INNOVATIVE IDEAS CHANGING THE WORLD.
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DONORS AND PARTNERS

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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.”
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.

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.

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.

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
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.

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, we 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 continue to make a lasting difference.

AMBASSADOR DAVID J. LANE
CHAIRMAN
THE WORLD

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

2,732
MEDIA CITATIONS

266
OP-EDS PUBLISHED

1,789,651
DIGITAL MEDIA IMPRESSIONS

90,518
WEBSITE VISITORS

40,341
NEWSLETTER SUBSCRIBERS

The Stimson Center
Our People

- 65 Total Staff and Affiliates
- 70% Female Senior Project Directors

Events

- 104 Events Around the World
- 49 Events in Washington

Publication Impact

- 15 Published Reports
- 324 Media Citations
- 22,038 Views

Most Online Views

- Countering WMD Proliferation: The Next Generation’s Ideas
- B61 Life Extension Program: Costs and Policy Considerations

Countries Reached

- 122 Countries

Countries and Territories Visited the Page

- 169

2016 Annual Report (07)
Tsavo 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.
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.
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.
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.
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
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
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 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.”

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.
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.”
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.

“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.”

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.
Traditionally 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
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.”

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.
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.”


“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.
Today, 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.
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?”

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.
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.

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.”

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.
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.

“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.”

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

“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.”

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

“Trade 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.”
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.”
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."

Our 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.
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.”

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.

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.

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.
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 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.

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.

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 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.

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
Communications Director

NAKIA BELL
Grants and Contracts Manager

OKSANA BELLAS
Director of Finance and
Administration

ROBERT J. BERG
Distinguished Fellow

JOHAN BERGENAS
Director, Partnerships in Security
and Development

BARRY BLECHMAN
Co-Founder

SHANNON DICK
Research Associate, Conventional
Defense

WILLIAM DURCH
Distinguished Fellow, Just Security
2020

BRIAN EYLER
Director, Southeast Asia

BRIAN FINLAY
President and CEO

BRIAN GOEBEL
Distinguished Fellow

ADITI GORUR
Director, Protecting Civilians in
Conflict

HANNAH HAEGERLAND
Research Associate, South Asia

LAICIE HEELEY
Fellow, Budgeting for Foreign Affairs
and Defense

RUPERT HERBERT-BURNS
Nonresident Research Fellow

PAUL HOLTOM
Nonresident Fellow

PAMELA KENNEDY
Research Associate, East Asia

ARIELLA KNIGHT
Research Assistant, Managing
Across Boundaries

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

AMBASSADOR ALFREDO LABBÉ
Nonresident Fellow

ELLEN LAIPSON
Distinguished Fellow and
President Emeritus

SAMEER LALWANI
Deputy Director and Senior
Associate, South Asia

MATTHEW LEATHERMAN
Nonresident Fellow

SHANE MASON
Research Associate, South Asia

ROBERT MAKROS
U.S. Air Force National Defense
Fellow

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ERIC MILLER  
Nonresident Fellow

ALLEN MOORE  
Senior Advisor, Managing Across Boundaries

AMY NELSON  
Nonresident Fellow

NATE OLSON  
Director, Trade21

AGNIESZKA PACZYNSKA  
Nonresident Fellow

AMIT PANDYA  
Nonresident Fellow

RICHARD PONZIO  
Nonresident Fellow

KATHRYN RAUHUT  
Nonresident Fellow

LACIE RAWLINGS  
Deputy Director of Administration (through December 2016)

WILLIAM REINSCH  
Distinguished Fellow, Trade21

ALAN D. ROMBERG  
Distinguished Fellow, East Asia

HANA RUDOLPH  
Research Associate, East Asia (through August 2016)

ELEIAH SEXTON  
Development Manager

LISA SHARLAND  
Nonresident Fellow

RACHEL STOHL  
Senior Associate and Director, Conventional Defense

ROBERT L. SUETTINGER  
Senior Advisor and Consultant, East Asia

YUN SUN  
Senior Associate, East Asia

YUKI TATSUMI  
Senior Associate and Director, Japan

LOVELY UMAYAM  
Research Analyst, WMD, Nonproliferation, and Security

AKRITI VASUDEVA  
Research Associate, South Asia

MADELINE 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

GILLIAN GAYNER  
Research Assistant, South Asia

EMMA MYERS  
Partnerships in Security and Development Research Assistant

AMANDA SHAVER  
Research Assistant, Environmental Security

JAMES SIEBENS  
Special Assistant to the President and CEO

MAKAYLA THOMPSON  
Finance and Administration Assistant

SALLY YOZELL  
Senior Associate and Director of the Environmental Security
## STATEMENT OF CONSOLIDATED ACTIVITIES

<table>
<thead>
<tr>
<th>OPERATING REVENUES</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants &amp; Contributions</td>
<td>$4,617,088</td>
<td>$3,585,177</td>
</tr>
<tr>
<td>Contracts</td>
<td>$1,185,851</td>
<td>$830,084</td>
</tr>
<tr>
<td>In-Kind Contributed Services</td>
<td>$235,165</td>
<td>$213,829</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$40,696</td>
<td>$3,419</td>
</tr>
<tr>
<td>Rental Income &amp; Administrative Fees</td>
<td>$300,703</td>
<td>$215,859</td>
</tr>
<tr>
<td>Other</td>
<td>$11,278</td>
<td>$35,060</td>
</tr>
<tr>
<td><strong>TOTAL Revenue</strong></td>
<td><strong>$6,390,781</strong></td>
<td><strong>$4,883,428</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Activities</td>
<td>$4,794,323</td>
<td>$4,204,913</td>
</tr>
<tr>
<td>General Administration</td>
<td>$377,457</td>
<td>$709,905</td>
</tr>
<tr>
<td>Development</td>
<td>$146,311</td>
<td>$163,184</td>
</tr>
<tr>
<td><strong>TOTAL Expenses</strong></td>
<td><strong>$5,318,091</strong></td>
<td><strong>$5,078,002</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets</td>
<td>$1,072,690</td>
<td>$(194,574)</td>
</tr>
<tr>
<td>Net Assets, Beginning of the Year</td>
<td>$1,815,931</td>
<td>$2,010,505</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td><strong>$2,888,621</strong></td>
<td><strong>$1,815,931</strong></td>
</tr>
</tbody>
</table>

### 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
The Stimson Center is grateful for the support of individuals who share our mission to enhance global peace and prosperity by identifying pragmatic solutions to current and emerging global challenges. In 2016, individual contributions to the Center comprised approximately 6% of our total budget.
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