

INNOVATIVE IDEAS  
CHANGING THE  
WORLD.

ABOUT US

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# ABOUT US

## VISION

The Stimson Center envisions a world in which the historical tendencies toward injustice, criminality, greed, and violence are defeated by the positive forces of peace and prosperity.

## MISSION

The Stimson Center is a nonprofit, nonpartisan think tank dedicated to enhancing global peace and economic prosperity by identifying pragmatic solutions to current and emerging global challenges.

THINK OF A MODERN GLOBAL CHALLENGE: REFUGEE FLOWS, ARMS TRAFFICKING, TERRORISM. THESE THREATS CANNOT BE RESOLVED BY A SINGLE GOVERNMENT, INDIVIDUAL, OR BUSINESS. STIMSON'S AWARD-WINNING RESEARCH SERVES AS A ROADMAP TO ADDRESS BORDERLESS THREATS THROUGH **COLLECTIVE ACTION**. OUR FORMULA IS SIMPLE: WE GATHER THE BRIGHTEST PEOPLE TO THINK BEYOND SOUNDBITES, CREATE SOLUTIONS, AND MAKE THOSE **SOLUTIONS** REALITY. WE ARE PRACTICAL IN OUR APPROACH AND INDEPENDENT IN OUR ANALYSIS. OUR **INNOVATIVE IDEAS** CHANGE THE WORLD.

## RECENT RECOGNITION

### MACARTHUR FOUNDATION

Creative & Effective Institution Award Winner

### TRANSPARIFY

5-Star Transparency Rating



*The Stimson Center’s innovative and pragmatic approach to peace-building has helped make ours a more peaceful and secure global community.*

**KOFI A. ANNAN**, FORMER SECRETARY-GENERAL OF THE UNITED NATIONS

*The Stimson Center is imbued with pragmatic and nonpartisan spirit, a spirit that continues to define the Center.*

**CONDOLEEZZA RICE**, FORMER U.S. SECRETARY OF STATE



*The Stimson Center has for a quarter century continually innovated to find solutions to the tremendous challenges facing the world today.*

**ROBERT M. GATES**, FORMER U.S. SECRETARY OF DEFENSE

*The part that’s especially important and valuable about the Stimson Center is that it is not only academic, it has people that have been in the government, who understand the practicality of certain issues.*

**MADELEINE ALBRIGHT**, FORMER U.S. SECRETARY OF STATE



### **FOREIGN POLICY**

Most Women in Policy Leadership Positions of Any Leading Think Tank



### **UNIVERSITY OF PENNSYLVANIA**

Ranked Top 25 U.S. Think Tank—In 2016, the University of Pennsylvania’s annual think tank rankings ranked Stimson in its highest position since the rankings began in 2006: No. 21 out of 1,835 think tanks nationwide.

### **PROSPECT MAGAZINE**

The United Kingdom’s *Prospect Magazine* praised Stimson’s work on drone warfare led by Senior Associate Rachel Stohl in its annual Think Tank Awards, shortlisting the Center in the category of “U.S. International Affairs.”

## FROM THE PRESIDENT AND CEO



**A** quarter century after our founding, Stimson stands at an inflection point. We have undergone a generational transition in our approach, our personnel, and our strategic vision that has set in motion a bold and disruptive new mandate for the organization. This strategy carves a new substantive vision for a research center with a global perspective: we commit to address transnational threats to security, development, and economic prosperity.

**“...we commit to address transnational threats to security, development, and economic prosperity.”**

In an increasingly complex world, it is our belief that big problems—global migration flows, proliferation, terrorism, environmental degradation, underdevelopment, food and water insecurity, the overexploitation of natural resources—can be solved neither in isolation nor by government alone. Solutions require uncommon alliances.

Over the years, Stimson has built the networks needed to make a difference. We bring together influential actors from the public and private spheres to imagine innovative solutions, pilot those ideas in the field, and scale them globally.

This commitment to pragmatism is core to our work. From Japan to Jamaica, and from the Congo to China, you will find our experts in the field. We were instrumental in the drafting of the Arms

Trade Treaty, and today work with governments across the Global South to realize its full implementation. We work between India and Pakistan to promote risk reduction and avoid conflict. We built a public-private partnership with technology companies to bring cost-effective solutions to the scourge of wildlife poaching in sub-Saharan

Africa. And today we are working with governments and stakeholders along the Mekong River to better balance the competing food, energy, and water demands that threaten the well-being of 60 million inhabitants across Southeast Asia. These examples highlight Stimson’s exceptional ability to not only identify and analyze serious challenges to global peace and stability, but to also forge new partnerships, develop practical policy solutions, and follow through on their implementation.

Our innovative ideas are helping to change the world. Our work and the difference we make would not be possible without your support. To those of you who are already a part of the Stimson network, thank you. For those of you that are not, come join us.

**BRIAN FINLAY,**  
PRESIDENT AND CEO

## FROM THE CHAIRMAN OF THE BOARD



Like many, I was first drawn to Stimson by their nonpartisan approach to addressing major global challenges. In Washington, and around the world, we live in a climate where reasonable policies often become the victim of unreasonable politics.

That's why Stimson's independence is refreshing. The Center operates by the simple notion that good policy is apolitical. Our team is made up of some of the world's foremost independent experts who have the freedom to write and speak out in whatever direction their analysis leads them. Simply put—we let the facts do the talking.

In a time of global uncertainty, Stimson's role is more important than ever, and it is a tremendous honor to serve as the Center's new chairman, following in the footsteps of Ambassador Lincoln P. Bloomfield, Jr., who dedicated himself to Stimson for more than a decade. Under Ambassador Bloomfield's leadership the Center regularly

became recognized as one of the world's leading think tanks, this year named No. 21 out of more than 1,800 think tanks in the United States by the University of Pennsylvania. The Center's growth is a major testament to the leadership and vision of Stimson President and CEO Brian Finlay, who is redefining the impact that a nonpartisan research center can achieve.

will never be in Stimson's vocabulary. We will remain, as ever, a source for independent, nonpartisan guidance for a troubled world. A source where all are welcome to gather to discuss and debate new ideas.

If you value independence, and are open to disruptive new thinking to tackle some of the world's biggest challenges—I invite you to join us. Together

**"We will remain, as ever, a source for independent, nonpartisan guidance for a troubled world."**

As Stimson embarks on an exciting future course, I can't help but be reminded of a quote from the Center's namesake statesman Henry L. Stimson: "The man who tries to work for the good, believing in its eventual victory, while he may suffer setback and even disaster, will never know defeat. The only deadly sin I know is cynicism."

While our efforts will not always know victory, cynicism

we will continue to make a lasting difference.

A handwritten signature in black ink that reads "David Lane". The signature is written in a cursive, slightly slanted style.

**AMBASSADOR DAVID J. LANE**  
CHAIRMAN

# THE WORLD

“ ”

## DRIVING THE CONVERSATION

2,732

MEDIA CITATIONS

266

OP-EDS PUBLISHED

216

CITATIONS IN:

- > THE NEW YORK TIMES
- > THE WASHINGTON POST
- > THE WALL STREET JOURNAL
- > LOS ANGELES TIMES
- > USA TODAY
- > FINANCIAL TIMES
- > THE ECONOMIST
- > FOX NEWS
- > CNN
- > NPR
- > POLITICO
- > FOREIGN POLICY
- > FOREIGN AFFAIRS
- > DEFENSE ONE
- > U.S. NEWS & WORLD REPORT



## ONLINE ENGAGEMENT

1,789,651

DIGITAL MEDIA IMPRESSIONS

90,518

WEBSITE VISITORS

40,341

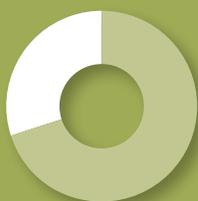
NEWSLETTER SUBSCRIBERS

# D IN REACH

## OUR PEOPLE

65

TOTAL STAFF  
AND AFFILIATES



70%

FEMALE SENIOR  
PROJECT DIRECTORS

## EVENTS

104

AROUND THE WORLD

49

IN WASHINGTON

15

PUBLISHED REPORTS

## PUBLICATION IMPACT

> *B61 Life Extension Program: Costs and Policy Considerations*

324

MEDIA CITATIONS

122

COUNTRIES  
REACHED

## MOST ONLINE VIEWS



> *Countering WMD Proliferation: The Next Generation's Ideas*

22,038

VIEWS

169

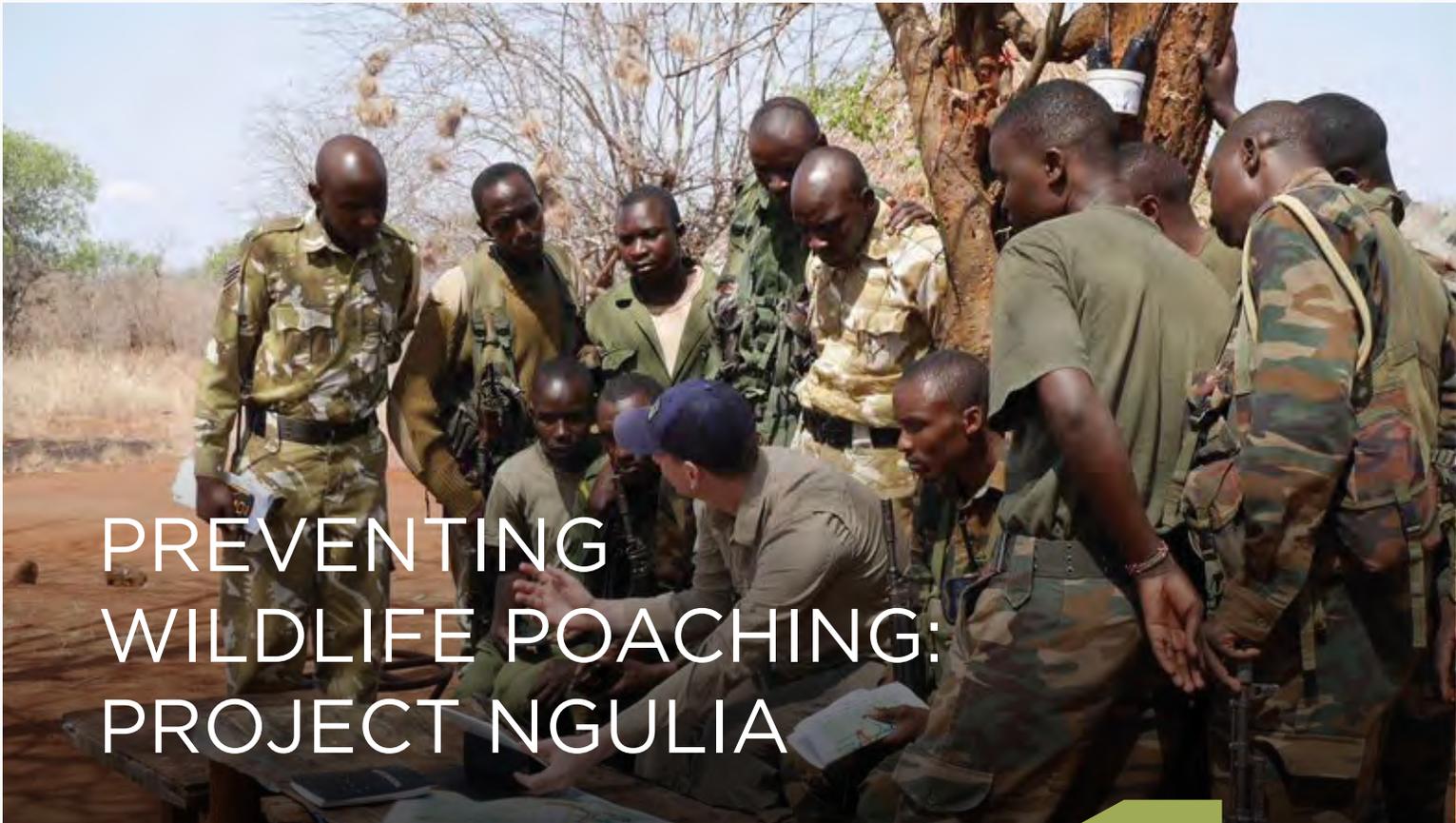
COUNTRIES AND  
TERRITORIES  
visited the page



THE STIMSON CENTER

# TOP IMPACTS





# PREVENTING WILDLIFE POACHING: PROJECT NGULIA

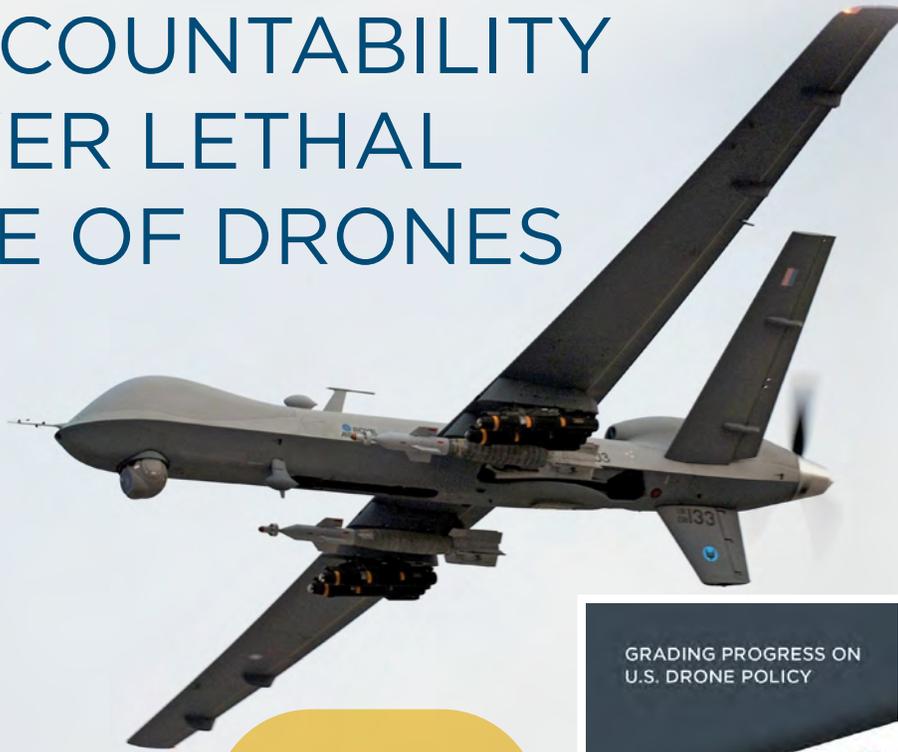
**T**savo West National Park, home to the Ngulia Rhino Sanctuary, is a 100-square-kilometer reserve. This reserve was once home to thousands of Kenya's black rhinos. But by 2013 it was home to just 60 rhinos, as a result of poaching. Only a few dozen rangers with basic military training were charged with defending Ngulia's wildlife from increasingly sophisticated and militarized poachers. Despite being on the frontlines, these rangers had little access to real-time information about incursions around the park. They were underequipped and in need of a more efficient and effective way to document and share information gathered during patrols.

To meet this need, Stimson built a public-private partnership and helped design and implement a command, control, and communications (C3) system that digitized the intelligence gathered by rangers. The model is scalable and replicable, with wide-ranging potential applications in law enforcement, border security, and critical infrastructure protection. After more than three years of work across continents, involving actors in the public, private, and nongovernmental sectors, we're proud to say progress has been made to tip the scales back in favor of the park rangers. For the first time in years, the rhino population is growing—bucking the downward trend that continues to plague the continent.



Above: Johan Bergenas (with cap), director of the Partnerships in Security and Development program, leading a training session with rangers at Ngulia Rhino Sanctuary in Tsavo West National Park in Kenya.

# PROMOTING ACCOUNTABILITY OVER LETHAL USE OF DRONES



In June 2014, the Stimson Task Force on U.S. Drone Policy released its report and recommendations. Stimson reset the conversation on drones in Washington, bringing together disparate stakeholders to work together for a common objective. The task force outlined eight concrete recommendations designed to ensure that U.S. drone policy is transparent, accountable, and consistent with long-term U.S. national security goals, foreign policy ideals, and commercial interests. From July 2014 to December 2015, Stimson “graded” the progress of the Obama administration in implementing the recommendations of the Stimson Task Force.

The Obama administration received poor grades—including three F’s—in a report card evaluating its progress to reform U.S. drone policy. Stimson’s February 2016 Drones Report Card spurred a conversation in Washington. In line with Stimson’s recommendations, the White House took several key long-awaited actions: the first ever release of official information on civilian casualties; the establishment of an executive order on civilian casualties and requirement to release an annual report, the release of redacted policy guidance that undergirds the drone program (which had been asked for by NGOs since 2013); and the release of a report on the Department of Defense’s implementation of drone policy guidance.



# BUILDING SUSTAINABLE ENERGY SOLUTIONS IN SOUTHEAST ASIA

Without sustainable alternatives to the current approaches to hydropower development and energy trade on the Mekong River, the region is racing toward a disastrous future. Our Southeast Asia program's call for strategic basin-wide energy planning in Laos has caused a shift in the regional conversation about resource management and development along the Mekong, introducing innovative and coordinated approaches to water-energy planning. We present sustainable, economically and politically feasible alternatives—and regional governments are taking notice.

Policymakers in Laos, Cambodia, and Vietnam have acted on our team's policy recommendations, requesting further engagement on system-scale water and energy planning. In collaboration with governments, NGOs, and private sector partners, we are providing workshops that will build local capacity and promote more strategic, all-of-government approaches toward Mekong development challenges. We're particularly excited by the shifts we're seeing in the public commentary about the role of nonhydropower energy sources in Laos's future energy mix, which reflects a recognition of the economic and political risks of the current approach—risks brought to light through our report.



Distinguished Fellow Richard Cronin, seated right, discussing food-water-energy issues in the Mekong River basin with our colleague Apisom Intralawan from the Natural Resources and Environmental Management program at Mae Fah Luang University in Chiang Rai, Thailand. Apisom and Rich were pulling together final plans for the Southeast Asia program's most recent regional conference on sustainable and equitable hydropower development in the region.



# EMPOWERING NEW VOICES FOR POLICY INNOVATION

Committed proliferators are leveraging 21st-century tools to ply their wares while governments respond with a 20th-century toolkit. Stimson is committed to innovation by empowering the next generation of policy entrepreneurs. Resolution 1540 obligates U.N. Member States to develop and enforce legal and structural measures to prevent the proliferation of weapons of mass destruction and their means of delivery. The challenge has been to get effective and full implementation of this resolution. Working with the U.N. Security Council 1540 Committee, we developed and administered an international student essay contest with the goal of inspiring the younger generation toward involvement around nonproliferation issues and uncovering fresh ideas to improve 1540 implementation.

The contest website received more than 22,000 unique views, and undergraduate and graduate students from 44 countries submitted essays. An international panel of 10 expert judges conducted a blind review of the submissions, taking into account clarity, feasibility and ease of implementation, and potential for WMD risk reduction. The Stimson Center then reviewed the judges' selections and forwarded the top qualifying essays, 18 in total, to another panel of judges directly involved in the work of the U.N. Security Council's 1540 Committee. The top winners, along with officials from the United Nations, Spain, The United States, and Finland, participated in an awards event held at Harvard University.



Above: Resolution 1540 essay contest winners Adrian Alvarado, Enrique de Vega González, Kyle Pilutti, and Hannah Rifkin with Ambassador Román Oyarzun Marchesi, chair of the U.N. Security Council 1540 Committee, and Stimson's WMD, Nonproliferation, and Security program Senior Advisor Debra Decker. Not pictured were additional winners Landon Poe and Sreelekshmi Rajeswari Poe. Along with the U.N. Security Council 1540 Committee, we organized this international contest to uncover new ideas to improve 1540 implementation and to encourage more students to study and be involved in nonproliferation issues.

Left: Senior Advisor Debra Decker at Harvard University to announce the 1540 Contest winners.

# ADVANCING INNOVATION IN NUCLEAR SECURITY

In 2004, President Bush led the United Nations to take action against terrorists seeking to acquire nuclear weapons. The U.N. Security Council turned to Stimson to help governments build a toolkit to achieve this universally accepted objective. Our 12-year effort led Stimson to be the only NGO invited to present a strategy moving forward. President and CEO of Stimson, Brian Finlay, addressed the U.N. Security Council in a High Level Open Debate on December 15, 2016. His remarks were entitled “Preventing Catastrophe: A global agenda for stopping proliferation of weapons of mass destruction by non-State actors.” Finlay encouraged the Council to ease the burden of the 1540 Group of Experts by widening the circle of partnership against WMDs to include private industry, civil society, and the public—an approach that Stimson has championed through our partnerships with member states around the globe.



...with the strong and continued efforts from the distinguished attendees here today, we can—and will—continue to innovate to help prevent the world’s most dangerous weapons from falling into the wrong hands.

—Brian Finlay

# PROGRAMS

## CONVENTIONAL DEFENSE

- BUDGETING FOR FOREIGN AFFAIRS AND DEFENSE
- DRONES
- MANAGING THE ARMS TRADE

## EAST ASIA

- CHINA
- JAPAN
- KOREA

## ENVIRONMENTAL SECURITY

- WATER SECURITY
- NATURAL SECURITY FORUM
- OCEAN SECURITY
- CLIMATE
- WILDLIFE TRAFFICKING

## FOOD SECURITY

## GLOBAL POLITICAL DEMOGRAPHY

## MANAGING ACROSS BOUNDARIES

## MIDDLE EAST

## NEW MAJORITY

## SOUTH ASIA

## SOUTHEAST ASIA

## SPACE SECURITY

## TRADE 21

## PROTECTING CIVILIANS IN CONFLICT

## JUST SECURITY 2020

## WMD, NONPROLIFERATION, AND SECURITY

- WMD NONPROLIFERATION
- NUCLEAR SECURITY
- NUCLEAR SAFEGUARDS



# 2016 PROGRAM HIGHLIGHTS

# CONVENTIONAL DEFENSE



**RACHEL STOHL**  
Senior Associate and Director



Conventional weapons  
determine the course of  
every conflict around  
the world.

*“They are the most commonly used tools of violence, they cause mass displacement, and are the primary weapons used in conflict. Yet their destructive power is often overlooked. When I started my career, I wanted to get outside of the theoretical box and look at what was actually killing people—conventional weapons.”*

The experts of Stimson’s Conventional Defense program examine the impact of the global arms trade on security and development, particularly focusing on U.S. policies and practice. We monitor the many ways in which countries enable and contribute to armed conflict—whether by drone usage, military assistance, or the use of child soldiers.

In 2016, our team continued to lead in the effort to end the use of children in combat by being the only source to identify and analyze data on U.S. military aid and assistance to governments that are using child soldiers. Over the past six years, the Obama administration provided more than \$1.2 billion in military assistance and arms sales to 13 countries identified as recruiting and using child soldiers, a fact that has largely gone unnoticed by the American public. Our Conventional Defense team is working to raise awareness and augment U.S. policies around these issues by raising the level of public debate, providing credible data and analysis, and holding government accountable.



Conventional Defense program Director Rachel Stohl speaking at the United Nations in New York. She was presenting on the value of the U.N. Register of Conventional Arms as a research tool. She was joined on the panel by various ambassadors, and by Kim Won-soo, the United Nations High Representative for Disarmament Affairs.



**YUN SUN**  
Senior Associate



**EAST ASIA**

# CHINA

Leading scholar and expert Yun Sun directs Stimson’s China portfolio. Her research examines foreign policy issues related to this rising global power from a unique perspective, providing critical analysis that uncovers Chinese methods and motives as an actor on the world stage. Much of our work specifically examines China’s relations with, investment in, and policies on conflict zones around the globe, with a special emphasis on how these issues impact Beijing’s relationships with major world powers.

In 2016, Yun Sun produced an impressive 64 publications and presentations. At least eight governments directly involved in East Asian security drew information and analysis from her work, a testament to the influential nature of this program.

I have a unique perspective that allows me to understand China as an insider and as someone who was trained in the Chinese system.

.....  
*“Still today, I do all I can to stay connected to China, which gives me an empathetic and informed basis for my analysis. My unique voice in Washington helps both the U.S. and China to avoid any serious miscalculations between each other and promotes understanding between the two sides.”*



**YUKI TATSUMI**  
Senior Associate and Director

“

I am really driven by all the friendships I’ve made as I have walked through my professional journey.

*“I have relationships with many U.S. and Japanese government and military officials, so I think constantly about civilian responsibility when it comes to conflict. I dedicate my life to this work so that we only put my friends in harm’s way when absolutely necessary.”*

## EAST ASIA

# JAPAN

Stimson’s Japan team works to introduce diverse American and Japanese perspectives on issues relevant to U.S.-Japan relations by reaching beyond usual suspects in the field. We offer research and analysis on critical political-military issues for the U.S.-Japan alliance that are often overlooked or lost in translation.

The strength of Senior Associate and Director Yuki Tatsumi’s work is its stealth. Most of this program’s most important and influential work occurs behind closed doors, but that doesn’t mean that this program shies away from the public eye. In 2016, Stimson continued its popular “Voices from Japan” National Security Speaker Series. Launched in 2013, the series features high-ranking Japanese strategic thinkers for discussions of issues important to the U.S.-Japan alliance. These events not only serve to bridge gaps of understanding between Japan and the U.S., but also between the public sector and private industry.

Japan program Director Yuki Tatsumi along with Thomas G. Mahnken, president and CEO of the Center for Strategic Budgetary Assessment (left), and retired Lieutenant General Koichiro Bansho, Japan Ground Self-Defense Forces (right), at the event on Japan’s Defense Buildup and the U.S.-Japan Alliance: Toward a More Effective Deterrence.

# ENVIRONMENTAL SECURITY

**T**raditionally the purview of the conservation community, environmental issues are increasingly at the core of security priorities and are garnering the attention of military stakeholders. Growing populations, shifting consumption, and unsustainable demand for natural resources mean that environmental theft and degradation are directly impacting global peace and security. Drawing upon field and open-source research and cross-sector dialogues, Stimson's Environmental Security team works with local, regional, and international policymakers to formulate cooperative approaches to environmental protection.

*Continued on next page*



**SALLY YOZELL**  
Senior Associate and Director



I grew up on New England's beaches—racing crabs with friends, gathering clams for dinner. I benefited not only from the beauty of the Atlantic Ocean, but also its bounty.

*"I saw first hand how contentious issues of coastal development, fisheries management, and marine pollution can become and how they affect people's everyday lives. Today, around the world, coastal communities that depend on the oceans for food and livelihoods are facing depleted stocks and an increasingly unhealthy ocean, which is contributing to loss of income, food insecurity, migration, and even conflict. At Stimson, I get to work on how we can make protecting people and the environment part of the same priority, and I find that deeply gratifying."*



**AMANDA SHAVER**  
Research Assistant



I grew up on boats and have always felt connected to the water. I understand that the ocean is an integral component in each of our lives, whether we actively realize it each day or not.

.....  
*“Without proper protection from those who use and misuse these resources, sometimes nefariously, we only stand to see more instability and conflict connected to our oceans arise in the future. I am proud to be a part of a think tank that is taking the lead on environmental issues.”*



*Environmental Security : Continued from page 11*

2016 was a year of growth and expanding influence for this program, including the launch of Secure Our Oceans. Through this platform, we help countries, multilateral organizations, and NGOs around the world find the right technology to protect their marine protected areas. The platform organizes technologies in a simple manner to help decision-makers make more informed choices about the tools they need to safeguard their marine protected areas. Because of this important work, Stimson expert Johan Bergenas was invited by Secretary of State John Kerry to present on the importance of connecting technology and enforcement through public-private partnerships at the Our Ocean Conference.



Above: U.S. Secretary of State John Kerry (front, center) with the participants of the Our Ocean Conference, including Johan Bergenas (back row, second from the right), then Director of our Partnerships in Security and Development program.

Top: Retired Admiral James G. Stavridis, U.S. Navy, who served as the 16th Supreme Allied Commander at NATO, discussing how we can better guard against environmental crimes on the world's oceans. Their conversation was featured on Stimson's Natural Security Podcast.

# JUST SECURITY 2020

Stimson's Just Security 2020 program aims to revitalize and focus the United Nations and other global institutions around 21st-century challenges that fall at the intersection of security and justice.

In 2016, our Just Security 2020 program undertook research and worked to mobilize political support for global institutional reforms in the areas of preventing mass atrocities, mitigating the effects of climate change, and governing the hyper-connected global economy for the benefit of all. This work built upon the Albright-Gambari Commission on Global Security, Justice & Governance, and its 2015 report "Confronting the Crisis of Global Governance."



Professor Ibrahim Gambari (Co-Chair of the Commission on Global Security, Justice & Governance) delivered the John Holmes Memorial Lecture on "Security & Justice at a Crossroads: The Future of Global Governance" on June 17, 2016, at the Annual Meeting of the Academic Council on the United Nations System (ACUNS), in New York. In addition, Professor Gambari and William Dorch made presentations at the June 15, 2016, conference U.N. Security Council 2020 and 2050, where U.N. diplomats and international experts discussed the options for and obstacles to reform within the 2020 and 2050 time frames.



**WILLIAM DORCH**  
*Distinguished Fellow*



**No problem management =  
runaway global problems =  
disaster of a world for  
our grandchildren.**

*"I want to do all I can to prevent that."*

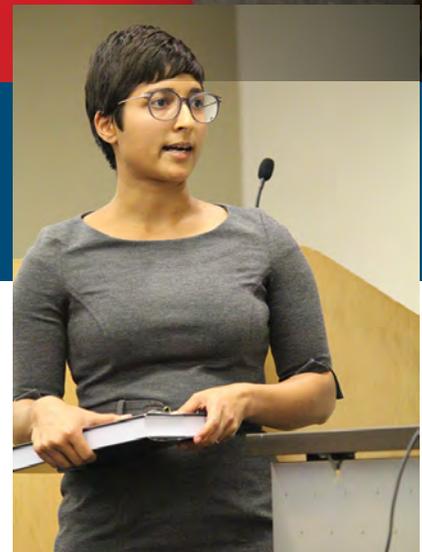


President and CEO Brian Finlay speaking at an Experts Dialogue at the U.N. in New York, convened by UAE Permanent Representative to the U.N. Ambassador Lana Nusseibeh and former Nigerian Foreign Minister and U.N. Under-Secretary-General for Political Affairs Ibrahim Gambari to mark the one-year anniversary of the Commission on Global Security, Justice & Governance in June 2016.



## PROTECTING CIVILIANS IN

# CONFLICT



**T**oday, violent conflicts rage around the world, displacing and endangering the lives of millions. One of the only tools the international community can use to intervene is to send U.N. peacekeepers to help. Stimson's Protecting Civilians in Conflict (PCIC) program works to find ways for these peacekeepers to be more effective. Our researchers determine first hand what's happening on the ground, report back to U.N. actors, and work to develop and influence policies that protect the world's most vulnerable people.

Top: Aditi Gorur, Director of the Protecting Civilians in Conflict program, photographing United Nations Day in Beirut, Lebanon. Aditi was in Beirut visiting UNIFIL with nonresident fellow Haidi Willmot, to conduct research for our project on improving U.N. integrated analysis.



**ADITI GORUR**  
Director



Too often, discussions about conflict are limited to the leaders, the generals, the agreements made between political elites.

“Our program’s job is to make sure that the ordinary people whose lives are torn apart by conflict are front and center in conflict analysis. Political leaders can start a war, but ultimately only the people can really stop the fighting. What are their needs and priorities, their fears and vulnerabilities—and what can be done to address them?”

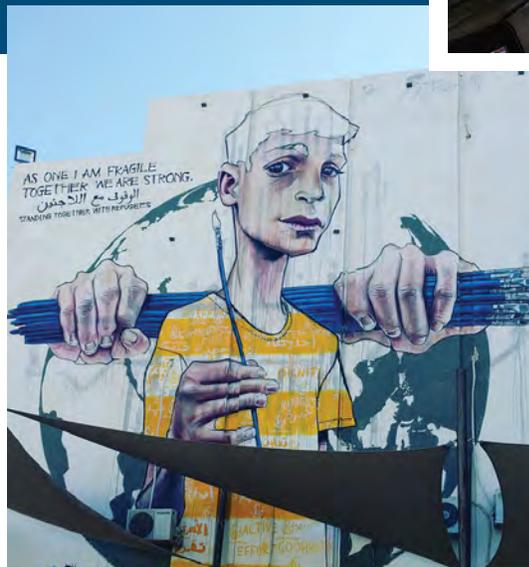


Madeline Velturo (second from left), Protecting Civilians in Conflict Research Associate, and program Director Aditi Gorur (far right) in Bangui, the Central African Republic’s capital city, conducting research on the links between local and national-level conflicts. They conducted interviews with civil society representatives across the country.

In 2016, our PCIC team traveled to and conducted research in South Sudan, Mali, Central African Republic, Democratic Republic of the Congo, Lebanon, Israel, Palestine, Jordan, and Tunisia. During these visits, we had candid conversations with U.N. personnel to identify why a U.N. mandate is or isn’t succeeding, and developed practices that encourage improved effectiveness. We then took these insights back to New York and held off-the-record roundtables with U.N. Security Council members, bringing in representatives for the various missions to inform the Council members of the on-the-ground realities before key votes.



Above: PCIC program Director Aditi Gorur (at right) speaking with an NGO worker in Rumbek, South Sudan, about the links between local and national-level conflicts and their impacts on civilians and the UNMISS’ protection mandate and activities of the United Nations Mission in the Republic of South Sudan.



Left: A message of unity painted on the offices of the U.N. refugee agency in Amman, Jordan. Aditi Gorur, Director of the PCIC program, visited this office while conducting research at U.N. peacekeeping missions, political missions, and agencies in the Middle East and North Africa in November 2016.



**AKRITI VASUDEVA**  
Research Associate



Being from India and having lived in the subcontinent for most of my life, I have been affected by tensions between India and Pakistan in very real and personal ways.

*“The possibility of a nuclear catastrophe as a result of tensions between the two countries puts my home and loved ones at risk. Working at Stimson provides me the opportunity to do my bit to reduce nuclear dangers in the region by facilitating constructive dialogue among future leaders of the two countries.”*



# SOUTH ASIA

India and Pakistan have fought four wars and been engaged in countless border clashes in the last 70 years. Stimson’s South Asia program works to reduce nuclear dangers in the region by focusing on risks associated with the accelerating arms competition between India and Pakistan, and championing confidence-building and nuclear risk-reduction measures. Our South Asia program has taken the lead in analyzing U.S. crisis management on the subcontinent, and nearly every measure now in place between the two countries was brought into being through our South Asia program’s Track II initiatives.



Behind the scenes of The Subcontinental podcast. Host Sameer Lalwani, deputy director of Stimson’s South Asia program, was joined by Senior Associate of the Wilson Center Michael Kugelman to discuss the Uri attack, responses to it, and its impact on regional stability.



Michael Krepon (front right), Stimson Co-Founder and Director of the South Asia program shares a conversation with the Deputy Director of the South Asia Program, Sameer Lalwani (right) and distinguished guests Pakistani Senator Mushahid Hussain Syed and National Assembly Member Shezra Mansab Ali Khan Kharal, after a Stimson luncheon conversation on Pakistan’s regional security.



**MICHAEL KREPON**  
Co-Founder and Senior Associate



Every day without a mushroom cloud in the world is a good day.

*“Nuclear dangers are especially growing on the subcontinent. My life’s work is to protect the gains made to reduce nuclear dangers and weapons, to look for opportunities to make headway, and to prevent serious backsliding.”*

A key component of our work on the subcontinent is empowering an emerging generation of South Asian strategic analysts. Our South Asian Voices (SAV) initiative produces an online magazine of the same name that encourages scholars, policy analysts, and young students from South Asia to engage in free-flowing exchange and debate on South Asia’s security and nuclear challenges. In 2016, SAV saw a 15 percent increase in page views, reaching a total of over 410,000 views since it launched in September 2013, and a 10 percent increase in site visits, going up to over 240,000. SAV also counted policymakers, such as at the U.S. Department of State and Department of Defense, among its readers.



# SOUTHEAST ASIA



**BRIAN EYLER**  
Director



I feel like I'm married to the Mekong. The river has become part of my life over the past 15 years.

*"If greater coordination in the Mekong is not injected into the development process, the results will be catastrophic for the river, with tremendous food security and national security risks. Tens of millions of people rely on the future of this river."*



Southeast Asia program Director Brian Eyler (left) met with Cambodia's minister of Environment, Say Samal, on a trip to Phnom Penh, where they discussed Cambodia's hydropower development and the need for a system-scale consideration of water and energy planning as Cambodia moves forward with a variety of development projects on and near the Mekong River.



Stimson's Southeast Asia program works to bridge the gap between policymakers and affected local communities in the Mekong River Basin. We work to find alternative development opportunities and implement strategic plans that protect the Mekong as a natural and economic resource while still leveraging it as a powerful mechanism for development.



**COURTNEY WEATHERBY**  
Research Analyst



The Southeast Asia program's Research Analyst, Courtney Weatherby, and Distinguished Fellow, Richard Cronin.

In 2016, the program led a coalition of water-energy planners to promote more sustainable approaches to hydropower development and integrated water management in the region. Before Stimson began this work, this innovative approach to regional strategic planning was nonexistent among Mekong countries. We're proud to say that our efforts have jumpstarted a regional discourse about water and energy planning, and our innovative ideas are having a major impact.

Top: In December 2014, Southeast Asia program Distinguished Fellow Richard Cronin and Research Analyst Courtney Weatherby toured the Don Sahong Dam Site and met with the fisheries research team to hear about their progress in identifying the migration habits of fish species in the area and in exploring mitigation options.



I was exposed first hand to how extreme pollution and environmental degradation impact the lives of people when I lived in China.

*“Seeing what happens when no one is paying attention, or is paying attention too late, stuck with me. What I love about our work on the Mekong is that our efforts can still make a positive, long-term influence if we focus on prevention now.”*



**BILL REINSCH**  
*Distinguished Fellow*



After 30 years of being below the fold in the business section, trade is finally on the front page—in the worst possible way!

*“It’s become a scapegoat for a lot of legitimate problems, and I want to shed some light on those problems and their real causes, and get to work on the solutions.”*



**T**rade and globalization are at a crossroads. The rise of protectionist policies rooted in “economic nationalism” is cause for serious concern as it negatively impacts both our economic and security well-being. It also demands a serious response. Stimson’s Trade in the 21st Century program (Trade21) is helping to make the global economy work better—for all. We shape ideas and build public buy-in for policy solutions that enable trade and investment to thrive alongside the public interest.

A highlight of Trade21’s work in 2016 was our visit to Berlin for meetings of the “Think20” task force on trade and investment, in support of the 2017 German G20 presidency. We collaborated with other think tanks and policymakers to provide a policy brief on the digital economy for G20 leaders, which will inform the action plans and policy decisions of leaders from around the globe.





**NATE OLSON**  
Director



Trade touches everything  
around us.

.....

*“How we address it—through our words, our ideas, and ultimately our policies—has profound effects. There’s never been a more important time to engage. I’m fortunate that my work at Stimson allows me, alongside my colleagues, to do just that.”*



(From left to right) Stimson President and CEO Brian Finlay, Distinguished Fellow Alan Romberg, East Asia program Senior Associate Yun Sun, Distinguished Fellow Richard Cronin, Trade21 program Director Nate Olson, and Distinguished Fellow William Reinsch, at the “Risks and Rewards: Examining Trump’s New Approach to Asia” event, examining rising tensions between Washington and Beijing—as well as the potential strategic, trade, and security implications for the Asia-Pacific region.



**LOVELY UMAYAM**  
Research Analyst

# WMD, NONPROLIFERATION, AND SECURITY



We tend to forget that nuclear weapons are made of atoms. As human beings, we are all made of atoms too...

*“yet our culture no longer feels a connection to nuclear issues, certainly not in the strongly emotional way we did in the past. We’ve become so separated from all things nuclear. I want to be in the forefront of determining why there’s a gap in our interest and how we can bridge that gap.”*

**O**ur WMD, Nonproliferation, and Security program works with stakeholders to develop new approaches to managing the risks associated with the proliferation of weapons of mass destruction and their means of delivery, with a special focus on security and safeguards for nuclear materials. Our experts work with governments, the United Nations, industry, and civil society to keep these weapons and dual-use materials from being used by illicit actors, and we engage with industry to incentivize nuclear security within the market.



Above: Research Analyst Lovely Umayam participating in signing the Memorandum of Understanding (MOU) between the Stimson Center and the Caribbean Maritime Institute. From the top left: Rob Rosenberg, NTELX; Hassim Fulton, Jamaica Ministry of Transport and Mining; O’Neil Hamilton, CARICOM UN1540 Implementation Programme; Ferris Ziadie, Ministry of Transport and Mining. From the bottom left: Dr. Ibrahim Ajagunna, Caribbean Maritime Institute; Umayam; Dr. Fritz Pinnock



Right: Research Analyst Lovely Umayam participating in an expert supply chain and WMD nonproliferation panel at the Caribbean Maritime Institute.



Nonresident Fellow Kathryn Rauhut and Debra Decker, Senior Advisor for the WMD, Nonproliferation, and Security program, at the close of the International Atomic Energy Agency's Nuclear Security Conference in Vienna. They presented a paper, alongside World Institute for Nuclear Security Executive Director Roger Howsley, on how the private sector can energize efforts to keep nuclear materials from falling into the wrong hands.

In 2016, this team worked to involve a new set of stakeholders in the nuclear conversation—the next generation. In partnership with the NSquare Collaborative, Stimson expert Lovely Umayam began a conversation on what the word “nuclear” means to millennials through a presentation at PopTech2016. Lovely introduced unfamiliar and forgotten pop culture images of the nuclear dilemma with a goal of shifting the dialogue from fear to one of inspiration, curiosity, resilience, and creation, emphasizing the fact that nuclear issues are not a relic of our past, but a very relevant part of our lives today.



Research Analyst Lovely Umayam gives a presentation on “Reshaping Our Nuclear Narratives” at PopTech’s 2016 annual conference, which focused on the theme “Culture Clash.” PopTech is a nonprofit that works to catalyze the spread of innovation and change by bringing together a global community of experts and innovators from many fields to share insights and work together to create lasting change.



**DEBRA DECKER**  
Senior Advisor



**I grew up with a visceral fear as my primary understanding of nuclear security.**

*“As I grew up, hiding under my desk—our kindergarten approach to nuclear safety—no longer seemed a sufficient way to address nuclear risks. At Stimson, I have been able to help mobilize the private sector, students, and lawyers to work on different areas of nuclear security and nonproliferation. I’ve been able to do my part for international security, which is a responsibility I feel we all share.”*

# NEW INITIATIVE

## ENVIRONMENTAL SECURITY

# THE NATURAL SECURITY FORUM

**NATURAL SECURITY**—the geostrategic security implications of environmental crime—is a growing challenge worldwide. With connections to some of the world’s most dangerous criminal syndicates and a growing influence on critical geostrategic issues, illegal fishing, logging, mining, and wildlife trafficking are serious threats to global peace, security, and stability.

### OUR FEATURES

#### DATA

An online database that tracks incidents of environmental crime and their connections to national and global security threats.

#### PODCAST

Features some of the most influential security, military, and political voices on this issue.

#### ANALYSIS

Quench your thirst for quick analysis from the Natural Security Forum staff and outside contributors by following our blog, hosted on Medium.

#### STRATEGIC SHIFT

A deeper dive analysis on strategically important topics that are simply too complex to be dealt with in a blog post.

#### BRIEFINGS AND ARTICLES

Our team will produce a steady stream of published materials featuring analysis of natural security challenges as they relate to U.S. national and global security. We are also always happy to come brief you.

### OUR MISSION

**Illuminate and educate** on the security and geostrategic consequences of environmental crime.

**Foster** the creation of a new and expanding community of natural security stakeholders.

**Change** the terms of the conversation on environmental crime, leading to innovative policy solutions.



Environmental Security program Research Assistant Emma Myers with Admiral Charles D. Michel, Vice Commandant of the U.S. Coast Guard, at the official launch of the Natural Security Forum.

# NUCLEAR SAFEGUARDS

**NUCLEAR DIPLOMACY** is power politics at its best—and worst. It is a field that is entangled in trade controls, international law, non proliferation and disarmament with a broad and varied community highly committed to ensuring that its atoms are used for peace.

### FOCUS

Stimson's Nuclear Safeguards program studies the evolving nature of international controls placed on the production and trade of nuclear materials and technology. Specifically, we focus on the starting point of safeguards—the production, processing, and conversion of uranium ore concentrates. We study the challenges and benefits of front-end safeguards and their relation to the potential proliferation risk, and we identify best practices and makes recommendations to address policy gaps that strengthen effective implementation.

### APPROACH

Our program strengthens nuclear materials security by focusing on the materials that have historically fallen outside of international control, namely source materials such as natural uranium, by: 1) cataloging risks and proliferation pathways associated with the unauthorized removal of source materials, and 2) identifying best practices in implementing nuclear safeguards, particularly related to source materials at the stages of conversion and milling.



Senior Associate Cindy Vestergaard visited the Moab Uranium Mill Tailings Remedial Action Project at Crescent Junction, Utah, in September 2016 and is pictured in front of the permanent disposal site.

### PARTNERS

The program is pleased to work with international partners such as the Centre for International Security Studies at the University of Sydney, Australia, the Vienna Center for Disarmament and Non-Proliferation in Vienna, Austria, and the Institute for Security Studies in Pretoria, South Africa.

## 2016 STAFF

**MILES ABADILLA**  
Communications Specialist

**GORDON ADAMS**  
Distinguished Fellow

**CAITLYN ANTRIM**  
Executive Director, the Rule of Law  
Committee for the Oceans

**JIM BAIRD**  
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**NAKIA BELL**  
Grants and Contracts Manager

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Director, Partnerships in Security  
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**SHANNON DICK**  
Research Associate, Conventional  
Defense

**WILLIAM DURCH**  
Distinguished Fellow, Just Security  
2020

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Director, Southeast Asia

**BRIAN FINLAY**  
President and CEO

**BRIAN GOEBEL**  
Distinguished Fellow

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Director, Protecting Civilians in  
Conflict

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Research Associate, South Asia

**LAICIE HEELEY**  
Fellow, Budgeting for Foreign Affairs  
and Defense

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Nonresident Research Fellow

**PAUL HOLTOM**  
Nonresident Fellow

**PAMELA KENNEDY**  
Research Associate, East Asia

**ARIELLA KNIGHT**  
Research Assistant, Managing  
Across Boundaries

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Co-Founder and Senior Associate,  
South Asia and Space Security



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(through December 2016)

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Distinguished Fellow, East Asia

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Research Associate, East Asia  
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**YUKI TATSUMI**  
Senior Associate and Director,  
Japan

**LOVELY UMayAM**  
Research Analyst, WMD,  
Nonproliferation, and Security

**AKRITI VASUDEVA**  
Research Associate, South Asia

**MADLINE VELLTURO**  
Research Associate, Protecting  
Civilians in Conflict

**CINDY VESTERGAARD**  
Senior Associate, Nuclear  
Safeguards

**COURTNEY WEATHERBY**  
Research Analyst, Southeast Asia

**TRAVIS WHEELER**  
Research Associate, South Asia



## 2017 NEW STAFF

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Research Assistant, South Asia

**EMMA MYERS**  
Partnerships in Security and  
Development Research Assistant

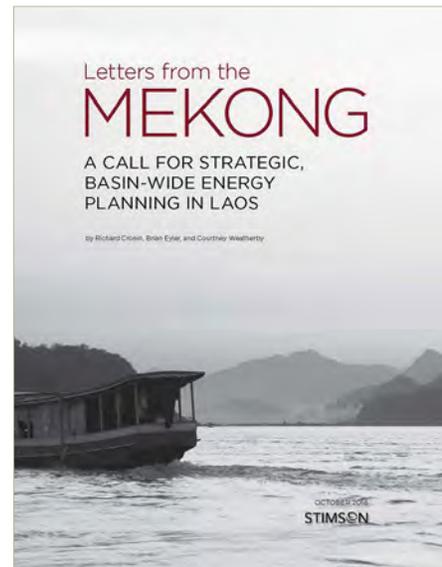
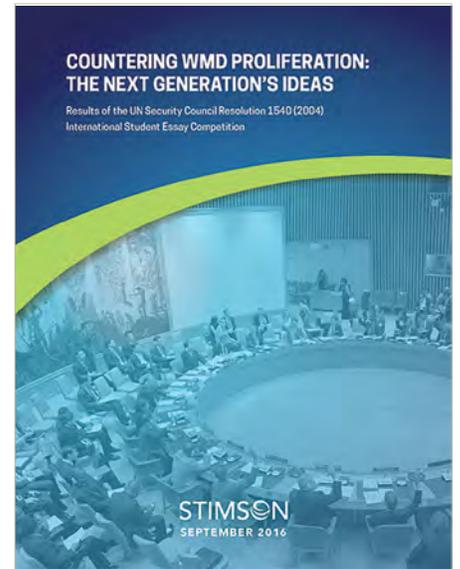
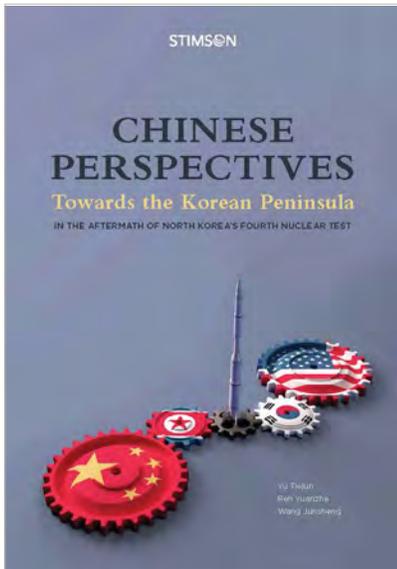
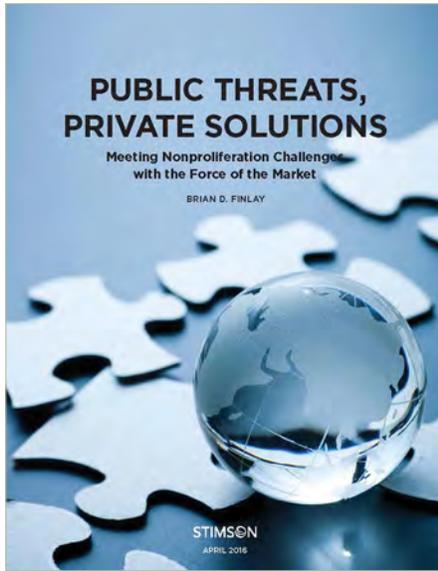
**AMANDA SHAVER**  
Research Assistant, Environmental  
Security

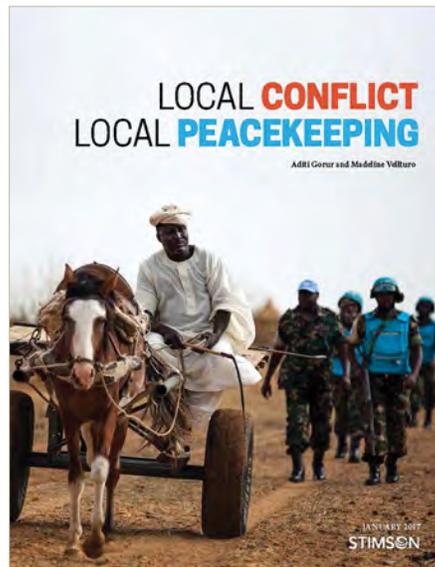
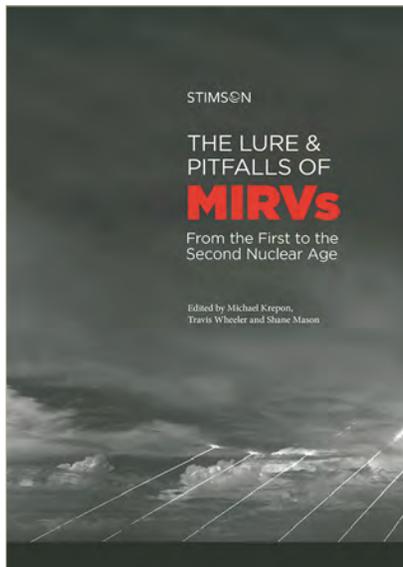
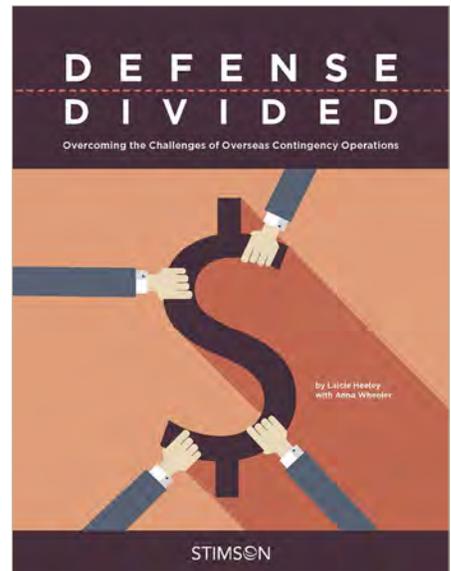
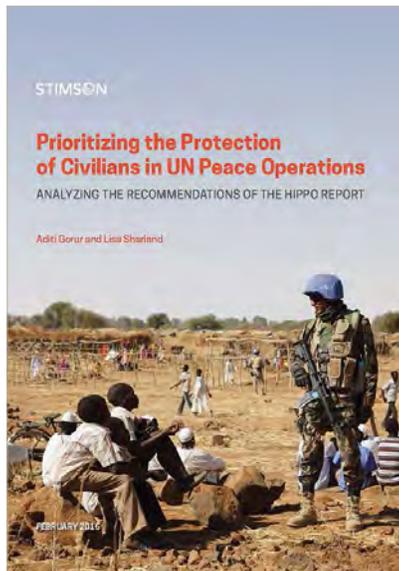
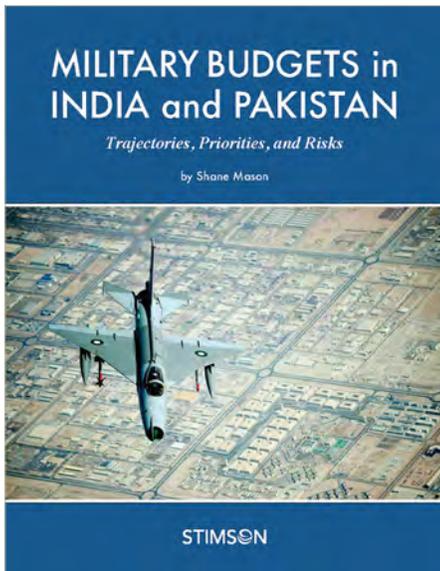
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Senior Associate and Director of the  
Environmental Security

REPORTS OVERVIEW





# FINANCIALS

## STATEMENT OF CONSOLIDATED ACTIVITIES

OPERATING REVENUES	2016	2015
Grants & Contributions	\$ 4,617,088	\$ 3,585,177
Contracts	\$ 1,185,851	\$ 830,084
In-Kind Contributed Services	\$ 235,165	\$ 213,829
Investment Income	\$ 40,696	\$ 3,419
Rental Income & Administrative Fees	\$ 300,703	\$ 215,859
Other	\$ 11,278	\$ 35,060

**TOTAL Revenue** **\$6,390,781** **\$4,883,428**

### OPERATING EXPENSES

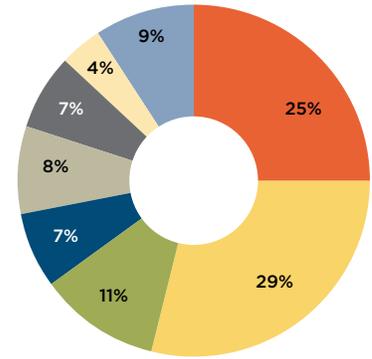
Program Activities	\$4,794,323	\$ 4,204,913
General Administration	\$ 377,457	\$ 709,905
Development	\$ 146,311	\$ 163,184

**TOTAL Expenses** **\$5,318,091** **\$5,078,002**

### NET ASSETS

Change in Net Assets	\$1,072,690	\$ (194,574)
Net Assets, Beginning of the Year	\$ 1,815,931	\$ 2,010,505

**Net Assets, End of Year** **\$ 2,888,621** **\$ 1,815,931**

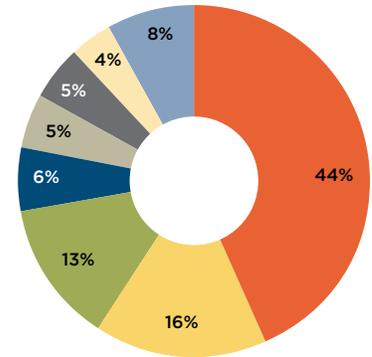


## 2015 REVENUE BY SOURCE

Foundations	\$ 1,257,942.74
Foreign Governments	\$ 1,461,669.45
U.S. Governments	\$ 533,506.57
Individuals	\$ 332,957.41
Corporations	\$ 412,402.76
International Orgs	\$ 371,204.72
In-Kind Services	\$ 213,828.58
Other	\$ 430,290.92

(Tenant income, investments, etc.)

**\$ 5,013,803.15**



## 2016 REVENUE BY SOURCE

Foundations	\$ 2,801,096.17
Foreign Governments	\$ 1,004,128.59
U.S. Governments	\$ 816,141.15
Individuals	\$ 352,382.86
Corporations	\$ 341,058.44
International Orgs	\$ 332,949.13
In-Kind Services	\$ 235,165.14
Other	\$ 513,805.55

(Tenant income, investments, etc.)

**\$ 6,396,727.03**

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# STIMSON

1211 Connecticut Avenue, NW, 8th Floor  
Washington, DC 20036  
Tel: 202.223.5956 | Fax: 202.238.9604  
[stimson.org](http://stimson.org)