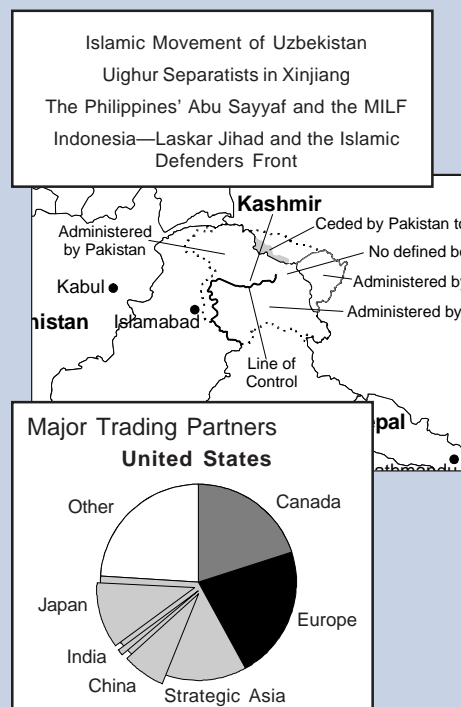
*Strategic Asia 2002–03: Asian Aftershocks* examines these issues in

- September 11–Asian Aftershocks
- Counter-Terrorism in Southeast Asia
- Islam and Asian Security
- Difficult Decisions Loom for China
- Destabilizing Forces in Korea
- Roots of Conflict in South Asia
- Japan's Dual Hedge
- Russia Shifts to the West
- Central Asia Stability at Risk
- Strategic Asia by the Numbers

chapters authored by the United States' foremost experts on Asian affairs: Aaron Friedberg (United States), Thomas Christensen (China), Eric Heginbotham and Richard Samuels (Japan), Nicholas Eberstadt (Korea), William Wohlforth (Russia), Martha Brill Olcott (Central Asia), Stephen P. Cohen (South Asia), Sheldon Simon (Southeast Asia), and Robert Hefner (Islam and Asian Security).



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## IT Interns at NBR: Student Programmers Leverage Technology to Advance Research

This year NBR is participating in Seattle University's software engineering internship program. In the coming months, NBR's IT team will work closely with five senior-year student programmers on a data interchange application to facilitate sharing of data between the Strategic Asia database and its data suppliers and users. Students will help develop an XML web service to link the Strategic Asia database with primary data sources, and in the process will gain valuable experience working on an exciting project in a professional environment. Dave Thurman, Se-



Student programmers from Seattle University: Khanh Nguyen, Thitipoom Chokwatana, Hung Pham, Ming-Chieh Liu, Kotaro Hashimoto.

nior Research Scientist and Lead for Large Scale Information Integration at Pacific Northwest National Laboratory, is serving

as an advisor on the project. NBR is also partnering with Pacific Lutheran University (PLU) in Tacoma. PLU Student programmers Ben Andrews and Ken Keeler will integrate a Microsoft .NET interface in the next version of NBR's internal business systems, expanding functionality and streamlining processes to allow more effective communication with clients and sponsors. These partnerships stem from NBR's commitment to providing opportunities for students, as well as to leveraging technology to disseminate policy research on Asia.

## Values at the Core: Jane Russell's Inspiration

In January 2002, NBR staff members convened at The Russell Family Foundation in Gig Harbor for the first in a series of sessions to identify the core values held by the institution. Spearheading this reflective activity was a remarkable person, Jane Russell, who was at the heart of the corporate value system practiced today at the Frank Russell Company. From concepts such as “non-negotiable integrity,” and “washing windows” (getting it done), to “KISS” (Keep It Simple...), it was Jane who took the staff through the process of identifying values and building an environment for personal fulfillment and organizational success. The following statement of NBR’s guiding principles is dedicated to the loving memory of Jane.



Jane T. Russell  
In Memoriam

*“We value integrity, mutual trust and respect, ingenuity, creativity, loyalty, fairness, teamwork, tolerance, family, and community. Most important to NBR are its team members, for they are the institution. From this priority naturally flows NBR’s commitment to its associates, clients, and customers around the world, who are all critical to our success. We show our appreciation by providing team members with opportunities to develop, and by understanding that their families are most important of all.”*

## Colleagues and Friends

New to NBR’s Board of Advisors are **Michael H. Armacost** and **Russell J. Cheetham**. Dr. Armacost previously held posts as U.S. Ambassador to Japan and the Philippines, and served as U.S. Under Secretary of State for Political Affairs. He is a recent President of the Brookings Institution, and is currently a Distinguished Fellow at Stanford University’s Asia/Pacific Research Center. Dr. Cheetham spent 25 years with the World Bank in operations in East Asia, South Asia, and the Former Soviet Union—with special expertise on China and Southeast Asia. He was only the second foreigner to receive the equivalent of honorary Indonesian citizenship, and is currently advising the Australian government on East Timor.

In June 2002, **Herbert J. Ellison** became Professor Emeritus of History and International Studies at the University of Washington’s Jackson School. He continues to serve on NBR’s Board of Directors. **Joachim Kempin** has been named Honorary Director for his outstanding service to NBR. Mr. Kempin recently retired from Microsoft, where he was Senior Vice President for worldwide OEM sales.

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Left to right: Dick, Erick & Karolos, Kailani, Jon, Erica, Katie, and Nikita & Julia.

### NBR Staff News:

We welcome **Dick Alfieri** as Comptroller, replacing **Rosa Ma** who has moved into a position in the corporate sector. **Jody Ferguson** and **Gael Tarleton** join the team as Program Directors (see pg. 2), while **Erica Johnson** has stepped down as Eurasia Policy Studies Director to pursue a doctorate in political science. While at the University of Washington, Erica will serve as a Senior Research Associate for Eurasia Policy Studies at NBR and as Assistant Moderator for NBR's new Russia-WTO discussion forum (see pg. 2). **Karolos Karnikis**, in recognition of his invaluable contribution to the organization, was promoted from Director to Vice President of Information Management and Technology. **Erick Thompson** was promoted to Senior Programmer, and has published two recent articles—"Creating Dynamic ASP.NET Server Controls Using XML" (September 2002) and "Update tracking in SQL server 2000" (April 2002)—both in *ASPToday*, a journal for software developers, published by WROX press. Office Manager and Executive Assistant **Katie Yocom** is moving with her husband to Maine. She leaves the reins in the capable hands of Ms. **Kailani Chin-Hidano**, who recently graduated from the Jackson School of International Studies at the University of Washington. Kudos go to **Jonathan Acuff**, Research Assistant for NBR's Strategic Asia program, for his forthcoming article, "Islam and the Charismatic Revolutionary Social Transformation of Iran" in *Totalitarian Movements and Political Religion* (June 2003). We wish the best to Northeast Asia Program Assistant **Mike Hatada** as he moves to Los Angeles to join James J. Boyle & Co., and special congratulations go to **Nikita Kovrigin** on his marriage to Julia Sakharova. 

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