

# **DRAFT**

## ***BUSINESS PLAN 2001*** **AMERICAN IRANIAN COUNCIL (AIC)**

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## Executive Summary

In presenting the 2001 Business plan for the American Iranian Council, Inc. (AIC), we address every dimension of the structure, history, people, and mission of our organization. Since its founding in 1997, AIC has grown to revenues of approximately \$250,000 in the year 2000. We outline below our goals for 2001 of achieving revenues of \$735,000. As indicated in our financial report for the year 2000, only a fraction of this revenue goes to administrative expenses, the bulk of our dollars being spent on projects of significant impact. AIC's efficiency and efficacy is hardly matched by similar organizations.

AIC Growth Chart HERE

Here within we tell you why AIC is unique, detail our future activities at length, and summarize our proven track record. We tell you precisely what we plan to do, when we plan to do it, and why. We give a detailed accounting of projected costs and spending needs, allocated directly to each individual AIC activity. We also tell you about the benefits to our various constituents, both tangible and intangible, of an association with AIC. We also outline the ways that we will self evaluate and that you can evaluate us.

The current friction between the United States and Iran is harmful to the national interests of both nations. In the long term, Iran and the United States must work together and with their allies, and adversaries, to promote political stability, economic development, democracy, and business relations. This cooperation requires sustained dialogue and a more comprehensive understanding of bilateral and regional issues.

The American Iranian Council, Inc. (AIC), located in Princeton, New Jersey, was founded in 1997 to provide this educational and public policy scenario to our constituencies. The Council, a not-for-profit and **tax-exempt** [501 C (3)] organization, is an outgrowth of the groundbreaking conferences and roundtables organized since 1993. AIC is an independent and non-partisan membership organization.

We view as our most important immediate task the bringing of two former allies together again in a critical, constructive and transparent dialogue for an eventual logical and mutually beneficial relationship. AIC is equally concerned with the sustainability of that relationship in the future. To this end AIC has brought together on its board of directors and advisory councils a distinguished and diverse group of American, Iranian, and Iranian American individuals from the diplomatic, academic, business, media, policy and professional communities.

While there are many American and Iranian American organizations, AIC is the only organization of its kind that has brought together on its Board and various Councils both Americans and Iranian Americans to work cooperatively toward its mission. More importantly, because of the high quality and effectiveness of its leadership and programs, AIC has gained the trust of the governments and peoples in the United States and Iran.

One critically important issue that we hope to address is the need for far more Iranian-Americans to become involved in AIC's programs. We plan to concentrate our efforts to better inform this group on just how AIC can help them stay in touch with Iranian culture. This will be done primarily through educational programs, plus a more active engagement with this group in the year ahead.

For almost ten years, AIC has been challenging decision makers and opinion leaders both in the United States and Iran to lower the volume of rhetoric and raise the level of debate on the future of relations between the two countries. We have accomplished this through our Distinguished Speakers Series, Breakthrough Events, Congressional Exchanges and Roundtables, Nowrouz Gala, and the Iranian American Achievement Award.

AIC has aggressively sought out the most senior policy makers to put forward groundbreaking ideas, such as Secretary of State Madeleine Albright, and former Secretary of State Cyrus Vance, AIC's Honorary Chairman. AIC played a major role in the lifting of the embargo on Iranian carpets, caviar, and pistachios. We generally receive excellent media coverage, and through AIC publications and our Web Site, disseminate that information further. We have published several groundbreaking books and studies, a review of which best demonstrates the objective, impartial, balanced and diverse approach that AIC has adopted.

As indicated by its track record and planned projects, AIC is travelling a road to growth by building a critical mass of diverse services as demand for its' activities expands. We are also diversifying our sources of funding. In the year 2,000, for example, AIC was awarded a total of \$140,000 in matching money by two organizations, one a private eleemosynary benefactor and another a high-tech company. The pains of growing larger, and consequently becoming more visible and accountable, are with us.

Restructuring to efficiently rise to these challenges is another essential factor. Sponsors of AIC activities now include Corporations, Foundations, Academic Institutions, Research and Media Organizations, and benevolent individuals. We evaluate our performance both in house and through outside peer group review. Broadly stated, our members and sponsors receive substantial benefits not just tangibly, but also, and perhaps to a greater degree, intangibly.

**Operating an estimated twenty-two individual activities, AIC's leadership is structured as follows:**

Honorary Board of Directors  
Board of Directors  
Executive Committee of the Board  
International Advisory Council  
Academic & Policy Council  
Economic Development Council  
Cultural & Educational Council

## Young Leaders Council

Additionally, we have six planned and/or recurring projects that we think will further serve AIC's mission in the future. Already our history, current infrastructure and staffing bode well for an efficient deployment of our 2001-projected budget of \$735,500. With the help of our current and future members, sponsors, and key benefactors, we are optimistic that we can continue to achieve our goals in the years ahead.

## NEED FOR AIC

The current friction between the United States and Iran is harmful to the national interests of both nations. Iran connects the Persian Gulf and Caspian Sea and is the geographic and cultural nerve center of these two most energy-rich regions in the world. Iran also has immense political significance and economic potential, including, respectively, the fourth and second largest oil and gas reserves in the world. Iran's 65 million-plus population prides itself for building the world's first civilization and continues to offer the region an unmatched talent and market.

The United States leads the world in petroleum and high technology and offers the largest single national market. Yet, what makes the US a major force in the Iranian life is its growing involvement in the Persian Gulf and Caspian Sea regions. That involvement in the wake of the Soviet collapse and the continuing political stalemate in the Middle East have led to a significant expansion of the areas where the two nations have critical common interests. Meanwhile, over a million Iranians have made the United States their country, contributing to its growing greatness.

In the long term, Iran and the United States must work together and with their allies, and adversaries, to promote political stability, economic development, democracy, and business relations. This cooperation demands sustained dialogue and a more comprehensive understanding of bilateral and regional issues, requiring high-quality education, research and public service. Yet no organization in the United States and beyond has focused on US-Iran relations to promote such a dialogue and understanding for a constructive and sustainable partnership.

## BACKGROUND AND NATURE

The American Iranian Council, Inc. (AIC), located in Princeton, New Jersey, was founded in 1997 to fill this critical gap. The Council, a not-for-profit and **tax-exempt** [501 C (3)] organization, is an outgrowth of the groundbreaking conferences and roundtables organized by US-Iran Conference, Inc. since 1993. AIC is designed as an educational think tank to extend the reach of its interactive forums to include a research and exchange agenda for the direct benefit of the public. Members of the AIC Board of Directors and its various Councils work as volunteers. AIC is an independent and non-partisan membership organization, has no affiliation with any governments including the governments of the United States and Iran, and receives no governmental funding.

## **LEADERSHIP AND ADMINISTRATION**

AIC has brought together on its Board of Directors, Honorary Board of Directors, Economic Development Council, Academic and Policy Council, Young Leaders Council, Cultural and Educational Council, and the International Advisory Board a distinguished and diverse group of American, Iranian-American, Iranian, and other individuals. They come from diverse diplomatic, academic, business, media, policy, and professional backgrounds.

AIC is fortunate to have the former Secretary of State Cyrus Vance as its Honorary Chairman. AIC's Chairman, Robert H. Pelletreau, has served as US Ambassador to a number of countries and was Assistant Secretary of State for the Near East in the Clinton Administration. AIC's President, Hooshang Amirahmadi, is a Professor at Rutgers University and, as a top Iran expert, maintains extensive ties with that country. AIC Chairman, President, Treasurer, Secretary and a fifth Board member constitute Executive Committee of the Board.

A small but dedicated staff includes an Office Manager and an Administrative Assistant. We plan to recruit in 2001 a Development Officer and a Public Relations Officer, both of whom are needed to carry on our growth plan. The attached AIC brochure lists members of its leadership and administration, and its web site ([www.american-iranian.org](http://www.american-iranian.org)) gives further details.

## **VISION, MISSION, GOALS AND PRINCIPLES**

AIC's noble vision, mission, goals, and principles provide the rationale for its existence and sustainability as well as its call for assistance and cooperation.

### **Vision**

It is the vision of AIC that the United States and Iran should and will one day soon work together as their common interests far outweigh their differences. AIC is determined to become the key player between the two nations, not just in the immediate future but for years to come, working toward an increasingly sustainable partnership. It is our vision that for a lasting partnership between the two nations, they must work toward mutual respect and gains. Such a constructive partnership will also require the participation of Iranian-Americans and the overall development of Iranian nation. The Council plans to grow, by the year 2005, into the most prestigious and effective American Iranian organization globally. In following this vision, AIC will be guided by such core values as excellence, democracy, transparency, accountability, diversity, and ethics.

### **Mission**

The mission of AIC rests in the promotion of dialogue, improved understanding and constructive partnership between the peoples and governments of the United States and Iran. We support efforts on behalf of Iran's political and economic development. AIC

also works toward the promotion of the Iranian-American community and encourages its participation in the formulation of policies for a more democratic and sustainable relationship between the two countries.

We look to fulfil our mission through public and policy education, creation and dissemination of knowledge, and service to the American and Iranian communities. We foster contacts and dialogue among individuals and institutions, both public and private, and provide the necessary expert and impartial analyses of issues of mutual concerns. Relevant strategic issues between the two governments must be discussed with a level of transparency and accountability perhaps not enjoyed in the past.

We view as our most important immediate task the bringing of these two former allies together again in a critical, constructive and transparent dialogue for an eventual logical and mutually beneficial, thus sustainable, relationship. AIC is particularly concerned with the sustainability of that relationship in the future. As the experience of the most recent past between the United States and Iran demonstrates, even the friendliest of relationships will not last under conditions that are not viewed by the people as mutually respectful and beneficial. We envision a continuing solid foundation to be accomplished by building upon the common strategic, cultural, educational, economic, political and social interests of the two nations. Simply put, we strive to link two peoples, not just two governments, to a continuing union of democratic accommodation and constructive partnership.

## **Goals**

The vision and mission of AIC are achieved by pursuing its three inter-related goals of education, research and public policy.

### **1. Education**

- Provide a nationally recognized comprehensive and quality forum
- Bridge the gap between public understanding, policy and service
- Ensure that AIC's audience are at the leading edge of relevant information
- Communicate a high level of fair play, tolerance, and ethical behavior

### **2. Research**

- Undertake meaningful and insightful research
- Be a national player in the substantive thrusts of the AIC's mission
- Provide basic building blocks of information and analysis for use by others
- Seek communication of research through publications and presentations

### **3. Public Service**

- Encourage broad participation in AIC's activities and events
- Wave public service into the education and research mission of AIC
- Expand the audience for public service from local to international clientele

## **Principles**

In pursuing its vision and accomplishing its mission and goals, AIC is driven by several principles. These include:

- Intellectual and practical rigor and excellence;
- Free, open and non-partisan inquiry and practice;
- Full accountability, transparency and dissemination of results;
- Fair and balanced treatment of issues;
- Enhancement of public-service ethic and diversity;
- Broad participation of those who wish to get involved;
- Promotion of common ground and mutual interests

## **UNIQUE AIC POSITION**

Several qualities make AIC truly unique. AIC is the only organization in the world that focuses solely on US-Iran relations. AIC was also the first organization to have taken up the challenge of bringing the Americans and Iranians together again. While there are many American and Iranian American organizations, AIC is the only organization of its kind that has brought together on its Board and various Councils both Americans and Iranian Americans to work cooperatively toward its mission. Members of AIC leadership come from diverse backgrounds and perspectives and are among the most distinguished members of their respective communities and beyond. AIC programs have been most effective and indeed no organization in the world can match its distinguished record. More importantly, because of the high quality and effectiveness of its leadership and programs, AIC has gained the trust of the governments and peoples in the United States and Iran. AIC is also distinguished from the rival organizations by its vision and efforts on behalf of a sustainable relationship between the United States and Iran.

## **UNMATCHED TRACK RECORD**

As an unbiased facilitator of dialogue, understanding and cooperation between the two nations, AIC is fortunate to be able to share the diverse wisdom of influential policy makers and elite academic, artistic, religious, legal, media, professional and business interests with its members and the general public. For almost ten years, AIC has been challenging decision makers and opinion leaders both in the United States and Iran to lower the volume of rhetoric and raise the level of debate on the future of relations between the two countries.

### **1. Distinguished Speakers/Breakthrough Events**

**The Honorable Secretary Madeline Albright** delivered her March 17, 2000 historic speech on the United States' Iran policy at an AIC forum. The Secretary offered the US' regret for overthrowing Prime Minister Mossadegh in 1953, supporting the Shah's regime, and assisting Saddam Houssein in the eight year Iran-Iraq war. She also lifted

sanctions on Persian carpets, caviar, pistachio, among other crafts and agricultural products. That same conference also hosted **H.E. Hadi Nejad Hosseinian, Iran's Ambassador** to the United Nations. His speech also indicated, for the first time, that Iran's problem with dialogue was rooted in lack of trust rather than Iran's unwillingness to talk to the US.

The historic MET reception on August 30, 2000, when after 22 years, Iranian and American lawmakers shook hands again was organized by AIC. Participants included **Iran's Speaker of the Parliament, Mehdi Karroubi, four other Iranian Deputies, Iran's Ambassador to the UN, Senator Arlen Specter, Congressman Bob Ney, Congressman Gary Ackerman, Congressman Eliot Angel, and top Jewish leaders.**

**Secretary Cyrus Vance, AIC's Honorary Chairman**, spoke at an AIC event on January 16, 1999, after almost 18 years of silence on Iran. His talk: "US-Iran Relations: Has the Time Come?" marked a turning point in the history of relations between the two countries. Secretary Vance argued that the time has come for the two nations to establish diplomatic ties.

Our organization also arranged for the historic handshake in a Paris meeting, at an UNESCO conference hall, on July 30, 1999, between **a former American captive, Barry Rosen, and a former Iranian captor, Abbas Abdi**. The event was most effective in reducing the negative impact of the hostage-taking drama on US-Iran relations.

A major conference in May 2000 took AIC to the heart of the Silicon Valley in California. The most successful event brought together over 200 high-tech executives to the Stanford Campus to discuss US-Iran relations. The conference speakers included **Senator Gordon Smith of Oregon, Ambassador Nejad Housseinian**, and Mr. Don Blome, Iran's Desk Officer at the State Department.

## **2. Congressional Exchange and Roundtables**

The first two of our Washington Congressional Roundtable events during the year 2000 addressed two timely issues: a global settlement of Iranian frozen assets, and US-Iranian cooperation in narcotics traffic control. These roundtables were lead **by Senator Arlene Specter and Representative Jim Leach** respectively. The Iranian participants have included **Ambassador Mehdi Amirkhizi and Dr. M. H. Zahedin Labbaf**, Iran's Legal Representative at the Hague Tribunal. These and subsequent meetings aim to bridge the gap between the two parliaments and open a dialogue between them.

## **3. Nowrouz Gala and Iranian American Achievement Award**

During a historic and unforgettable night in March 17, 2000, AIC and many American organizations came together to celebrate the **Iranian New Year (Nowrouz)**, which begins on March 22. For the first time in 21 years, Americans, Iranians, and Iranian Americans came to celebrate the Nowrouz. **Christiane Amanpour, CNN's Chief**

**International Correspondent**, was honored at the gala event as the AIC 2000 Honoree. We shall continue this initiative and use it to establish ties among Iranians and Americans, and celebrate the achievements of the Iranian-American community.

#### **4. Media Coverage**

The American, Iranian and global media have frequently and extensively covered AIC events. Examples include C-Span (a full-day coverage of March 17 conference), CNN, ABC, CBS, BBC, NBC, Public TV, other TV channels, *New York Times*, *Washington Post*, *USA Today*, *International Herald Tribune*, Iranian and other newspapers, Public Radio, BBC World Service, VOA, other radio stations, and a variety of media outlets across the globe. The Historic speeches by the Honorable Cyrus Vance and the Honorable Madeline Albright were translated in Persian and printed into the Iranian Media, something that was unprecedented in the post-revolutionary Iran.

#### **PUBLICATIONS AND WEB SITE**

We have published and disseminated several groundbreaking books and studies. These publications, only a partial list, best demonstrate the objective, impartial, balanced and diverse approach that AIC has adopted from its inception to foster a better understanding of issues critical to US-Iran relations in an effort to facilitate dialogue and cooperation between the two nations. AIC is proud for being the only educational think tank that has consistently published and disseminated books and policy papers on US-Iran relations since the early 1990s. In addition, AIC maintains a web site ([www.american-iranian.org](http://www.american-iranian.org)) where members and others can consult major writings on issues critical to US-Iran relations. A planned *AIC Review* will soon complement these writings on a regular basis. Below we list a selected number of AIC publications.

*The Clinton Administration and the Future of US-Iran Relations* (1993)  
*US-Iran Relations: Areas of Tension and Mutual Interest* (1994)  
*Revisiting Iran's Strategic Significance in the Emerging Regional Order* (1995)  
*US-Iran Relations in Clinton's Second Term: International Perspectives* (1998)  
*Revisiting US-Iran Relations* (1999)  
*Seizing an Historic Opportunity: Breaking Through the US-Iran Impasse* (2000)  
*Iran's Challenges in the New Millenium and US-Iran Relations* (forthcoming)  
*Iranian Frozen Assets: Legal and Political Dimension* (forthcoming)  
*Narcotic Traffic Control Cooperation in US-Iran Relations* (forthcoming)

#### **FUNDING BASIS AND SPONSORS**

As meritorious young organizations grow in importance, they athletically broaden the scope of their services and funding basis. Service and funding diversities are among the key indicators of organizational health, capacity expansion and future sustainability. As indicated by its track record and planned projects, AIC is travelling that road by building a critical mass of diverse services as demand for its activities expands. Corresponding to this development is AIC's success in broadening its funding sources. At the end of this

section we have listed the name of such sources including high-tech, oil and manufacturing companies, research and media organizations, academic and policy think tanks, and foundations.

The organization initially depended on contributions by its Board members and a few corporations, predominantly in the oil sector. However, in the last two years, that picture has been completely altered as grants and awards from foundations and non-oil businesses began to pour in. In the year 2,000, for example, AIC was awarded \$140,000 in matching money by two organizations, a private eleemosynary benefactor and a high-tech company. Overtime, membership has also expanded and become a major source of revenue. Meanwhile, we have increased income from the sale of publications and conference registration.

The pains of growing larger, and consequently becoming more visible and accountable, are with us. Restructuring to efficiently rise to these demands is another essential factor, and we have taken it upon ourselves to embrace this challenge by streamlining our leadership structure and administrative procedures. If we are to ensure that AIC activities do not go unfulfilled during times of palpably better relations between the US and Iran, we must build on this momentum. Already we have had excellent renewal from our current supporters. We look for sustainability and consistency from our new donors. In sum, we now face a time when we must sustain the diversity and changes we have introduced in AIC.

## **1. Who should Join AIC and How?**

If you are interested in seeing the United States and Iran come together again as partners then you need to join AIC. You may have business, community, personal or global interest in assisting AIC. Americans and Iranian-Americans are particularly encouraged to join. For the one million-strong Iran-Americans, AIC offers a medium for self-promotion and an opportunity to help in the overall development of the homeland. For American businesses, AIC offers a channel of communication and information exchange unmatched anywhere in the world. For other communities, AIC provides the bridge of understanding, renewed educational and cultural exchanges, peace-building dialogue, and mutually beneficial cooperation.

There are many ways to help AIC fulfill its vision, mission and goals. We have three types of patronage and membership: Corporate, Non-Profit, and Individual (please see our Sponsorship/Membership Application Form). From time to time, donors wish to issue broad grants that tend to go toward all of AIC activities and are not event specific. Outright sponsorship of a particular event, say, a certain Congressional Roundtable topic, may be preferable.

## **2. What do our members and sponsors receive?**

Traditionally, AIC follows a transparent policy regarding its donors. Unless otherwise requested, we always prominently list the names of our donors in our publications of

proceedings and conference announcements. We also make an effort to make US media and, particularly, Iranian media, aware of the source of the donations that have been made to AIC. Obviously, this creates tremendous goodwill and positive public relations with the citizens of Iran and interested US parties. That said, we are flexible and willing to forgo the prestige inherent in a specific affiliation due to the donor's desire for privacy. Most importantly, we offer both tangible and intangible benefits:

Tangible benefits for all donors are direct access to our publications, conferences and Gala events. For corporations, heightened overall visibility with the American and Iranian constituents is traditionally understood to be beneficial to a corporation raising its' profile with a target group. Non-profit Foundations also benefit when it is known that they are reaching out to a large group otherwise ignored by less broadminded institutions.

What are the intangible benefits? We believe that the educational benefits of AIC's activities are disproportional great, albeit intangible, due to the relative lack of alternatives. Even on most major university campuses today, there are few options with regard to truly coming to understand all that must be known about such an important region as the Caspian. In addition, what could be more gratifying than working toward conflict resolution and peace, and bringing back together two old friends under democratic, equal, and *durable* terms? While this is understandably a high calling, it is probably the foremost gratification we can receive from all of our investments of time, talent, and monies in this endeavor.

### **3. How do we evaluate AIC's performance**

We measure our progress toward set goals by self-evaluation and peer review. Involved are Board and Council members, AIC general membership body, focus groups, and the audience of AC activities and events. Specific measures will include the number of people effected, number of books and articles published, the extent of media coverage, and recognition by peers and the general public.

We evaluate ourselves first in house, but ask that peers outside of AIC submit their input as well. In house, discussions with Board, Council and other members, as well as monthly feedback from the Executive Committee and staff members, are probably our very best sources for ideas to improve. We tend to be very self-critical.

When specific sponsorship of an individual event occurs, our major donors receive interim and final reports on these activities. This includes a review of the procedures that were followed, number of people effected, outputs and outcomes, and a statement on how we measure that effectiveness.

A major measure of our effectiveness will be an indication of how extensive the media covers our event, and the impact we make on the general public and on our specific audience for the activity. AIC is very proud to have had almost all of its activities covered by the most prestigious mass market media, including TV, radio, and print outlets in the US, Iran, and throughout the world. Quite often our events are translated

into Persian by the Iranian media, which greatly benefits our visibility and that of our sponsors.

Outside peer reviews include a questionnaire designed to receive feedback from conference attendees, web site visitors, and participants in our various events. In an effort to understand areas of strength and weaknesses in programming and implementing our projects, as well as suggestions for future plans, a questionnaire is frequently sent to a selected sample of the various participants.

#### **4. Who have sponsored AIC?**

**Corporations:** Aramco, Ashland Oil, Inc., Bitcom, Chase Manhattan Bank, Chevron, Coastal Corporation, Conoco, ECUFIN, Inc., Exxon/Mobil, InterMarine Incorporated, ISmart Corporation, Mondoil Corporation, R. G. Corporation, Shell Corporation, TT, Inc., Unocal.

**Foundations:** Equitable Foundation, Fidelity Foundation, Lois Roth Endowment, Open Society Institute, Starr Foundation.

**Academic Institutions:** College of William and Mary, Columbia University, Georgetown University, New York University, Queens College, Rutgers University, University of Arizona.

**Research Media Organizations:** Asia Society, Center for Strategic and International Studies, Center for World Dialogue, Internews, Middle East Insight, Middle East Institute.

### **STRUCTURE AND ACTIVITIES**

AIC's new leadership structure will include a Board of Directors, an Executive Committee, an Honorary Board of Directors, an Economic Development Council, an Academic and Policy Council, a Cultural and Educational Council, a Young Leaders Council, and an International Advisory Council. For purposes of the bylaws, the Board of Directors will continue to be the only voting body.

#### **Board of Directors**

The new Board of Directors will have 17 to 21 members. This will include a Chairperson, President, Secretary, Treasurer, a Vice President for Operations, a Vice President for Development, the chairperson of the Honorary Board (explained below), the chairpersons of the five advisory councils (explained below), and other people. The Honorary Board of Directors and the five Councils will advise and consult with the President and the Board of Directors. As part of our effort to decentralize some of AIC's management, each Council will be expected to design and implement activities within its area of focus.

#### **Executive Committee**

The Executive Committee will include five members: Chairman, President Treasurer, Secretary and another member of the Board of Directors. The Executive Committee will be the main body responsible for the routine operations of AIC.

### **Honorary Board of Directors**

We will expand our Honorary Board of Directors to include others, drawing on their vast experience and great insight. This Board will help increase AIC's visibility, prestige, influence, and reach. The chairperson of this board will also sit on Board of Directors as a voting member.

### **Economic Development Council**

The Economic Development Council will be AIC's principal liaison to the economic experts and business community, a community that includes some of our most active and generous supporters. Going forward, we would like to make a special effort to provide this community with useful information, analysis, and programs (e.g. a monthly business roundtable). The chairperson of the Economic Development Council will also sit on the Board of Directors as a voting member.

### **Academic and Policy Council**

The Academic and Policy Council will be AIC's liaison to policy, academic, and legal communities. This Council will assist AIC with strategic planning, programming and coordination of our print and web publications, as well as conferences and meetings. The chairperson of the Academic and Policy Committee will also sit on the Board of Directors as a voting member.

### **Young Leaders Council**

Members of the Young Leaders Council will be primarily drawn from younger members of the business, policy, academic, media and professional communities. The Council will focus on expanding AIC's reach among the younger population. The Council may be asked to coordinate the Second-Generation Project currently on AIC's list of future activities. The chairperson of the Young Leaders Council will also sit on the Board of Directors as a voting member.

### **Cultural and Educational Council**

This Council is organized to expand and oversee the various cultural and educational activities of AIC, including educational, sport and art exchanges between the United States and Iran. Members of the Council are drawn from among distinguished individuals with primary interest and activism in cultural and social areas in the United States and Iran. The chairperson of this Council will sit on the Board of Directors as a voting member.

## **International Advisory Council**

AIC needs to garnish support internationally, and the International Advisory Council is hoped to help with that challenge. Members of the Council will include distinguished personalities from the policy, business, diplomatic, academic and media communities throughout the world. Those invited to join the Council will have a track record of activism, interest and vision regarding US-Iran relations. The chairperson of this Council will sit on the Board of Directors as a voting member.

AIC's activities and growth plans are conceived to correspond to the new structure of the organization and the growing demand for diversity. What follows is an outline of suggested activities that might be undertaken by specific councils. Activities that are already well conceptualized or are part of AIC's ongoing operations are further detailed in subsequent paragraphs.

The Board of Directors and its Executive Committee will help implement, participate in, and supervise activities of the various Councils. They may also initiate specific projects. The International Advisory Council will help organize and sponsor events that will generate support for U-Iran dialogue and understanding. The Council will particularly help to enlist support from third parties who have a major stake in US-Iran relations. This is an important task as US-Iran relations have both friends and enemies throughout the world, especially in the region.

### **Academic & Policy Council**

- Vision Building & Strategic Planning
- Distinguished Speaker Series
- Web Site & Policy Publications
- Narcotics Traffic Control Cooperation Program
- Congressional Roundtable
- Policy, Discourse & Track Diplomacy

### **Economic Development Council**

- Economic Education and Exchange Programs
- Economic Conferences, Symposia & Briefings
- Information Exchange & Business Publications

### **Cultural & Educational Council**

- Persian History Education Project
- Cultural Exchange Programs – Art, Media, Cinema & Sports
- Iranian Women in Parliament, Media and Politics
- Persian Carpet Quality Project
- Nowrouz Gala & Iranian-American Achievement Award
- Howard C. Baskerville Project
- Iranian Art Repatriation
- Charity & NGO Programs

## **Young Leaders Council**

Youth Career Development Project  
Youth Technology Education Project  
Youth Exchange Program  
Iranian-American Cultural Project  
American Iranian Friendship Climb 2001

## **AIC GROWTH PLAN**

### **2001 Projects**

For the year 2001, AIC plans to continue and expand not only its most meritorious and effective projects of the past, but also introduce innovative new projects with direct and immediate relevance to US-Iranian relations. These include projects of some substantial nature and those that are implemented to generate goodwill, publicity, and money. Thus, the following paragraphs are organized into two categories of **2001 Projects** and **Fundraiser Projects**.

- 1. Distinguished Speaker Series.** This series is held to introduce breakthrough ideas and policies in US-Iran relations. Past experience indicates that this series can indeed be influential in positively changing the state of US-Iran relations. Among the distinguished speakers for the series is **US Secretary of State Madeleine Albright**, whose speech on March 17, 2000 is viewed within policy circles as an historic breakthrough in US diplomacy. The series was initiated by a groundbreaking speech by **Secretary Cyrus Vance, AIC's Honorary Chairman**, on January 16, 1999 after almost 18 years of silence on Iran. Secretary Vance's' speech called for diplomatic relations before the two countries start negotiating to resolve the standing issues between them. We plan to sponsor one Distinguished Speaker speech in 2001.
- 2. Congressional Exchange and Roundtables.** In the year 2000, AIC introduced its Congressional Exchange and Roundtables. The purpose of the series is to facilitate interaction and exchange of ideas among members of the US Congress and the Iranian Parliament. The most significant event in 2000 was the reception at the Metropolitan Museum of Art in August 2000 where five Iranian deputies (including the **Speaker Karroubi**) met and exchanged ideas with four American Senators and Congressmen. The two Roundtables on Iranian Assets and Narcotics Traffic Control included **Congressman Jim Leach, R Iowa, and Senator Arlen Specter, R-Pennsylvania**, and Iranian officials. We plan to organize 7 Congressional Roundtables in 2001 and host at least two satellite exchanges between the Iranian Parliament and the US Congress.
- 3. Iran-US Conferences.** AIC organizes and sponsors public conferences, rapid-reaction seminars, focused workshops, and special briefings on developing events. These are attended by the general public, diplomats, policy and legal experts, business executives, community leaders, academics and journalists. AIC has held a series of high-profile conferences on various aspects of US-Iran relations since its inception in 1993.

We organized 2 Distinguished Conferences in the year 2000. They were the March 17th Conference in Washington DC on the New Iranian Parliament and Implications for US-Iran Relations, and May 6<sup>th</sup> conference at Stanford University on Iran in the New Millennium, Opportunities and Challenges. Distinguished speakers included, Secretary Madeline Albright, **Ambassador Nejad Hosseinian** and **Senator Gordon Smith, R-Oregon**. We plan to host two such conferences in 2001.

3. **Publications.** AIC publications include nine books and occasional reports, and conference proceedings. Proceeding of 2001 conferences will also be published and we plan to produce a White Paper and two Occasional Reports during the year. AIC also hopes to begin the publication of the *AIC Review* on a monthly basis beginning February 2001. The *Review* is planned for publication initially as a web-based newsletter and then published into a printed monthly magazine.

4. **Information Sources.** AIC maintains a web site resource library, serving as a clearinghouse of information and news on American-Iranian affairs. We plan to expand the library in 2001.

6. **American Iranian Friendship Climb 2001:** In the summer of 2001, a diverse team of twelve mountaineers from the United States and Iran will climb two exceptional peaks: Mount Rainier in the United States and Mount Damavand in Iran. Led by a young American and a young Iranian mountaineer, the team will be evenly divided between Iranians and Americans. High-altitude mountaineering, where teammates must work together to achieve a goal in the face of highly challenging conditions, will provide an exceptional symbol for AIC's ideals of cooperation and friendship. Iranian Mountain-Climbing association has already agreed to cooperate.

### **Fundraiser Projects**

1. **Nowrouz Gala and Award Ceremony:** In March of 2000, AIC held a major conference on "Iran's New Parliament: Implications for US-Iran Relations." After the conference, the Council sponsored a Nowrouz Gala celebrating the Iranian New Year and the achievements of the Iranian-American community. The year AIC 2000 Honoree. We expect to continue this tradition in the year 2001 **Christiane Amanpour, Chief International Correspondent of CNN**. Another distinguishably successful Iranian-American will be honored every year including 2001 during a spectacular gala, celebrating the Nowrouz. It is the first time in US-Iran history that Nowrouz brings the distinguished and representative members of the two peoples. The guests include high-ranking officials, members of the US Congress, diplomats, business executives, policy experts, academics, media representatives, community leaders, professional groups, and the general public.

2. **Carpet Auction and Gala Dinner:** In early to mid 2001, AIC will sponsor a fund-raising event in New York City, which will include a carpet auction and a gala dinner. The goal is to raise funds in support of AIC projects. Contacts have already been established with the Oriental Rug Association, headquartered in New Jersey. A meeting

was held between the President of the Association and AIC President, during which mutual interests and organizational matters of a carpet auction were discussed. A committee will be formed to implement the event as best as possible.

**3. The West-Coast Fundraiser Event.** We are planning our first fundraising trip to the West Coast this spring. The event will most likely be held in Silicon Valley where we intend to enlist the support of high-tech Iranian-American executives. Preliminary discussion has been held for participation of **Christiane Amanpour** in the fundraiser event. A local committee will undertake planning and implementation of the event.

### **Long-term and Recurring Projects**

While AIC focuses on its immediate goal of implementing projects that will in the short-term foster better understanding and facilitate dialogue and cooperation among the peoples and governments of the United States and Iran, the Council must plan for a time when the two nations move toward re-establishing normal relations. That readiness requires expanding and diversifying existing projects and introducing new ones to more comprehensively address the needs of an emerging environment. But more significantly, such projects must contribute to building a more sustainable basis for US-Iran relations. We hope that at that time we will be in a position to anticipate these changes and take on the challenge by introducing new and innovative projects. Thus, beyond 2001, AIC will continue to implement projects of merit currently in operation, as outlined above, and put in operation new projects of a long-term and recurring nature. Some of such projects are outlined below.

**1. Narcotics Traffic Control Cooperation Project.** Civil war and political turmoil in Afghanistan has created a narcotics economy which has spread to neighboring countries throughout the Middle East, and, subsequently, throughout the western world. This booming narcotics economy which supplies the U.S. with at least 60% of its heroin and has contributed to a startling rise in the number of addicts under thirty years of age in Iran. In addition, this narcotics industry has provided the funds needed for terrorist actions directed against both countries. In the year 2000, Clinton removed Iran from the list of *World's Major Drug Producers*, and the U.S. intelligence reported that Iranian officials have made progress in decreasing drug production and trafficking from neighboring Afghanistan. This fact has been publicly acknowledged and praised by Washington. If properly structured, collaborative efforts at narcotics traffic control could be an important first step in building confidence while addressing a serious social problem in the two countries and beyond. Special emphasis will be placed on engaging parliamentarians and legislators in this project. AIC has already initiated that process by organizing a roundtable on the subject in the Congress. Senator Arlen Specter spoke for the panel along with other speakers from a US drug NGO and Drug Enforcement Administration. The second panel on the subject will be led by **Ambassador Mohammad Amirkhizi of Iran Foreign Ministry and UNDCP** in November 2000.

**2. The Howard C. Baskerville Project.** The most positive side of U.S.-Iran

relations is poignantly exemplified in the story of Howard C. Baskerville, a young Princeton graduate who began as a teacher in Tabriz, Iran, in 1908, during the Constitutional Revolution that lasted from 1906-1911. Howard Baskerville became so attached to the Iranian people and their fight for freedom that he turned his class of students at the American Memorial School into a platoon of freedom fighters alongside whom he fought and died for the constitutional rights of the Iranian people. Baskerville was killed in 1909 and is buried in Tabriz. The goal of this project will be to bring to the public forum through multimedia programs, the story of Howard Baskerville as an icon for cross-cultural cooperation which, ultimately, begins on the individual level. The Baskerville project also includes a scholarship program for young Iranians and Americans who espouse his ideal of freedom and justice.

3. **The Youth Exchange Program.** Over one million Iranians and Iranian-Americans now live in the United States, many born since the Islamic Revolution. Few have set foot in Iran and while curious, are largely uninformed about developments in that country. The population of Iran is a young one; more than half of the 65 million population was born in the last 20 years. Few have traveled outside the country and again, while curious, have little knowledge of or exposure to the outside world. AIC believes that a bridge of understanding and cooperation should be built between these two groups of second generation Iranians now separated by geography, culture, and education. AIC will also work toward bridging the gap of understanding between American and Iranian youth population. As these young people prepare to become future leaders, they must be educated about the workings of other cultures that exist outside of their own. Specifically, the purpose of this program will be to establish a youth-to-youth exchange program in which Iranian, American and Iranian-American young people can learn about each other and express their opinions and concerns in an intellectually and politically safe environment. Potential components of the youth-to-youth program will include correspondence programs, visits by participants and a scholarship program to encourage international study. We will implement this project in relation to the Baskerville project.

4. **Congressional Exchange and Roundtables.** Current political developments in Iran, the most noteworthy of these being the election of the Fifth Majlis, have resulted in an increased opportunity for the U.S. to open a dialogue with Iran regarding diplomatic, economic, political and social issues. Yet, if this communication is going to be established, then congressional leaders in the U.S. and members of parliament in Iran have much to learn from one another about the distinctive governmental operations as well as the general culture of each country. Therefore, this dialogue will begin by encouraging several members of the U.S. Congress and Iranian Parliament to begin talking about the issues and challenges they face with respect to their organizational cultures and processes. In addition, U.S. Congressional members and Iranian Parliamentarians will visit their respective counterparts and observe, first-hand, political and social workings of these countries in an effort to stimulate real understanding between them. AIC began this exchange process in 2000 by organizing the historic MET reception (see above) and two roundtables at which members of American congress and

certain Iranian officials participated. A satellite exchange among members of the two legislative bodies is scheduled for early 2001.

**5. Iranian Women in Parliament, Media and Politics.** Much has been written about Iran's contemporary history and the Iranian peoples' struggle for freedom and social justice over the last 100 years. In these portrayals of Iran's history, however, the role of Iranian women in this struggle has been virtually ignored. To the outside world, Iranian women live in medieval isolation, obedient to their husbands and to the ruling elite who make the rules on what they can wear, where they can go and with whom. During the past few years, Iranian women have launched a struggle to moderate Iran's hard-line policies and ease the strict social guidelines put in place by the Islamic revolution. And in a short time, women have achieved a level of political power that no one can discount. The proposed dialogue will bring women from both the U.S. and Iran together to examine these social changes in Iran. This will occur by sharing the stories of Iranian women Parliament, media, and professional societies. In addition, it will take into account legislation intent on blocking what is being referred to as a "feminist revolution" and will examine the complex issue of Iranian women's role in a society that has historically treated them as second class citizens.

**5. The Economic Education and Exchange Project.** Prior to the 1979 revolution, Iran's economy was one of the Middle East's healthiest, enjoying rapid growth based on oil revenues and industrialization. Following the Islamic takeover, however, the economy suffered due to several factors, including a steep drop in oil prices, the debilitating effects of war with Iraq, fiscal mismanagement of industries, and an international trade embargo led by the U.S. Although the country has succeeded in attracting a limited amount of foreign investment in the oil and gas sector, much work needs still to be done. The U.S. is in a prime position to work with Iran in helping them make the transition from a traditional to a modern economy. This dialogue would bring together the economic and foreign policy leaders from the U.S. and Iran to discuss and strategize about next steps in cooperation between the two economies.

### **Staffing & Office Needs**

AIC overhead is now at an extremely efficient level. There is little administrative time wasted, as, in addition to Dr. Amirahmadi, who donates countless hours a week of his valuable time, there is one full time employee, John E. Burns III, and a temporary employee, Janet Anderson, who is in the office three days a week. In order for us to work professionally and effectively implement AIC projects, it is necessary to hire two new full time employees, who will be responsible for fundraising, membership relations, public affairs, editing of the *AIC Review*, web site maintenance, and conference organization. We believe we have identified those individuals, and hope to have them working with us shortly. A part time worker for two days a week is also needed for daily clerical duties.

Our phenomenal growth from almost no revenues in 1997, when we first leased approximately 500 square feet, to approximately \$250,000 in year 2000, forced us to sign

a new office lease just recently for 900 square feet. If we are to triple our budget for 2001, then we will need additional space. Planning on this, we have taken another lease on our floor, under highly favorable terms, for approximately 500 additional square feet. Telecommunication, printing, computer, and other general office needs commensurate with this expansion were also factored into our business plan budget. This has been allocated by way of our event by event analysis of budget needs found in the appendix.

### **AIC 2001 BUDGET**

US Dollars, estimates based on 2000 expenditures and known commitments. For items indicated by a star (\*), a line by line budget is given in the appendix.

To implement its current activities and the Growth Plan **in 2001, AIC would need a project budget of approximately \$735,500.** In the table that follows, we present a detailed outline of our anticipated expenses and projected revenues. In an appendix to this Business Plan, we have presented budget for certain specific projects further clarifying just how expenses are allocated based on the particular event.

### **EXPENSES:**

Congressional Roundtables (7/yr)*	\$126,700
Annual Spring Conference & Nowrouz Gala*	88,500
Special Topic Conferences and Symposia (3/yr)*	86,100
Persian Carpet Design and Auction Project*	62,000
Receptions (3/yr)*	30,000
California Fundraising Event	30,000
Board Meetings (2yr)*	5,000
Budget for two additional employee Development and Public Relations/Editor	80,000
Administrative Assistant Salary (not directly attributable to conferences)	16,000
Travel (not directly attributable to conferences)	25,000
Accommodations (not directly attributable to conferences)	7,200
Supplies (not directly attributable to conferences)	5,000

Equipment (not directly attributable to conferences)	15,000
Consultants	20,000
Communications	18,000
Office Rent	20,000
AIC Review	75,000
Accounting	10,000
Legal	5,000
Web Site Hosting	5,000
Utilities	3,000
Miscellaneous	3,000
<b>TOTAL EXPENSES:</b>	<b>\$735,500</b>

**REVENUE:**

Matching Funds (from OSI, committed)	\$65,000
Matching Funds (from Ismart, committed)	75,000
Matching Funds (to be raised)	140,000
Corporate Contributions For Conference Sponsorship (Based on 2000 YTD Contributions)	200,000
AIC Board/Advisors' Contributions	20,000
Proceeds from Carpet Auction	100,000
New Corporate Membership Fees	30,000
New Individual Membership Fees	5,000
Conference (Registrations)	9,000

Book Sales	1,500
California Fundraising	90,000
<b>TOTAL REVENUE:</b>	<b>\$735,500</b>