

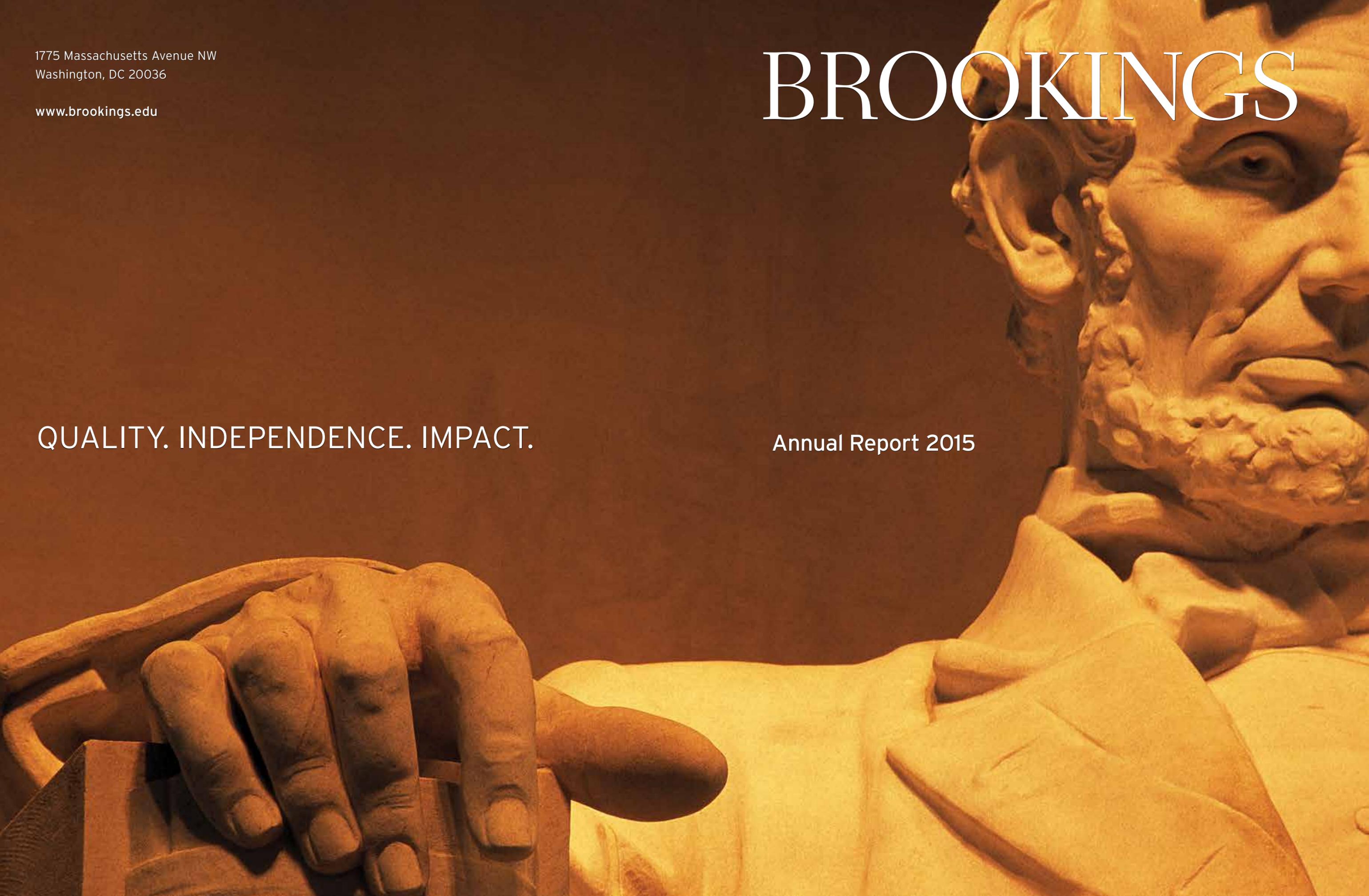
1775 Massachusetts Avenue NW
Washington, DC 20036

www.brookings.edu

BROOKINGS

QUALITY. INDEPENDENCE. IMPACT.

Annual Report 2015



BROOKINGS

Convening Power

Senior policymakers from across the political spectrum and heads of state from across the world choose Brookings for major policy speeches. Why? Because they know that they will be speaking to a well-informed, engaged, and influential audience. They know that Brookings is a place where rigorous research and practical policy prescriptions, not ideological agendas, drive the debate. Brookings's commitment to independence and academic freedom helps create an atmosphere where good ideas can thrive. This convening power is an important part of what makes Brookings a valuable resource for policymakers, journalists, and the public.

PHOTO BY PAUL MORIGI

Co-Chairs' Message

A little more than a century ago, when our original predecessors set about creating the Institution we serve today, their first step was to put in writing their aspirations, values, a business plan, and an agenda.

In March 1916, after a year and a half of deliberation, they issued publicly an eight-page prospectus for a scholarly institute, supported and overseen by "an association of citizens," that would "promote efficiency in government and advance the science of administration." They stressed the need to promulgate the findings and recommendations in order to engage and influence "active public interest." They also vowed to avoid "propaganda" and to stick to fact-based research and objective analysis. The Trustees assigned themselves the responsibility "to vouch before the public for the integrity of the enterprise and its freedom from the slightest political bias."

The group included reformist and philanthropic leaders from the world of business and finance, some with experience in government. There were also five presidents of major universities and the chairman of the board of Washington University in St. Louis—Robert S. Brookings. Those members in particular were adamant that, in addition to institutional independence, the Institution they created would guarantee academic freedom for its scholars. That principle, too, was incorporated into the prospectus.

That document—conceived and authored by the Trustees before there were bricks and mortar and before the first scholars were hired—was, in effect, the founding strategic plan for what the world now knows as the Brookings Institution. Ninety-nine years later, we and our fellow Trustees are working hand in glove with Strobe and his colleagues to use our centenary year to develop and begin to implement a strategic plan that strikes a balance between continuity and change.

The core principles articulated in the 1916 prospectus are, if anything, even more crucial today. For example, as the United States heads into what is likely to be a long, bruising, and none-too-edifying national political campaign, we'll keep alive the spirit of nonpartisanship that led Robert S. Brookings, whose own public service was under Woodrow Wilson, to recruit to the board an ex-president, William Howard Taft, and a future one as well, Herbert Hoover. They and other prominent Republicans served alongside leading lights of the Democratic Party such as Felix Frankfurter, Frederic Delano, and Dean Acheson.

The strategic plan will also reflect our fiduciary responsibility to ensure that the combination of our fiscal policies, internal controls, and funding practices ensure the integrity of our management, the maintenance of our reputation, the protection of our brand, and the sustainability of our business model as we cross the 100-year threshold.

Just as members of the original board made it possible, through their own donations, to turn their brainstorm into an iconic, path-breaking, and permanent fixture on the national and now global landscape, we, as their successors, are determined to succeed in our \$600 million Second Century Campaign—the largest ever for a think tank—which will conclude at the end of 2016. Our success also depends on the generosity of a growing network of friends who value Brookings's past achievements, current impact, and future promise. We're grateful for your support and look forward to continued engagement.



John L. Thornton
Co-Chair of the Board



David M. Rubenstein
Co-Chair of the Board



President's Message

For institutions as well as individuals, milestone anniversaries focus the mind on the past and the future. What have we accomplished? What have we learned? What are our goals going forward? What adjustments are necessary to meet those goals? As Brookings marks its centenary in 2016, all of us—Trustees, scholars, and staff—are taking stock. We're determined to keep faith with our founders' conviction that independent, nonpartisan research contributes to the efficacy of governance.

Since their time, the world has become vastly more complicated and interdependent. The same has happened to governance itself. Burgeoning and innovative technology, the communications revolution, and globalization have empowered non-governmental organizations and non-state actors ranging in purpose from humanitarian relief and universal education to terrorism and piracy. Brookings scholars have studied this phenomenon and recommended ways to bolster its upside and deal with its downside.

We've grown substantially in recent years, enabling us to take on these and other new challenges, deepen and broaden our research, and expand our outreach to—and engagement with—new audiences, constituencies, communities of thought-leaders, and partnerships.

While managing this growth and evolution, we've done our best to hew to the vision, values, and ideals of the founders: the highest intellectual standards, insulation from outside pressures, and the relevance of our work to the major issues of the day. In short: Quality, Independence, Impact.

That motto won't change, nor will our fealty to it. What will change, inevitably and to good effect, is how we carry our legacy into our second century. Some of those changes are already underway. For example, the Brookings Press still publishes dozens of titles a year, but now the product is often in digital format. Much of our output has migrated to our website, where it is free to all, instantaneously. Social media, such as Twitter and Facebook, has allowed our scholars to be heard—and to hear other voices—in what is now a global conversation.

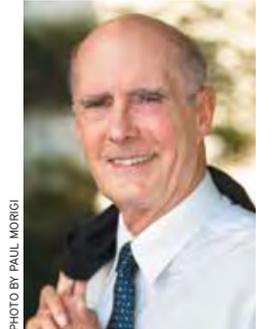
We, along with our Trustees, are also committed to accelerating progress in diversification in all parts of the Brookings community, on the board as well as on the staff, and in multiple categories: geography, gender, ethnicity, generation, and professional perspective.

More improvements and innovations will emerge from the strategic plan that John and David announced in their letter. As we develop, refine, and begin to implement that plan over the next year, we owe it to our founders, to you as our supporters, to ourselves, and to our successors to make sure that we have the right priorities and the right tools to address them.

We also need the resources to maintain our momentum and our preeminence in an increasingly competitive environment. In this, the last annual report of Brookings's first century, I hope you'll find evidence that my colleagues are earning your support and engagement in that effort. I also hope that you'll let John, David, and me know your own suggestions as we plan for our second century.



Strobe Talbott
President





Shaping Economic Policy through Independent Research

PM IMAGES/GETTY IMAGES

The U.S. economy continues to grow at a moderate pace since the Great Recession at a time when economic problems abroad—particularly issues in the eurozone and slowing growth in China—are adding uncertainty to the global outlook. With the Federal Reserve considering raising interest rates and the Administration and Congress at odds on fiscal policy, it is increasingly difficult to find a path toward a sustainably growing economy and one that offers opportunity for mobility. As policymakers grapple with how to address these challenges, experts in the Economic Studies program are bringing rigorous analysis and practical recommendations to help make the economy work for all.

Deepening Our Bench of Economic Experts

Economic Studies welcomed a number of new scholars to its ranks this year, adding new capacity to analyze important issues. Senior Fellow Stuart Butler is an expert on health policy, education, the budget, and social mobility. He's the editor of the *Health360* blog, which focuses on new ideas and developments in health policy and their impact on individuals, communities, and health systems in the U.S. and around the world. Brookings also

welcomed three new guest scholars to Economic Studies. Former Congressional Budget Office Director Douglas W. Elmendorf will work on macroeconomic topics, including fiscal and monetary policy. Former Special Assistant to the President for Economic Policy and Senior Advisor for Financial Services Seth Wheeler, who served in both the Bush and Obama administrations, will focus on financial innovation, technology and policy, as well as housing finance. Joshua Gotbaum is former director of the U.S. Pension Benefit Guaranty Corporation and is working on retirement security and public finance issues.

With the generous support of Chris Rokos, Brookings established the Rokos Policy Fellowship in the Hutchins Center on Fiscal and Monetary Policy. This fellowship offers senior policymakers in the legislative and executive branches a six-month sabbatical from their government posts to work on a focused research project in Economic Studies resulting in a set of concrete policy recommendations. The inaugural Rokos Policy Fellow was Michael Falkenheim, Deputy Associate Director of Economic Policy at the Office of Management and Budget, who works on managing pension benefit guarantees.

“The Brookings Institution is a think tank as respected as it is long-lived. Over the last century, empires have come and gone, the world order has changed but Brookings has sailed on, not just commenting on events but shaping them.”

—Lord Jonathan Hill, Member, European Commission



PHOTO BY PAUL MORIGI

Chair of the Federal Reserve Board of Governors Janet Yellen (left) and Visiting Fellow Douglas Elmendorf, former Congressional Budget Office director, in the audience of an event marking the 40th anniversary of the publication of *Equality and Efficiency: The Big Tradeoff* by former Brookings economist Arthur Okun, which was re-released as a Brookings Classic this year



PHOTO BY PAUL MORIGI

Brookings Trustee Wilbur Ross with Chairman of the Council of Economic Advisers Jason Furman, Vice Chair of the Brookings Board Glenn Hutchins, and Vice President and Director of Economic Studies Ted Gayer (from left) prior to an event on achieving strong economic growth

Ben Bernanke's Blog

Ben Bernanke, former chairman of the Federal Reserve and now Distinguished Fellow in Residence in Economic Studies, launched a blog in March 2015 that has quickly become one of the most popular resources for those interested in monetary policy. The blog had 450,000 page views and was the subject of 355 stories in the media in its first week of existence. One of the highlights of the blog so far has been a lively exchange with former Treasury Secretary Larry Summers on secular stagnation and low interest rates.



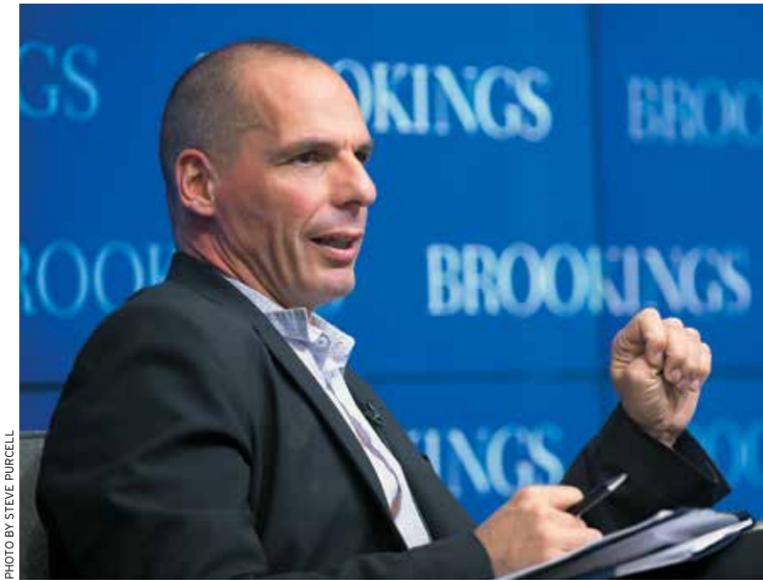


PHOTO BY STEVE PURCELL

Then-Greek Finance Minister Yanis Varoufakis outlines prospects for reform and economic renewal for Greece

Me the Evidence, which tells the story of how the Obama administration planned and enacted several initiatives to fund social programs that have been proven to work. Based on interviews with a range of stakeholders, he offers a blueprint for policymakers worldwide interested in expanding the use of evidence in policymaking—something that seems obvious but, in fact, only one percent of U.S. government-funded social programs have ever been shown to be effective.

Advancing Opportunity, Prosperity, and Growth

Under the direction of Senior Fellow Diane Whitmore Schanzenbach and Policy Director Jane Dokko, the Hamilton Project seeks to advance opportunity, prosperity, and growth in the American economy. This year, Hamilton experts published policy papers on topics such as the promise and limits of education's impact on inequality, and water management. An influential paper by University of Minnesota Professor Morris Kleiner found that excessive occupational licensing requirements impose net costs on society with little benefit to service quality, health, or safety; he also proposed reforms at the state and federal level that would increase employment and consumer access to goods and services, and reduce prices.



PHOTO BY STEVE PURCELL

Federal Minister of Finance for Germany Wolfgang Schäuble discusses economic policy in Germany and Europe

Improving Social Mobility

Unplanned births, especially those outside of marriage, are just one of a number of complex, interrelated factors that contribute to persistent poverty and a lack of social mobility. Arguments over whether to address this phenomenon through supporting unmarried parents or urging a return to traditional marriage remain unresolved, and the nation's ideological divide demands an alternative approach. Senior Fellow Isabel Sawhill offers a third way in her new book, *Generation Unbound*, which draws on insights from behavioral economics to examine ways to encourage people to become "planners"—who delay parenthood until they marry—instead of "drifters"—who are having unplanned children early and outside of marriage.

Senior Fellow Ron Haskins, co-director of the Center on Children and Families and who holds the Cabot Family Chair, authored *Show*

The Premier Forum for Economic Research

The Brookings Papers on Economic Activity (BPEA), founded by former Economic Studies Fellow Arthur Okun in 1970 is a premier source of innovative research on current macroeconomic issues. The twice-annual conferences are highly anticipated events that attract top economists and media from around the world, with research grounded in empirical analysis and practical application.

Emerging economists also get their chance at BPEA. In 2015, Matthew Rognlie, a PhD student at MIT, became only the second graduate student to present a sole-authored paper in BPEA's history; his research questioned the underlying assumptions of Thomas Piketty's widely read *Capital in the Twenty-First Century*. One of the discussants for Rognlie's paper, which had its roots in a comment he posted on a popular economics blog, was Nobel Prize-winning economist Robert Solow.

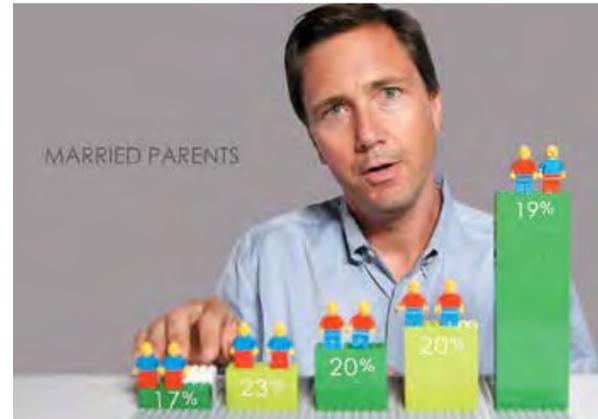
Federal Reserve Board Governor Lael Brainard discusses the outlook for the economy with the International Advisory Council



PHOTO BY PAUL MORIGI

Finding a Path Forward on Climate Policy

Extreme drought in the western U.S. and torrential rains in Texas have brought the effects of climate change to the forefront of the national conversation. Figuring out how to reduce human-induced risks to the earth's climate without crippling the economy remains a major unresolved question. To help policymakers understand the choices, Senior Fellow Adele Morris, policy director of the Climate and Energy Economics Project, has been examining options and implications of different approaches, including carbon taxes in the context of broader fiscal reform. The *PlanetPolicy* blog, to which she and other scholars across the Institution contribute, covers a range of topics, from international negotiations and agreements to adapting to the effects of a changing climate to water security in the U.S. and around the globe.



Senior Fellow and Co-Director of the Center on Children and Families Richard Reeves explains the odds of children from married parents ending up in the top quintile of income in his video "Is America Dreaming? Understanding Social Mobility"

In Memoriam: Bill Frenzel

Bill Frenzel, who was a guest scholar at Brookings for 23 years, passed away in November 2014 at the age of 86. Bill had represented Minnesota's 3rd District in Congress for 20 years. He served as special advisor to President Bill Clinton for NAFTA, and President George W. Bush appointed him to the Social Security Commission and the Advisory Committee on Trade Policy and Negotiations. A collegial scholar of impressive intellect, Bill was a valued member of the Brookings community and contributed greatly to the life of the Institution.



Bill Frenzel

PHOTO BY SAM KITTNER

Economic Studies

"I have great respect for Brookings as an institution and the work they do examining all issues. They take both the long and the short-term view. They think about and analyze trends over time, (and) conduct smart, systemic empirical research."

—Sylvia Burwell, Secretary of Health and Human Services

New Resources for Tax Policy Research

Robert C. Pozen, an American financial executive, established the Pozen Director's Chair at the Urban-Brookings Tax Policy Center through a generous endowment gift to Brookings and the Urban Institute, which jointly operate the Center. The inaugural holder of the Chair is Leonard Burman, director of the Tax Policy Center. As the Center's first-ever permanent endowment, the gift provides durable, dedicated resources to support innovative, independent research on pressing issues in tax policy and tax reform. "I am glad to support such a great institution," Pozen said. "The Tax Policy Center is one of the few American organizations that consistently provides non-partisan and thoughtful analysis of current tax issues." Founded in 2002, the Tax Policy Center is comprised of nationally recognized experts in tax, budget, and social policy, many of whom have served at the highest levels of government.



Robert Pozen

PHOTO COURTESY OF ROBERT POZEN



Senior Fellow and Director of the Hutchins Center on Fiscal and Monetary Policy David Wessel (left) discusses the state of the U.S. economy with Treasury Secretary Jacob Lew at an event the day after President Obama's State of the Union Address

PHOTO BY PAUL MORIGI

> Explore beyond the highlights. Visit brookings.edu/economics and follow @BrookingsEcon



Navigating a Changing Globe

ZEIN AL-RIFAI/GETTY IMAGES

Russia's aggression against Ukraine and China's regional maritime provocations reveal the rise of direct challengers to the liberal, international order. When coupled with the emergence of the ISIS sub-state threat to the state system, 2015 reflects a year of considerable strain on the U.S.-led international order. While these simmering regional conflicts have yet to boil over into Great Power clashes, they have demonstrated a return of geopolitical competition that menaces the global order. We are approaching a pivotal historical juncture; the U.S. response will be critical, but it is far from determined. To help U.S. and international policymakers navigate this challenging global landscape, the experts of the Foreign Policy program are examining these developments and generating actionable policy recommendations to meet current threats to stability and peace.

Toward a Revitalized International Order

We have entered a more multipolar world, one defined by regional tensions, new rising powers, and the perception of a U.S. decline. America remains more powerful than any other nation, retaining the capacity to influence both competitors and partners, and shape the 21st century

global order. However, the economic rise of select nations, particularly the BRICs, has created a set of formidable states with divergent visions for the global order, threatening to destabilize the rules-based international system.

In response to these changing global dynamics, Foreign Policy launched the Order from Chaos project. This program-wide effort, with 35 scholars, one of the largest in Brookings's history, strives to identify the factors driving this new global era and develop a strategy for reinforcing the liberal order. To expand debate, Foreign Policy introduced the *Order from Chaos* blog. This platform enables Brookings experts to share accessible analysis of issues ranging from the future of Indian defense policy to the state of the eurozone, in addition to increasing awareness of Brookings's in-depth research (accumulating over 500,000 page views-per-month). Foreign Policy also hosted high-profile public events with leading U.S. and foreign policymakers and experts on subjects including: the implications of China's rise, the evolving state of U.S. energy security, and the consequences of Russia's revisionism.

Responding to Russia

The Russia-Ukraine conflict has sparked heated debate in Washington—including within Brookings

"If you want to begin to understand Russia today, read Mr. Putin: Operative in the Kremlin."

—Sir John Scarlett, former chief of the British Secret Intelligence Service (MI6)



ALABASTRO PHOTOGRAPHY

Cheng Li, director of the John L. Thornton China Center (right), greets President Xi Jinping in Seattle during the Chinese leader's state visit to the United States



Executive Vice President Martin Indyk discusses President Obama's National Security Strategy with National Security Advisor Susan Rice



Fellow Tanvi Madan, director of the India Project

PHOTO BY PAUL MORGIE

PHOTO BY SHARON FARMER

—over the correct U.S. response to this challenge. Senior Fellow Steven Pifer and President Strobe Talbott, alongside six other former U.S. security officials, including Brookings alumnus Ivo Daalder, composed a major report arguing for a greater U.S. commitment to ending that conflict. These prescriptions included increased funding to upgrade Ukraine's defense capabilities, particularly providing light anti-armor weapons to Ukraine. The report became international headline news; changing the terms of the global debate, it forced comments from Chancellor Merkel, President Obama, and others. Talbott and Pifer briefed the vice president and national security advisor. The report was well received by most of the administration's senior officials and on Capitol Hill, where a bipartisan majority embraced its proposals.

Confronting an aggressive Russia, U.S. policymakers must understand President Putin's motivations and worldview in order to devise an effective strategy to counter Moscow's revanchist agenda. Whether considering Putin's efforts to reestablish a sphere of influence in Eastern Europe or his turn to nationalism to burnish his domestic popularity, Senior Fellows Fiona Hill and Clifford Gaddy offer U.S. policymakers comprehensive insights into the Russian leader. In 2015, Gaddy and Hill, director of the Center on the United States and Europe, released an expanded edition of *Mr. Putin: Operative in the Kremlin*, adding five new chapters that provide greater context on Putin's ambitions for Russia.

Seeking Stability in the Middle East

Brookings possesses the scholarly breadth and depth to perform thorough and real-time analysis on the multiple crises unfolding in the Middle East. Brookings experts have created innovative and practical responses to counter ISIS's extremist ideology and brutal campaigns. Senior Fellow Kenneth Pollack, an authority on the political-military dynamics of the Middle East and Gulf states, has provided the White House and Congress with feasible mechanisms for confronting ISIS. Within the region, the Brookings Doha Center has conducted extensive ground-level work on the conflict. Visiting Fellow Charles Lister's near real-time analysis has covered ISIS and the complex mosaic of other actors engaged in that struggle. Salman Shaikh, director of the Brookings Doha Center, has brought together leaders from rival Syrian factions for a track 1.5 dialogue that exemplifies Brookings's ability to tangibly impact global events. Domestically, Brookings scholars also have briefed and provided policy proposals to, among others, the president, the vice president, secretary of state, the Office of the Director of National Intelligence, and the Central Intelligence Agency.



Swedish Prime Minister Stefan Löfven discusses globalization in a time of turmoil

International Atomic Energy Agency Secretary General Yukiya Amano (left) and Senior Fellow Robert Einhorn confer ahead of an Alan and Jane Batkin International Leaders Forum on the IAEA's role in the Iranian nuclear issue



A Blueprint for a New Policy toward Cuba

When President Barack Obama and Cuban President Raul Castro announced the restoration of Cuban-American diplomatic relations, Senior Fellows Ted Piccone and Richard Feinberg—Brookings's leading experts on U.S.-Cuba relations—were in Havana on a research trip. Unable to use their smart phones in Cuba and eager for news of the decision, Piccone and Feinberg rushed to the offices of the Reuters news agency to learn more. Once at the Reuters offices and able to reach the outside world, Piccone and Feinberg were inundated with media requests for commentary and analysis. Long before this historic day—and in the days since—Piccone has shared policy recommendations directly with the White House, which incorporated many of his ideas—including providing direct assistance to Cuba's small businesses, relaxing trade and financial barriers, and removing Cuba from the list of state sponsors of terrorism—into the blueprint for the U.S.'s new Cuba policy.

To shape the public debate, the Institution inaugurated the Brookings Debate Series, where Senator Chris Murphy (D-CT) and Brookings scholars openly debated deploying ground troops to counter ISIS. Additionally, Brookings scholars' incisive assessments of the Iran nuclear deal have increased public awareness of the details of that agreement. Supplementing the myriad calls and press appearances, Senior Fellows Suzanne Maloney and Robert Einhorn partnered with Elaine Kamarck of Governance Studies for a web-based discussion of the nuclear deal that, within ten days of airing, had garnered over 8,000 views.

Furthermore, through the new *Markaz* blog, edited by Maloney, leading experts from Brookings and partner organizations have explored issues such as developments in Iranian-Western relations and counterterrorism strategies. Fellow William McCants, director of the Project on U.S. Relations with the Islamic World, led a *Markaz* debate with former senior State Department officials on methods of countering ISIS social media propaganda, the conduit for foreign fighter recruitment.

The Foreign Policy program worked closely with the administration on February's White House Summit on Countering Violent Extremism, including organizing a private roundtable to help formulate the summit's agenda. Additionally, White House staff invited five fellows from the Center for Middle East Policy and Center for 21st Century Security and Intelligence to provide expert input on summit content. At the State Department's request, the program sponsored a private roundtable on the role of religious education in advancing multi-faith tolerance. McCants and Nonresident Senior Fellow Peter Mandaville hosted that meeting, and continue to contribute to the State Department's preventing violent extremism agenda.



South Carolina Senator Lindsey Graham speaks at the Saban Forum

"The rigour of its research, the expertise of its many scholars and its role as a setting for keynote presentations by major policymakers put Brookings in the top tier of think tanks around the world."

—Prospect Magazine, Awarding Top Think Tank for International Affairs

Support for an Enhanced Focus on Germany

With its strong economy and skilled diplomatic leadership, Germany has assumed a major role in defining economic, trade, and foreign policy for the European Union as a whole. To help policymakers better understand the forces shaping Germany and its critical role in Europe's future and to deepen Brookings's expertise on European and transatlantic affairs, the Robert Bosch Stiftung made a generous gift to the Institution to establish a new senior fellowship. Constanze Stelzenmüller was named the first Robert Bosch Senior Fellow in 2014, working under the auspices of the Center on the United States and Europe. Dr. Stelzenmüller, a former writer and editor of *DIE ZEIT* and former Berlin office director and senior transatlantic fellow at the German Marshall Fund, is an expert on German, European, and transatlantic foreign and security policy. Brookings is grateful to the Robert Bosch Stiftung for its generous support of this important position.

Robert Bosch Senior Fellow Constanze Stelzenmüller (left) moderates a conversation on the U.S.-German relationship with German Ambassador Peter Wittig



Brookings Trustee and Chairman of the Foreign Policy Leadership Council Ben Jacobs listens as Vice President of Foreign Policy Bruce Jones lays out the program's research agenda for the coming year



➤ Explore beyond the highlights. Visit brookings.edu/foreignpolicy and follow @BrookingsFP



Strengthening Drivers of Sustainable Growth and Opportunity

PETER ADAMS/GETTY IMAGES

Under the leadership of Vice President and Director Kemal Derviş, the Edward M. Bernstein Scholar, and Deputy Director Homi Kharas, experts in the Global Economy and Development program are focusing their research and recommendations on how to better manage globalization and fight poverty and social stress.

The Global Economy

Global economic interdependence has continued to grow with technology, financial markets, and trade linking individual countries in multiple ways. Understanding this connection and working on proposals aiming at win-win policies is at the heart of the Global Economy and Development program's efforts. One instrument has been the Think Tank 20—a network of experts from policy research organizations around the world who come together to inform the debate around the G-20 summits. The report *Growth, Convergence, and Income Distribution: The Road from the Brisbane G-20 Summit* was released during the Australian Presidency of the G-20 and examined these issues from different perspectives, including chapters on growth in Africa, deflation in Japan, the future

of the Eurozone, and sustainable growth in Latin America, among other regional topics. Similarly, Vice President and Director Kemal Derviş joined with Peter Drysdale of Australia National University to publish *The G-20 at Five*, a book of selected essays on topics that were on the G-20 agenda.

Over the past year, Europe, which still accounts for about one-third of global GDP, has been a source of particular concern, not least because of the recurring Greek crisis. German Federal Minister of Finance Wolfgang Schäuble came to Brookings to discuss the next steps in the European project and how to manage the eurozone. To hear more on the Greek perspective, later that same day Brookings welcomed then-Finance Minister Yanis Varoufakis, who presented his very different perspectives. Derviş has continued to build on his work published last year, with the future of the euro and of the European project being a frequent topic in his *Project Syndicate* articles.

Sustainable Development After 2015

The year 2015 has been a pivotal one for the global community, punctuated by several high-profile international gatherings of leading experts, policymakers, and practitioners: UNESCO's World

"I'm confident that we can give all of our girls the education they deserve. That's why I'm here."

—First Lady Michelle Obama, speaking at a Center for Universal Education event

First Lady of the United States Michelle Obama discusses community-based solutions in girls' education at a Center for Universal Education event



PHOTO BY PAUL MORIGI



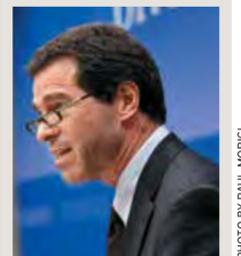
PHOTO BY PAUL MORIGI

Managing Director of the International Monetary Fund Christine Lagarde (left) discusses the IMF's role in financing the post-2015 sustainable development agenda with Vice President of Global Economy and Development Kemal Derviş

Global Economy and Development

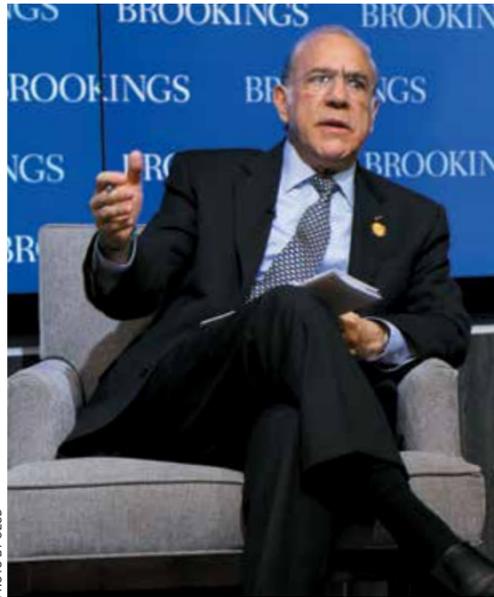
Latin America Macroeconomic Outlook

After a golden decade of rapid progress, Latin America is experiencing a new socio-political and economic landscape that requires new thinking on the region's institutions, macroeconomic stability, and inclusive growth. In partnership with the Center for the Study of Economic and Social Affairs (CERES) in Uruguay, the Brookings Global-CERES Economic and Social Policy in Latin America Initiative (ESPLA) released its annual flagship report, *Macroeconomic Vulnerabilities in an Uncertain World: One Region, Three Latin Americas*, in fall 2014 on the margins of the Annual Meetings of the World Bank and the International Monetary Fund. Authored by Nonresident Senior Fellow and ESPLA Director Ernesto Talvi, the report argues that Latin America should be thought of as three distinct regions with three very different sets of policy challenges.



Nonresident Senior Fellow Ernesto Talvi

PHOTO BY PAUL MORIGI



Secretary-General of the OECD Angel Gurría discusses ways to address growing inequality through inclusive growth

Education Forum in Incheon, the Third International Financing for Development Conference in Addis Ababa, and the Conference of Parties in Paris to address climate change, among others. These efforts offer a historic opportunity to ensure that no one is left behind, support a new economic model focused on low-carbon growth, and instigate a better-governed globalization.

Brookings experts have been conducting research and offering thoughtful analysis and recommendations to inform the debates over how to achieve these critical development goals. Senior Fellow and Deputy Director Homi Kharas, Senior Fellow Amar Bhattacharya, and Senior Fellow John

McArthur were particularly engaged in informing the agenda, discussions, and outcomes of the Financing for Development conference, participating in key meetings, consultations, and retreats with various stakeholders. Kharas and McArthur wrote an influential paper that outlined nine priority commitments—such as support for lower middle-income and least developed countries, investing in infrastructure, improving accounting practices, and encouraging impact investing—for the conference.

Universal Education: Building Block for Development

Too many children in the developing world, especially girls and those living in conflict areas, have only limited access to education. And even when they are enrolled, the quality can be inconsistent and external pressures often make it difficult to complete schooling. But without adequate education, individuals have a hard time reaching their economic potential and improving outcomes for their families and communities. Under the leadership of Senior Fellow and Director Rebecca Winthrop, experts in the Center for Universal Education are pursuing a comprehensive research and outreach agenda to educate policymakers on how to achieve better learning outcomes and how to scale up successful interventions so that they reach more children.

On girls' education, Distinguished Fellow Julia Gillard, former prime minister of Australia, joined with the Clinton Global Initiative to announce the launch of CHARGE—Collaborative for Harnessing Ambition and Resources for Girls Education, a group of more than 30 public, private, and civil society actors committed to investing more than \$600 million and aiming to reach nearly 14 million girls by 2019. Efforts to improve and expand girls' education got a major boost in attention from the vocal support of First Lady Michelle Obama, who has used her prominence to advance the cause. The Center for Universal Education is working as a knowledge partner with the White House on the Let Girls Learn initiative that it launched to encourage community-led solutions to helping girls complete their education.



Amina Mohammed, Special Advisor to the Secretary-General on Post-2015 Development Planning, presents recommendations from *The Road to Dignity by 2030: Ending Poverty, Transforming All Lives, and Protecting the Planet*, a major new report from the UN

In Memoriam: Mwangi Kimenyi

Brookings lost a dear friend and colleague when Mwangi S. Kimenyi passed away in June. He joined Brookings in 2009 as a Senior Fellow in the Africa Growth Initiative and served as its director from 2010-2014, during which time he brought tremendous enthusiasm and energy to Brookings's study of the continent and its economic opportunities. He helped build an enterprise that brings African voices to the development debate, established partnerships with African think tanks, launched the successful Africa Policy Dialogue on the Hill, and developed AGI's now-signature publication, *Foresight Africa*, which provides an annual look-ahead at the big issues facing the continent. All who had the privilege to work with Mwangi knew him to be a serious and thoughtful scholar and a cheerful and kind person. Brookings will miss having him as part of our community.



Mwangi Kimenyi



Deputy Director of Global Economy and Development Homi Kharas speaks on transitioning from "the developing world" to "a developing world" in the Kapuscinski Development Lecture in Riga, Latvia



Former President of Ireland Mary Robinson moderates a panel on opportunities and challenges for development cooperation at the 2015 Brookings Blum Roundtable on Global Poverty

Future Development Blog

Originally hosted by the World Bank in 2013, the *Future Development* blog, co-edited by Homi Kharas, Deputy Director of Global Economy and Development, and Shanta Devarajan and Wolfgang Fengler, both of the World Bank, was moved to the Brookings platform in 2015. *Future Development* seeks to inform and stimulate debate on key development issues in an effort to hold governments more accountable and offer solutions to important development challenges. With frequent posts by development experts from around the world, the blog explores issues like urbanization, corruption, demographics, and agriculture, among others.

"I'd like to thank The Brookings Institution for its scholarship and stellar work on Africa, in particular the African Growth and Opportunity Act, ensuring that the many stakeholders of AGOA on the continent of Africa and here in the U.S. are informed about the importance of AGOA for all concerned."

—United States Representative Karen Bass

Increased Focus on Africa

As one of Brookings's most generous donors, the Bill & Melinda Gates Foundation provides critical support for work across the Institution and also provides founding support for the Africa Growth Initiative. In 2014, the Foundation made a \$3.75 million grant to the Global Economy and Development program for work to advance economic opportunity and positive development outcomes for the world's most vulnerable populations. Specifically, the grant supports efforts to inform the post-2015 development agenda and how it is shaped and financed, U.S. leadership in global development, and the Africa Growth Initiative's work to develop long-term strategies for economic growth in the region. Brookings is grateful for the support and intellectual engagement of the Bill & Melinda Gates Foundation.



Her Excellency Catherine Samba-Panza, President of the Central African Republic, outlines the peace and stabilization agenda of her country's transitional government at a roundtable led by Senior Fellow Amadou Sy, director of the African Growth Initiative (left)

> Explore beyond the highlights. Visit brookings.edu/global and follow @BrookingsGlobal



Independent Research for Improving Governance

ECHO/GETTY IMAGES

Throughout the year, Governance Studies scholars delivered important research and practical policy solutions on key issues from technology to education, from national security to health care to political campaigns and elections, and from marijuana policy to the influence of billionaires on politics. Scholars testified before Congress and were interviewed by major news outlets, providing fact-based analysis to policymakers and the public.

Policies for Emerging Technologies

Advances in technology often get ahead of the policies designed to regulate them. For instance, the field of robotics raises important questions around privacy, liability, and safety, among other concerns. As automation and artificial intelligence become increasingly sophisticated, benefits will need to be weighed against their effect on workers, workforce development, and privacy. Experts in the Center for Technology Innovation, founded and led by Governance Studies Vice President and Director Darrell West, the Douglas Dillon Chair, are wrestling with these questions and formulating policy recommendations to protect consumers and ensure a competitive commercial landscape.

The spread of smartphones and cellular networks is creating new opportunities for poor and rural communities to access government benefits and financial services previously unavailable to them. Through the Financial and Digital Inclusion Project, West and Nonresident Senior Fellow John Villasenor are looking at how technologies such as mobile money can bring marginalized populations into the mainstream of commerce. The Project's first report analyzed 21 politically, economically, and geographically diverse countries to evaluate each nation's commitment and progress on financial inclusion.

The Future of Financial Aid for Higher Education

Education costs are increasingly out of reach for many families, raising barriers to getting additional training that could lead to better jobs and higher pay. At the same time, the growing role of technology in the workplace and the importance of advanced industries to the economy place a premium on workers' skills, especially in the STEM fields. As a result, financial aid plays an ever-more important role in access to higher education.

There has been a growing concern about increasing levels of student debt and the ability

"It's great to be here at Brookings. One of the really significant functions that this Institution provides is to be a place where policymakers and the public can interact on important issues."

—Tom Wheeler, Chairman, Federal Communications Commission

Governance Studies

Senior Fellow E.J. Dionne, Jr. (left) listens as Representative Nancy Pelosi discusses financial security for middle class families



PHOTO BY CHRIS MADDALONI

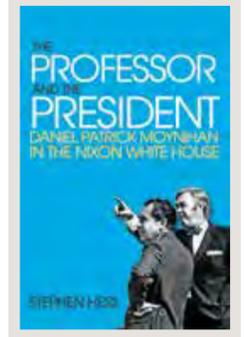
The Professor and the President

Facing an oppositional Congress when he assumed the presidency in 1969, President Richard Nixon made the risky decision to appoint a prominent Democrat to his White House staff. His choice was Daniel Patrick Moynihan, a liberal professor from the Ivy League, whom Nixon selected as his top urban affairs adviser. What developed was a strong professional and political relationship, as well as a close personal friendship. In his new book, *The Professor and the President: Daniel Patrick Moynihan in the Nixon White House*, Senior Fellow Emeritus Stephen Hess pulls back the curtain on perhaps one of the most unexpected and unusual pairings in Washington during that era. Hess, who worked with both Moynihan and Nixon in the White House, details the dynamics between the two and the passionate debates that took place behind closed doors.



FBI Director James Comey (right) and Senior Fellow Benjamin Wittes listen to an audience question during an event on the intersection of technology, privacy, and public safety

PHOTO BY PAUL MORIGI



to repay loans. This debate prompted then-Senior Fellow and Research Director of the Brown Center on Education Policy Matthew Chingos and Fellow Beth Akers to take an evidence-based look at how student loan debt levels and incomes have evolved between 1989 and 2010. They found that, while average debt levels had increased significantly, the returns to education in higher incomes more than offset larger monthly payments. As Congress considered reauthorization of the Higher Education Act in 2015, Akers testified before the U.S. Senate Committee on Health, Education, Labor, and Pensions on ways to help ensure that students are taking on debt in a responsible, informed manner to encourage investments in education while minimizing risk of an unsustainable financial burden.

Seeking Justice for All

From Ferguson, Missouri, to Staten Island, New York, fatal encounters between police officers and minority citizens brought long-simmering tensions to the surface across the U.S. Communities of color have long complained of their unfair treatment at the hands of law enforcement, but these cases and others like them, and the protests that followed, raised important questions about how police interact with minorities, especially African Americans, and the criminal justice system.

To help address these questions, Nonresident Senior Fellow Fredrick Harris moderated an event that included, among other panelists, Delroy Burton, chairman of the D.C. Police Union. The discussion focused on policing in modern-day America and reforms that could improve relationships between law enforcement and citizens, with an eye on lessons learned from recent highly charged incidents and recommendations for how to improve interactions in the future.



Nonresident Senior Fellow Fredrick Harris (left) discusses race and policing after Ferguson on a panel with Delroy Burton, chairman of the D.C. Police Union

“Brookings has a long and proud history of tackling difficult public policy issues and fostering robust public debate.”

—Kara Stein, Commissioner, Securities and Exchange Commission

Former Indiana Governor and Office of Management and Budget Director Mitch Daniels makes the case for higher education reform at a Brown Center for Education Policy event



PHOTO BY PAUL MORIGI

Making an Impact on Marijuana Reform

When Oregon, Alaska, and the District of Columbia passed measures to legalize recreational marijuana in 2014, they joined Colorado and Washington in defying federal drug laws to institute a new regulatory regime that promised greater justice for minority populations and fiscal benefits from reduced policing costs and new tax revenues. Adding these jurisdictions to the 19 others that have legalized medical cannabis, it becomes clear that voters in a large swath of the United States are reconsidering the value and effectiveness of the “War on Drugs” and its impact on vulnerable communities. Fellows John Hudak and Philip Wallach have written extensively on the issues that have been raised by various levels of legalization and the tensions between federal, state, and local laws. As governments grapple with how to regulate growing, selling, and use of marijuana, Wallach and Hudak have provided analysis and recommendations through the *420 Series* of the widely read *FixGov* blog. Marijuana policy will be a closely watched issue in the 2016 presidential election and in referenda in a number of states, making their research timely and important in educating the electorate and policymakers.

Kentucky Governor Steve Beshear (left) and Fellow John Hudak exchange ideas on good governance lessons from the states prior to an event that also included Colorado Governor John Hickenlooper



PHOTO BY CHRIS MADDAIONI



PHOTO BY PAUL MORIGI

Senator Lamar Alexander (R-TN) shares his views on the future of school choice at a Brown Center on Education Policy event launching the annual Education Choice and Competition Index



PHOTO BY PAUL MORIGI

Vice President and Director of Governance Studies Darrell M. West (right) escorts Federal Communications Commission Chairman Tom Wheeler to an event on maximizing the benefits of broadband

Investing in a Stronger Democracy

Repairing the political system to make American democracy function more effectively is a core part of the Governance Studies program’s mission. With the support of the William & Flora Hewlett Foundation, Brookings launched the Strengthening American Democracy Initiative in 2013 under the leadership of Senior Fellow Elaine Kamarck, founding director of the Center for Effective Public Management. The Initiative examines a set of issues that feed into the partisanship that has hobbled decisionmaking in Washington and proposes reforms that can restore efficiency and effectiveness to government. The Hewlett Foundation made a new \$1.5 million grant to Governance Studies to continue this work with a focus on institutional innovation, electoral reform and representation, and strengthening the role of the news media in fostering accountability and transparency. Brookings is grateful to the William & Flora Hewlett Foundation for its generous support of this important work.



PHOTO BY PAUL MORIGI

Senator Bernie Sanders (I-VT) outlines his “Agenda for America” to address the nation’s most pressing economic challenges

➤ Explore beyond the highlights. Visit brookings.edu/governance and follow @BrookingsGOV



Harnessing the Power of Cities to Drive Innovation and Opportunity

TOM COCKREM/GETTY IMAGES

Metropolitan areas are at the heart of the American economy. They bring the most important ingredients for economic growth—human capital, infrastructure, research, and innovation—into close proximity and leverage them into productive enterprises. At the same time, many cities face challenges in education, affordable housing, and poverty that make it difficult to fully capitalize on their potential for sustainable, inclusive growth. The Metropolitan Policy Program works with public and private sector stakeholders across the country and, increasingly, across the globe to overcome these challenges and build on their assets to maximize benefits to their communities.

Advanced Industries Powering Economic Growth

Two of the defining characteristics of an innovation-based economy are the intensity of research and development investment and the prevalence of high-knowledge STEM workers. “America’s Advanced Industries: What They Are, Where They Are, and Why They Matter,” a new report by Senior Fellow and Director of Policy Mark Muro and Fellow Jonathan Rothwell, takes a close look at industries that have both of these features—R&D

spending per worker in the 80th percentile and a share of STEM workers above the national average. The authors find that the 50 manufacturing, energy, high-tech, and services sectors that meet these criteria have special importance to America’s future.

The report reveals the scale of the contributions that advanced industries make to the U.S. economy, contributing 17% of GDP despite employing only 9% of the workforce. Clustered largely in major metropolitan areas, these industries also support extensive supply chains and supporting businesses that, all together, account for nearly a quarter of U.S. employment. Jobs in advanced industries are comparatively high paying across a range of education levels and are extremely productive. Looking forward, though, the U.S. is losing ground to other nations in advanced industry competitiveness and, the authors conclude, there needs to be a renewed commitment to innovation, improved workforce training, and an intentional approach by public and private sector actors to foster an environment where these industries can thrive.

Understanding Place, Race, and Opportunity

In August 2014, unrest engulfed the St. Louis suburb of Ferguson, Missouri, after Michael

“You have to have the right set of partners to move forward an ambitious economic development agenda, and we have the perfect partners assembled today. The entire city of Indianapolis is grateful to be a part of the Global Cities Initiative.”

—The Honorable Greg Ballard, Mayor of Indianapolis

Metropolitan Policy

Senior Fellow and Co-Director of the Metropolitan Policy Program Amy Liu (center) learns about workforce training innovation up close at a Siemens Training Center in Nuremberg, Germany, during a Global Cities Initiative study tour of Bavaria. With her are a Siemens trainee (left) and Karin Norington-Reaves of Cook County Works in Chicago



PHOTO BY DARREN JACKLIN

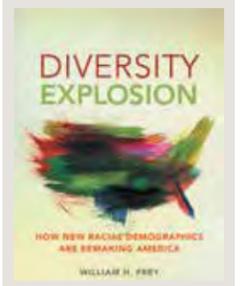
Understanding the Impact of Changing Demographics

In his new book, *Diversity Explosion: How New Racial Demographics are Remaking America*, internationally renowned demographer and Brookings Senior Fellow Bill Frey takes a detailed look at the dramatic growth of minority populations in the U.S. America has long regarded itself as the world’s melting pot, where people of all cultures are part of a unique, blended society. The longtime population dominance of white Americans will soon give way to a nation with no racial majority, where the social, economic, and political impact of non-whites will be increasingly important. Using innovative maps and charts to complement a sophisticated analysis, *Diversity Explosion* explores how a new generation of young minorities is infusing an aging labor force with vitality and innovation.

Vice President and Co-Director of the Metropolitan Policy Program Bruce Katz, Mayor of London Boris Johnson, and Mayor of San Diego Kevin Faulconer (from left) prepare to take the stage at a Global Cities Initiative event on the challenges of governing global cities for growth



PHOTO BY RALPH ALSWANG





Governor of Virginia Terry McAuliffe (right) discusses advanced industries in his state with Senior Fellow and Policy Director of the Metropolitan Policy Program Mark Muro

PHOTO BY RALPH ALSWANG

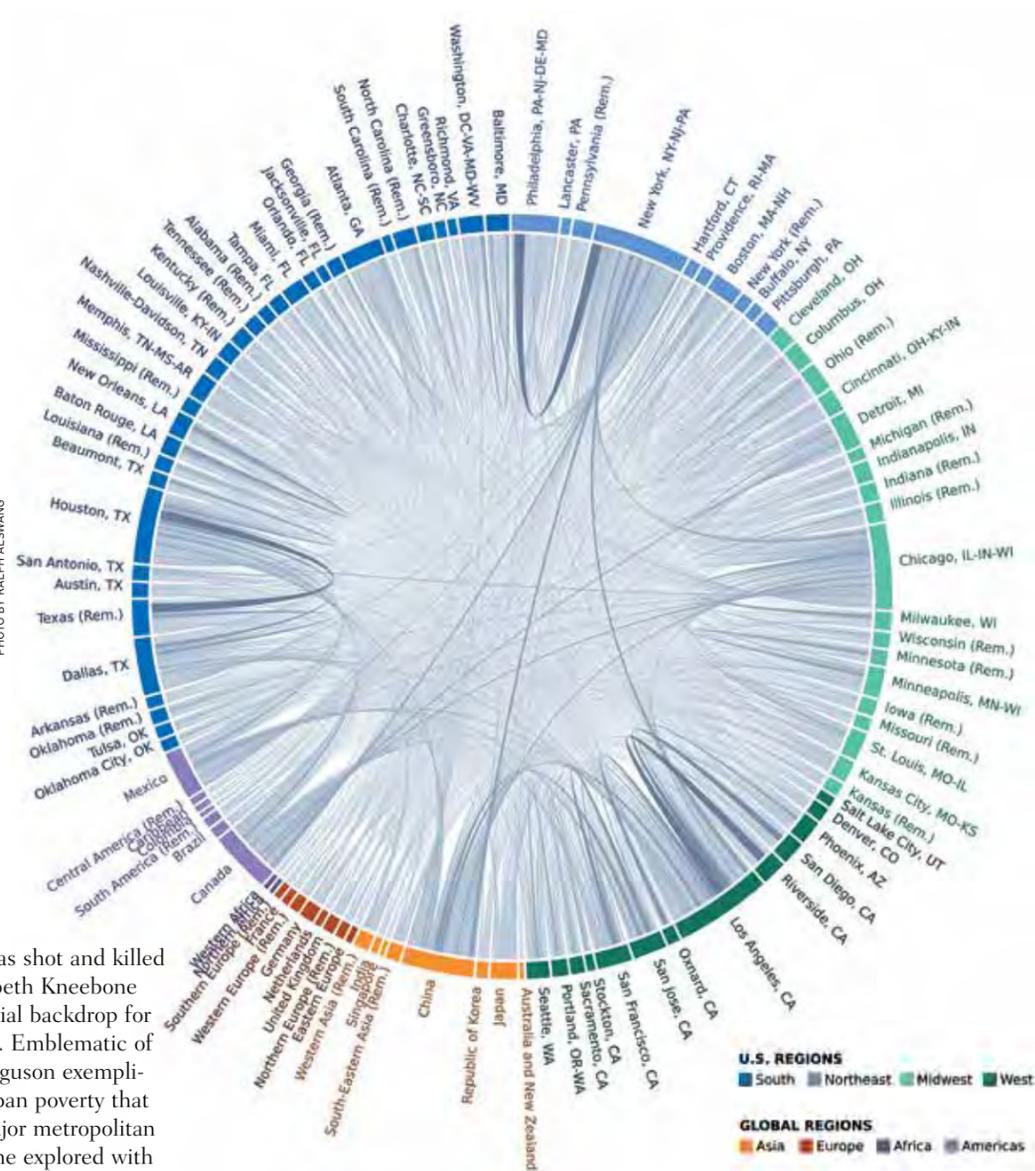


Diagram of freight flows to and from major U.S. cities and their global trading partners from the "Mapping Freight" report by Fellow Adie Tomer and Senior Policy and Research Assistant Joseph Kane

Brown, an unarmed teenager, was shot and killed by a police officer. Fellow Elizabeth Kneebone discussed the economic and social backdrop for those protests in "Ferguson, Mo. Emblematic of Growing Suburban Poverty." Ferguson exemplifies the sharp increase in suburban poverty that has occurred in almost every major metropolitan area since 2000, which Kneebone explored with Senior Fellow and Deputy Director Alan Berube in their 2013 book, *Confronting Suburban Poverty in America*.

In May 2015, shortly after Freddie Gray of Baltimore died of injuries he sustained while in police custody, prompting protests nationwide, the Metropolitan Policy Program published a series of blog posts examining the concentrated poverty that still plagues neighborhoods like Baltimore's Sandtown-Winchester. Fellow Jennifer Vey situated that community's experiences against the backdrop of its relatively affluent metropolitan area in "The Challenges of Baltimore (and the Nation) in Context." In "Good Fortune, Dire Poverty, and Inequality in Baltimore: An American Story," Berube and Nonresident Fellow Brad McDearman provided 10 charts that illustrate inner-city Baltimore's issues both regionally and nationally. And in "Beyond Baltimore: Building on What We Know to Create Neighborhood Opportunities," Senior Fellow and Co-Director Amy Liu discussed policy solutions for connecting people in areas of high poverty to economic opportunity and jobs.

Finally, at a May 21 "Baltimore and Beyond" policy forum, panelists with extensive on-the-ground experience in creating opportunity in the

Reshaping Workforce Training

Demand-driven workforce strategies have garnered increased attention for their potential to connect more workers to better-paying jobs, while ensuring that employers have access to an adequate pool of labor. Building on regional strategy work supported by the Brookings-Rockefeller Project on State and Metropolitan Innovation, a group of twelve Louisville manufacturers joined together to adopt a promising apprenticeship model developed at a nearby Toyota manufacturing facility. Nearly two dozen participants will start the Louisville program this fall, attending classes at a local community college while gaining real-world experience with participating manufacturers. To spur the adoption of more employer-driven skills strategies to support advanced industries, Brookings traveled with a delegation of 40 leaders to Munich and Nuremberg, Germany, in November as part of the Global Cities Initiative: A Joint Project of Brookings and JPMorgan Chase. Participants toured Siemens and Seidenader plants, observing apprentices at work on the factory floor, and exchanging insights with high-level German and industry leaders.



PHOTO BY RALPH ALSWANG

Director of Leadership Development and Graduate Leadership at YouthBuild USA Joel Miranda (center) discusses ways to create opportunity for young people and families in distressed neighborhoods, as Former Chairman and CEO of Enterprise Community Partners Frederick (Bart) Harvey (left) and President and CEO of the Reinvestment Fund Donald Hinkle-Brown listen



PHOTO BY PAUL MORIGI

Co-Director of the Metropolitan Policy Program Amy Liu, Rockefeller Foundation President Judith Rodin, and Vice President and Co-Director of the Metropolitan Policy Program Bruce Katz (from left) prior to the launch of Rodin's new book, *The Resilience Dividend: Being Strong in a World Where Things Go Wrong*

face of entrenched poverty, long-term disinvestment, and racial divides came together to discuss policy initiatives that have worked in Baltimore, Philadelphia, Chicago, and other communities. The Metropolitan Policy Program will continue to provide research and lift up solutions that help reduce stark divides by place and race in our cities and metro areas.

Mapping Employment and Output around the World

The world's 300 largest metropolitan economies have only 20% of the population, but account for nearly half of global economic output. Understanding the growth patterns of these thriving places offers valuable insights into where and why incomes and standards of living are rising and labor market opportunity is most concentrated. Alan Berube worked with Research Analyst Joe Parilla and Tao Ran, a nonresident senior fellow in the Foreign Policy program, to develop the *Global Metro Monitor*, a report and interactive map that uses a combination of change in employment and GDP per capita to chart the economic recovery across the world. Among its key findings is that

"I'm so happy that Brookings Metro is taking up the challenge of race and opportunity at the highest levels."

—Darren Walker, President, Ford Foundation

Investing in Innovation and Placemaking

With the support of a \$2 million gift from Brookings Trustee Robert Bass and Anne Bass, Brookings launched the Anne T. and Robert M. Bass Initiative on Innovation and Placemaking. Along with the New York-based Project for Public Spaces, long-time advocates of the community-led placemaking movement, Brookings experts are developing a new city-building paradigm that emphasizes the reinforcing benefits of vibrant public spaces and innovative urban economies.

Through research, on-the-ground projects, and new analytic, financial, and policy tools, the Bass Initiative will help cities and suburbs develop mixed-use, entrepreneurial communities centered around assets such as advanced research universities, medical campuses, historic warehouses and waterfronts, main streets, and public markets. By channeling the benefits of proximity, density and authenticity—"cityness"—these hubs can strengthen cities' innovative economies and reanimate public spaces, making communities more resilient and inclusive, and helping them to become high-quality places in which to live, work, and play. Brookings is grateful to Robert and Anne Bass for their generous and far-sighted investment in this important work.

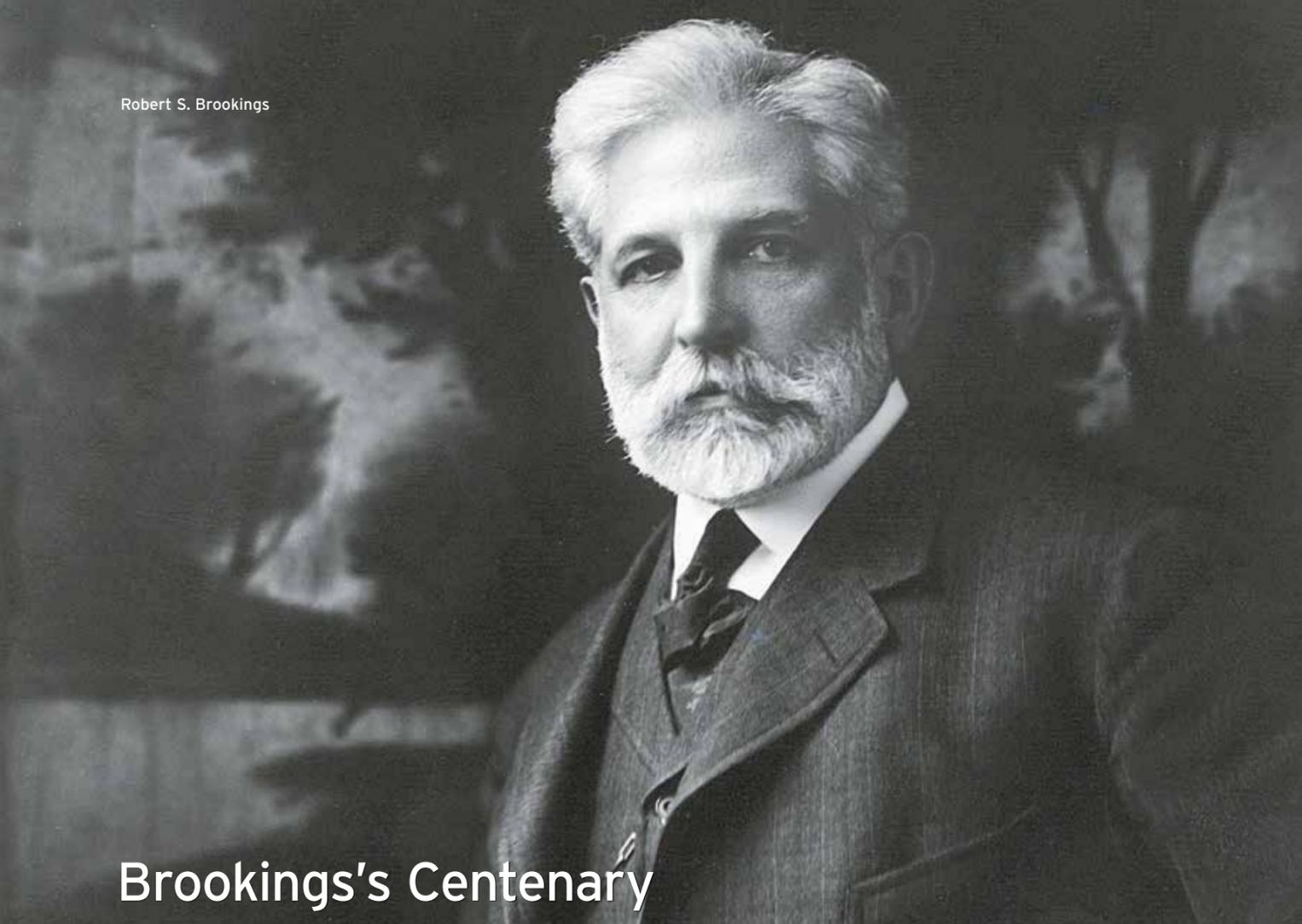
Brookings Trustees Bob Bass and Victoria P. Sant discuss the Metropolitan Policy Program's agenda with Vice President and Co-Director Bruce Katz at the March Board meeting



PHOTO BY PAUL MORIGI

developing country metropolitan economies feature faster growth than their developed peers, with those specializing in commodities outperforming those with high concentrations of business, financial, and professional services. Further, the data reveal that metropolitan economies power their larger national economies, with 60% of the top 300 having recovered their pre-recession levels of employment growth and GDP per capita.

➤ Explore beyond the highlights. Visit brookings.edu/metro and follow @BrookingsMetro



Brookings's Centenary

PHOTOS: BROOKINGS INSTITUTION ARCHIVES

As Brookings crosses the threshold of its centenary in 2016, the Institution will celebrate its rich history, showcase its many contributions to the management of pressing public policy challenges, and launch initiatives and innovations that will ensure our ability to build on our legacy to shape the future.

From its inception, Brookings scholars have played a significant role in developing important economic, security, and social policies. They have helped put in place the framework for the modern federal budget, mobilize the nation for World War II, design the Marshall Plan, implement the Congressional Budget Act of 1974, provide the underpinnings of the Tax Reform Act of 1986, make the case for major welfare reform legislation, put forth proposals for new homeland security and intelligence operations following the 9/11 terrorist attacks, generate ideas for healthcare reform, and facilitate progress in U.S.-Cuba relations.

The need for ideas that matter and solutions that work is just as urgent now as it has ever been, and our audiences and constituencies are vastly larger because of the digital age and the communications revolution. Brookings has moved swiftly in the use of social media, and we have plans under-

way to take advantage of ways not just to inform citizens of nations around the world, but to engage them in virtual conversation with our scholars. Having that ability will not only expand our global reach but enrich the quality of our work.

To the same end, Brookings is leveraging the breadth and depth of expertise in its scholar ranks through interdisciplinary approaches to complicated, multi-faceted problems. As traditional political, economic, and security systems change and, in many cases, weaken in response to shifting circumstances and innovation, Brookings must work with the public and private sectors to help policy keep pace with a changing world.

Among our plans for 2016, Brookings will convene events for supporters and stakeholders in Washington and other cities across the country and abroad. The Brookings Press is honoring the Institution's most notable authors by republishing their groundbreaking works, with new introductions by distinguished scholars, thereby making these Brookings Classics available to a new generation of readers as well as to scholars and interested citizens who will find much that is relevant today. The Press is also launching a new series of *A Short History of...* books that give essential background on key issues and policy debates.



Isabel and Robert Brookings in 1928

Our centenary also marks the end of the Second Century Campaign, a historic effort to bolster Brookings's capacity to meet the great policy challenges of our time. The entire Institution will be working to ensure that our hundredth year repre-

Brookings's Centenary

sents Brookings at its nimble best, and leaves our supporters, constituents and colleagues inspired and determined to make the most of the first year of Brookings's second century.



Senior Fellows Edward R. Fried, Alice Rivlin, Charles Schultze, and Nancy Teeters working on the *Setting National Priorities* project, circa 1973



The Brookings Institution was headquartered on Jackson Place NW in Washington from 1932-1959



United States President Lyndon Johnson (right) and Brookings President Robert D. Calkins at the Brookings 50th Anniversary Celebration in 1966



Economic Studies Senior Fellow Joseph Pechman (center) leads a Friday Lunch, an informal weekly gathering of scholars and staff to discuss current research and pressing issues



Building a Foundation for Innovative Thinking

PHOTO BY PAUL MORIGI

The pace of change in the world today puts tremendous demands on decision-makers. The global economy has grown so interconnected that developments in far-away countries can instantaneously reverberate in financial markets across the world. A terrorist attack can have an immediate impact on stability and international relationships. A new technology can disrupt old practices and create previously unimagined business opportunities. Responding effectively to new developments around the globe requires nimble thinking and quick action.

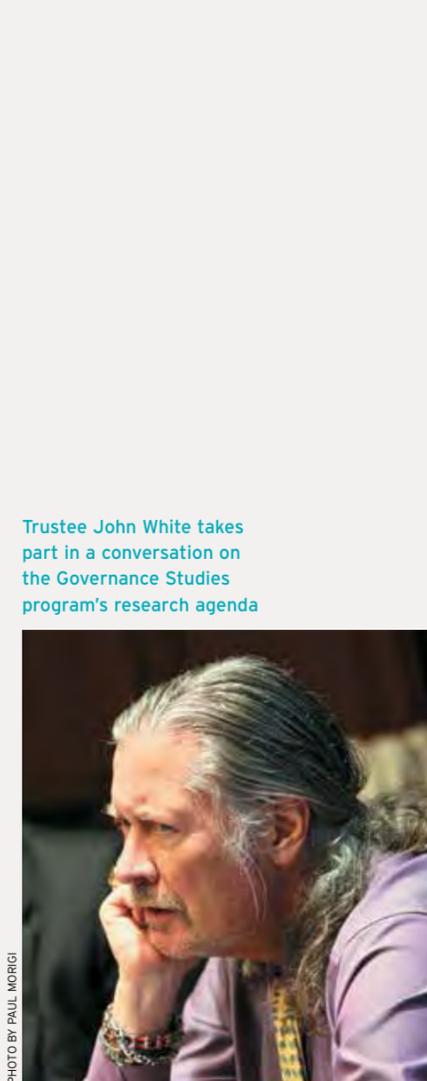
As an Institution that works at the intersection of breaking news and long-term trends, Brookings continually works to ensure that its research agenda reflects the most pressing issues. This means being flexible and ready to marshal resources when it counts. The priorities that animated the Second Century Campaign's \$600 million goal when it was officially launched in 2009 haven't changed, but the specific topics that Brookings experts are working on have. The Campaign is a living, dynamic undertaking that seeks to build a solid foundation for Brookings to carry out the important work of addressing national and global challenges with practical, effective solutions.

The most important investment in this foundation is in the people—senior fellows, fellows, and visiting scholars—who are conducting research and developing solutions to the hardest problems on the global agenda. That's why the focus of the Campaign through its conclusion at the end of 2016 remains on the durable resources that enable Brookings to recruit and retain the best talent in policy research, increase the diversity of the staff, and build a strong bench of rising stars.

The Brookings strategic plan, unveiled as a draft in November 2015, sharpens the vision of how the Institution will position itself going forward. A successful Second Century Campaign sets the foundation for bringing the plan to life, ensuring that the rigorous, independent research of Brookings experts continues to resonate with policymakers and business and community leaders facing their own pressing challenges.

B | BROOKINGS
Second Century Campaign

Chair of the Second Century Campaign and Vice Chair of the Board Glenn Hutchins (left) with Brookings President Strobe Talbott



Trustee John White takes part in a conversation on the Governance Studies program's research agenda

PHOTO BY PAUL MORIGI

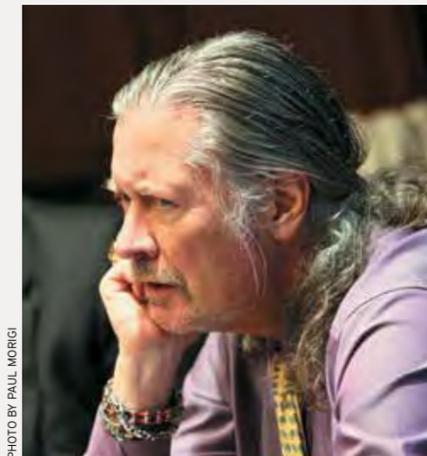


PHOTO BY PAUL MORIGI

Trustees Benjamin Jacobs and Cheryl Cohen Efron, who completed her term as chair of the Development Committee in 2015



PHOTO BY PAUL MORIGI

Trustees Paul Cejas, Andrew Tisch, and Alfy Fanjul (from left)



PHOTO BY PAUL MORIGI

Trustees Art Collins (left) and Pete Higgins



Trustee Daniel Yergin, with Roger Sant and Co-Chair of the Board David Rubenstein (from left)

Supporting Solutions by Investing in People

PHOTO BY PAUL MORIGI

Brookings's supporters contribute much more than just financial resources to the success of the Institution. Their active engagement with Brookings experts on the full range of policy issues enriches the research, grounding it in real-world experiences. That is what makes the various opportunities for dialogue—whether at a Brookings Council event, on a conference call, or during a panel discussion—so important. The exchange of ideas and perspectives between Brookings experts and donors is an essential part of the atmosphere of intellectual freedom that defines the Brookings approach to scholarship. Being able to road-test ideas and hear feedback on their strengths and shortcomings makes for better policy recommendations.

Major Support for the Center for Universal Education

The Center for Universal Education, led by Senior Fellow Rebecca Winthrop, conducts a range of research and activities to help solve the challenge of achieving quality education for all children in the developing world, especially girls and children in conflict zones. The Center's work informs the policy agendas of multilateral agencies, NGOs,



PHOTO BY PAUL MORIGI

Vice Chair of the Board Suzanne Nora Johnson welcomes Trustees to the May Board meeting

Changing Leadership of the Development Committee

In May 2015, Art Collins succeeded Cheryl Cohen Efron as chair of the Development Committee of the Board. Cheryl led this important committee for more than five years, a period during which Brookings's annual budget grew by 25% and the Second Century Campaign was officially launched. Brookings is grateful to Cheryl for her leadership and dedication to ensuring that the Institution has the financial resources to fulfill its mission.

Trustee and Co-Chair of the International Advisory Council Antoine van Agtmael shares his thoughts on the last two years of the Obama administration



PHOTO BY PAUL MORIGI



PHOTO BY PAUL MORIGI

Trustee Bea Welters takes part in a discussion of the Global Economy and Development program's research agenda

Support for Brookings

Co-Chair of the Board John Thornton (left) and Trustee Philip Knight during the Board business meeting in March



PHOTO BY PAUL MORIGI

Brookings President Strobe Talbott (left) and Trustee Leonard D. Schaeffer



PHOTO BY PAUL MORIGI

Trustee Betsy Z. Cohen (right) and Co-Chair of the Board John Thornton participate in a breakout session on the future research agenda of the Economic Studies program

Brookings Society Engages Rising Leaders

The Robert S. Brookings Society gives emerging leaders exclusive opportunities to participate in interactive discussions with Brookings experts on a range of priority issues. With members in four cities, the Society has grown rapidly in recent years. Membership is offered only through the recommendation of a current member of the Society or the Brookings Council, building a community of future leaders who are passionate about policy.

This year's events included Society members exchanging views on the role of the U.S. Dollar in global finance with Senior Fellow Eswar Prasad, New Century Chair in International Trade and Economics, and discussing global development after 2015 with Senior Fellow John MacArthur. They also took part in a conversation on strengthening the financial system between David Wessel, director of the Hutchins Center on Fiscal and Monetary Policy, and Matthew Rutherford, former Acting Under Secretary for Domestic Finance at the U.S. Treasury. In January Senior Fellow Shadi Hamid spoke with Society members about Islamic extremism.

Going forward, the Brookings Society will continue to build on the momentum with a robust schedule of events featuring prominent Brookings experts. The strength of the Society is the thoughtful contributions from its members to the policy debate, and Brookings is grateful for their active participation in the intellectual life of the Institution.

Brookings Society members Christopher Koza, Andrew Klaber, Jackie Carter, Philip Piro, and John Zacharias (from left) at the annual Brookings-by-the-Sea reception in the Hamptons



PHOTO BY SARAH MERIANS PHOTOGRAPHY & VIDEO COMPANY

Trustee Peter Scher frames the conversation at the outset of a Global Cities Initiative event



PHOTO BY PAUL MORIGI

and national governments around the world seeking to identify what works and how to scale up and finance successful programs. Recent activities have gone beyond efforts to ensure access to schooling to focus on the importance of learning that students are doing.

This year the LEGO Foundation made a generous two-year, \$4 million grant to support new work on making sure that "soft skills" like executive function and critical thinking are equally as valued as "hard skills" like literacy and numeracy, since children need both to thrive. Through a program of rigorous research that informs the global dialogue around the key elements of quality education, the Center and the LEGO Foundation will bring complementary strengths to bear on promoting the value of holistic learning.

Advancing the Metropolitan Revolution

Experts in the Metropolitan Policy Program have identified a metropolitan revolution that is reshaping how cities and metropolitan areas are fostering economic growth. The pre-Great Recession economic model that centered on consumption and debt is giving way to a new paradigm that can meet the challenge of remaining competitive in a highly integrated global economy. With the federal government mired in partisanship and many state governments adrift, it is local leaders in the public and private sector who are taking the steps to forge trade ties, upgrade workforce skills, and remake their downtowns to promote innovation and prosperity.

The Kresge Foundation, a longtime supporter of the Metro Program, made a new \$2.25 million grant to support research and network-building activities to advance this metropolitan revolution.

Trustee James Rogers shares his views on the future of energy production as part of a panel discussion on economic growth and climate change

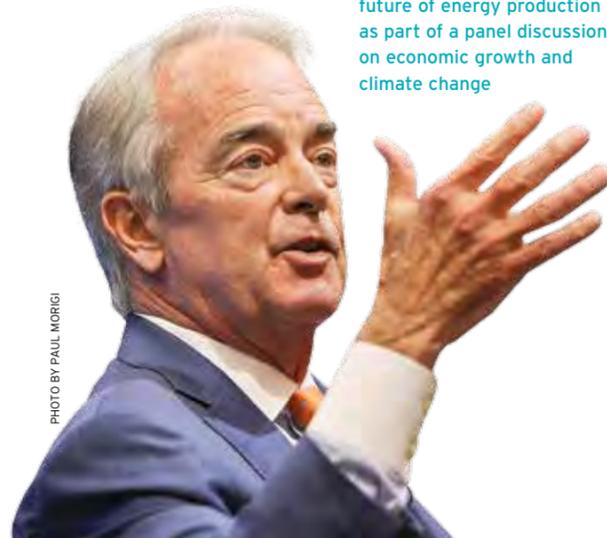


PHOTO BY PAUL MORIGI

Trustees Alan Batkin, Ann Fudge, and Bart Friedman confer on prospective Trustee candidates during a meeting of the Nominations and Governance Committee of the Board



PHOTO BY PAUL MORIGI



PHOTO BY PAUL MORIGI

Trustee James Murren (right) listens to an update on Brookings's work on the post-2015 development agenda from Senior Fellow and Deputy Director of Global Economy and Development Homi Kharas

Brookings Mountain West

This year, Brookings and the University of Nevada, Las Vegas renewed the Brookings Mountain West initiative through 2019, a partnership launched in 2010.

Through research, outreach across the region, and the unique Brookings Curriculum for UNLV students, Brookings Mountain West advances crucial policy recommendations on issues affecting Las Vegas, the state of Nevada, and the Mountain West region as a whole and brings rigorous policy research to the university's students. The partnership brings Brookings experts from across the Institution to UNLV for one-week residencies that include lectures, meeting with local policymakers and media, and collaborating with counterparts at the University on a variety of research projects. The new resources will enable expanded efforts in all of these areas and allow Brookings to contribute constructive solutions to the policy challenges facing this important region.

Support for Brookings

Witnessing India's Transition, Up Close

Narendra Modi's landslide victory as India's 15th prime minister ushered in a new era of optimism that he could effectively tackle the nation's long to-do list. From reforming the nation's health care and bureaucratic systems to upgrading the infrastructure to managing relations with China, Pakistan, and the United States, his reputation as a can-do executive would be tested early in the new administration. To give members of the Board of Trustees, International Advisory Council, and other friends of the Institution an opportunity to see the country's progress up close, Brookings undertook its second study tour to India in six years. The trip was led by President Strobe Talbott, then-Vice President of Foreign Policy Martin Indyk, and India Project Director Tanvi Madan, along with Chairman Vikram Mehta and Research Director Subir Gokarn of Brookings India.

With stops in New Delhi, Bengaluru (formerly Bangalore), Mumbai, and Jodhpur, the traveling delegation met with a variety of public and private sector leaders who provided unique insights into the economic, social, and foreign policy priorities shaping India's future. The business leaders the group met with were bullish on India's future, but they highlighted the urgency of reforms to increase efficiency, improve education, and foster export-driven growth including through enhanced infrastructure investment. With Indian foreign policy and commercial interests expanding in scope, there was considerable discussion about East Asia, Africa, and the Middle East, even as China and Pakistan continue to demand policymakers' attention. The U.S.-India relationship was a recurring theme, as part of a strong international order, as an economic partner, and as a balancer to the Chinese giant on their border.

While some of the group visited Agra to see the Taj Mahal, the study tour formally ended with a return to Delhi and flights home. The travelers took with them a deeper understanding of India, its challenges, and its aspirations.

Maharaja Gaj Singh and Brookings President Strobe Talbott welcome former Member of the Indian Parliament N.K. Singh (from left) to the Umaid Bhawan Palace in Jodhpur



In Memoriam

Brookings lost two long-time members of the Board of Trustees this year. John C. Whitehead and Samuel Pizar were valued members of the Brookings community and brought tremendous leadership and wise counsel to the governance of the Institution.

John C. Whitehead 1922-2015

John served as a Trustee for more than 25 years, including as chairman from 1992-94. He brought energy, dedication, and a powerful intellect to his leadership of Brookings. He was unfailingly generous with his time and was actively engaged with scholars across the Institution. In recognition of his service to the Institution and the country, Brookings established the John C. Whitehead Senior Fellowship in International Diplomacy, which is currently held by Jeff Bader in the John L. Thornton China Center. Through a generous gift to Brookings, he endowed the John C. and Nancy D. Whitehead Chair, which is currently held by Gary Burtless in Economic Studies. Throughout his long career, John was known for his integrity, philanthropy, and public spirit and he enriched the world around him.

Samuel Pizar 1929-2015

Sam contributed his global perspective and generous spirit to his 25-year affiliation with Brookings and greatly valued his service on the Board. An international lawyer, author, and diplomat, he served as UNESCO's ambassador and special envoy for holocaust and genocide education. Sam was born in Poland and survived Auschwitz and other Nazi death camps; he was awarded American citizenship by a special Act of Congress. His public service included time as an advisor to the State Department, the Senate Committee on Foreign Commerce, and the Joint Economic Committee of Congress, as well as President Kennedy's Task Force on Foreign Economic Policy, and the International Olympic Committee. Sam was a true citizen of the world and brought great joy to all who knew him.



PHOTO BY PAUL MORIGI

Trustee and Co-Chair of the International Advisory Council Paul Desmarais, Jr. makes welcoming remarks at the Council's tenth annual meeting

The Foundation's previous investments made possible work on revitalizing older industrial cities that helped identify important economic trends and define the future focus of the Metro Program. With this generous support, Metro's experts will continue developing and articulating a compelling vision for the next economy.

Understanding Global Trends and Regional Shifts

The business community has a major stake in understanding the global trends that are shaping the economics and strategic relationships of nations around the world. The middle class is growing in emerging countries, while it comes under increasing strain in many advanced economies. Technology is advancing at a breathtaking pace, but productivity growth is slowing. The effects of climate change are becoming more evident, but carbon emissions continue to grow. Knowing how to adapt to these changes is essential to mitigating threats and capitalizing on opportunities.

With the support of a \$1.5 million gift from Liberty Mutual, Brookings experts are undertaking an ambitious research agenda to make sense of what is happening in the most dynamic nations and regions and how they are interacting on economic and security issues. Liberty Mutual was instrumental in helping Brookings launch the Latin America Initiative, making a five-year, \$2.5 million grant to expand work on this important region. The relationship has continued to build from there and Brookings is grateful for the important investments that have made so much important work possible.

Chair Emeritus James Johnson (left) discusses Brookings's research agenda with Trustee Victoria P. Sant during a break between Board meeting sessions



PHOTO BY PAUL MORIGI



PHOTO BY PAUL MORIGI

Trustees Benjamin Jacobs, Tom Ramey, and AB Culvahouse (from left) discuss progress in the strategic planning process



PHOTO BY RALPH ALSWANG

Trustee Dominic Barton (left) moderates a panel discussion on advanced industries in the U.S. that also included PACCAR Chief Executive Officer Ron Armstrong



PHOTO BY PAUL MORIGI

Trustee Ezra Zilkha (right) catches up with Trustee Crandall Bowles before a Board meeting session

Support for Brookings

Brookings Welcomes Two New Trustees

Brookings elected two new Trustees to the Board in 2015. They join a distinguished group of leading business executives, academics, and community leaders who help govern the affairs of the Institution. The Board, which meets three times per year, approves the fields of scholarly investigation and safeguards the independence of the Institution's work. Brookings welcomes its newest members to the Board of Trustees:



Victor Hymes
Chief Executive Officer and Chief Investment Officer
Legato Capital Management LLC



Arne Sorenson
President and Chief Executive Officer
Marriott International, Inc.



PHOTO BY PAUL MORIGI

Secretary of Energy Ernest Moniz speaks with Vice Chair of the Board Suzanne Nora Johnson following the Secretary's remarks at the March Board meeting



Ten Years of Global Engagement

PHOTO BY PAUL MORIGI

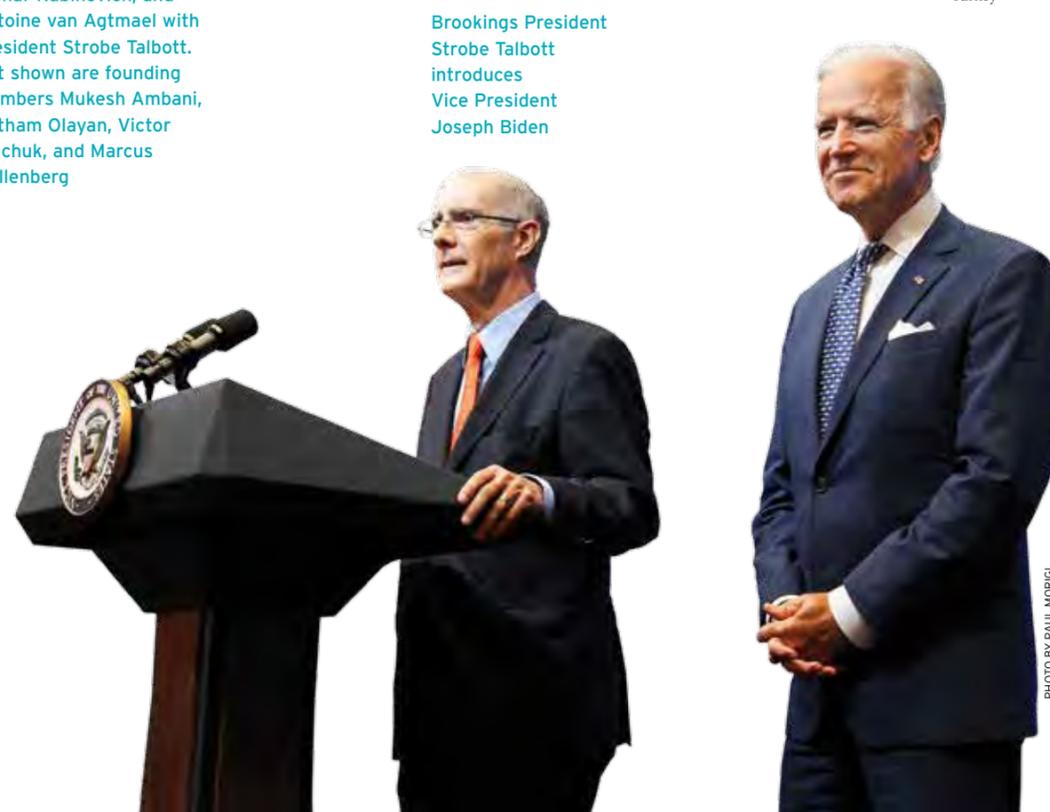
Founding members of the International Advisory Council (from left) Rahul Bajaj, Philip Mallinckrodt, Itamar Rabinovich, and Antoine van Agtmael with President Strobe Talbott. Not shown are founding members Mukesh Ambani, Hutham Olayan, Victor Pinchuk, and Marcus Wallenberg

For ten years, the Brookings International Advisory Council has brought together business and community leaders from across the world to share perspectives and seek solutions to the most pressing global challenges. Now numbering 36 members from 25 countries on six continents, the Council brings critical perspectives to its research agenda and expands its impact. Members of the Council engage with Brookings experts at an annual meeting in the spring and throughout the year in Washington and in their home countries.

In 2015, the Council convened for its tenth annual meeting, which included a series of briefings from senior policymakers, panel discussions with Brookings experts, and site visits. Over the course of three days, members heard from Vice President Joseph Biden, Secretary of State John Kerry, Permanent Representative to the UN Samantha Power, and Associate Justice of the Supreme Court Stephen Breyer. The Council also spent time discussing important issues like the Iran nuclear deal, the Islamic State, the economic outlook, innovation and privacy, education in developing countries, advanced industries, and energy, water, and climate change. The agenda

also included regional briefings and discussions on Latin America, Europe, and East Asia.

To mark the tenth annual meeting, the Council's conversations at this year's meetings included a look back at the issues that dominated the headlines at the first meeting and how priorities had changed over time. The group also discussed the changing political and economic toolkits that policymakers and business leaders have at their disposal to address the big challenges of the day and what long-term trends should be on the Brookings research agenda for the next ten years.



Brookings President Strobe Talbott introduces Vice President Joseph Biden

PHOTO BY PAUL MORIGI

International Advisory Council

Antoine W. van Agtmael
Co-Chairman of the IAC
Senior Adviser
Garten Rothkopf

Paul Desmarais, Jr.
Co-Chairman of the IAC
Chairman and Co-CEO
Power Corporation of Canada

Mohammed Mahfoodh Alardhi
Chairman
Rimal Investments
Oman

Rahul Bajaj
Chairman
Bajaj Auto Limited
India

Hakeem Belo-Osagie
Chairman
Etisalat Nigeria
Nigeria

Nicolas Berggruen
Chairman
Berggruen Holdings
United States

Tobias Josef Brown
Managing Director
UCL Asia Limited
Hong Kong

George David
Chairman
Coca-Cola Hellenic Bottling
Company
Greece

Sir Mick Davis
Founding Partner
X2 Resources Limited
U.K.

Haluk Dinçer
President, Retail and Insurance
Sabancı Holding
Turkey

John Elkann
Chairman
Fiat Chrysler Automobiles
Italy

Pablo González Guajardo
Chief Executive Officer
Kimberly-Clark de México
Mexico

Adrian Gore
Founder and CEO
Discovery Group
South Africa

J. Jon Imaz
CEO
Repsol
Spain

Frank Lowy
Co-Founder
Westfield Group
Australia

Andrónico Luksic
Vice Chairman
Banco de Chile
Chile

Philip Mallinckrodt
Group Head of Wealth
Management
Schroders PLC
U.K.

Jorge Mandelbaum
Chairman of the Advisory Board
CIPPEC (Center for the
Implementation of Public
Policy)
Argentina

Shmuel Meitar
Chairman and Founder
Aurec Capital
Israel

Jaime J. Montealegre
President
Sigma Management, S.A.
Costa Rica

Javier Monzón
Spain

Hutham S. Olayan
President and CEO, Olayan
America
The Olayan Group
Saudi Arabia

José Oliu Creus
President
Banc Sabadell
Spain

Juan Pardinas
Director General
IMCO
Mexico

Victor Pinchuk
Founder
EastOne Ltd.
Ukraine

Marian Puig
EXEA
Spain

Itamar Rabinovich
President
Israel Institute
Brofman Distinguished
Nonresident Senior Fellow
The Brookings Institution
Israel

Royal Dutch Shell
Netherlands

Tokyo Sexwale
Sexwale Family Foundation
Republic of South Africa

SK holdings Co. Ltd.
South Korea

Kihak Sung
Chairman and CEO
Youngone Corporation
South Korea

Yukitoshi Funo
Chief Executive Officer, IIES
Senior Advisor to the Board
Toyota Motor Corporation
Japan

Marcus Wallenberg
Chairman
Skandinaviska Enskilda Banken
AB
Sweden

Dieter Zetsche
Chairman
Daimler Corporation
Germany

Members of the International Advisory Council participate in a panel discussion on the Iran nuclear deal at the 2015 annual meeting



PHOTO BY PAUL MORIGI

Brookings Institution Executive Leadership



Strobe Talbott

PHOTO BY PAUL MORIGI

Brookings is led by a management team comprising the president and executive vice president of the Institution, along with the vice presidents of the research programs and non-research programs. Together this team works to ensure that Brookings is operating efficiently and maintaining the highest standards of quality, independence, and impact in all of its activities.

Strobe Talbott
President



Martin Indyk

PHOTO BY DAY WALTERS

Martin Indyk
Executive Vice President



Steven Bennett

PHOTO BY PAUL MORIGI

Steven Bennett
Vice President and Chief Operating Officer



Kimberly Churches

Kimberly Churches
Vice President for Institutional Advancement and External Relations
Secretary of the Board

Kemal Dervis
Vice President and Director, Global Economy and Development
The Edward M. Bernstein Scholar



Kemal Dervis

PHOTO BY RALPH ALSWANG



Ona Alston Dosunmu

PHOTO BY PAUL MORIGI



Ted Gayer

Ona Alston Dosunmu
Vice President and General Counsel

Ted Gayer
Vice President and Director, Economic Studies
Joseph A. Pechman Senior Fellow

Bruce Jones
Vice President and Director, Foreign Policy



Bruce Jones

PHOTO BY PAUL MORIGI



Bruce Katz

PHOTO BY RALPH ALSWANG



David Nassar

Bruce Katz
Vice President and Co-Director, Metropolitan Policy Program
The Adeline M. and Alfred I. Johnson Chair in Urban and Metropolitan Policy

David Nassar
Vice President for Communications

Leigh Morris Sloane
Chief of Staff



Leigh Sloane

PHOTO BY PAUL MORIGI



Stewart Uretsky

PHOTO BY PAUL MORIGI



Darrell West

Stewart Uretsky
Vice President, Chief Financial Officer and Treasurer

Darrell West
Vice President and Director, Governance Studies
The Douglas Dillon Chair

Program Leadership Councils

Each of Brookings's five research programs has assembled an advisory group of business, community, and philanthropic leaders who provide strategic advice on important policy issues and ways to maximize the impact of scholars' recommendations. The Councils convene several times annually for briefings from Brookings experts and senior policymakers and working sessions on pressing topics.

ECONOMIC STUDIES COUNCIL

Wilbur Ross, *Chair*
H. Rodgin Cohen, *Vice Chair*
Sandeep Arora
Ken Bentsen
Julia Coronado
Jason Cummins
Scott Evans
Lorenzo Giorgianni
Jeffrey A. Goldstein
George Kellner
Matt Miller
Barbara Novick
Roberto Perli
Andrew Plepler
Nancy D. Prior
Steven Rattner
Chris Rokos
Mark Spindel
Paul Schott Stevens
Yasuyuki Sugiura
Carl Tannebaum
Michael Tipsord
Debra Valentine
Heather Wingate
David Zervos

GLOBAL LEADERSHIP COUNCIL

Suzanne Nora Johnson, *Chair*
Yonca Brunini
Deborah Duncan
L. Enrique Garcia
Lou Anne King Jensen
Tawfic Khoury
Jonathan Schaffzin
Ercument Tokat
Rebecca Arbogast
Elizabeth Avery
Daniel Berger
William D. Budinger
Louis W. Cabot
Daniel Cruise
Gary L. Ginsberg
Robert D. Jensen
William Kamela
Jeri Kubicki
David Lieber
Michael Lopez
Carol Melton
R. Hewitt Pate
Edgar Rios
Peter L. Scher
A. Alfred* and Judy Taubman
Andrew H. Tisch
Claude Wasserstein
Seymour and Kate Weingarten
John White, Jr.
Carol Wilner
Ezra K. Zilkha
Adam and Ariel Zurofsky

* Deceased

FOREIGN POLICY LEADERSHIP COUNCIL

Benjamin R. Jacobs, *Chairman*
Dominic Barton
Alan Batkin
Jeffrey Boyd
Charles Bronfman
Paul L. Cejas
Ronald Cohen
Jonathan E. Colby
Howard E. Cox
Alan Dachs
Mick Davis
Chris DeLong
Feng Deng
Joshua Donfeld
Ronald I. Dozoretz, M.D.
Alfonso Fanjul
Theresa Fariello
Raj Fernando
Lawrence K. Fish
David Fisher
Bart Friedman
Michael Gelman
Susie Gelman
Vartan Gregorian
Andrew Gundlach
Roger Hertog
Suzanne Nora Johnson
David Kamenetzky
Samer Khoury
Edward Lamont
Dan W. Lufkin
John G. Macfarlane III
Richard Nye
John G. Popp
Joseph L. Rice III
Stephen Robert

David Rogers
David M. Rubenstein
Haim Saban
Joseph N. Sanberg
William A. Shutzer
David S. Steiner
Krishen Sud
Antoine van Agtmael
Nick Welch
Poju Zabłudowicz
Arshad Zakaria

METROPOLITAN LEADERSHIP COUNCIL

AIG
Alcoa Foundation
Annie E. Casey Foundation
Bank of America
Robert and Anne Bass
Central Indiana Corporate Partnership / BioCrossroads
Citi
The Civic Council of Greater Kansas City
Comcast NBCUniversal
Paul Desmarais, Jr.
Cheryl Cohen Efron
FedEx Corporation
Ford Foundation
The George Gund Foundation
Hampton Roads Community Foundation

The Heinz Endowments
Hitachi, Ltd.
James A. Johnson
Jefferson Educational Society
JPMorgan Chase & Co.
Tom Kaplan
Monica Keany
Richard A. Kimball, Jr.
Peter Kimmelman
Kohlberg, Kravis, Roberts & Co.
The Kresge Foundation
Lear Corporation
Lennar International
Lumina Foundation for Education
John D. & Catherine T. MacArthur Foundation
McKnight Foundation
Microsoft Corporation
Charles Stewart Mott Foundation
RBC Capital Markets
The Rockefeller Foundation
Rob Roy
Louis Salkind
San Diego Economic Development Council
Robert A. Stewart
Surdna Foundation, Inc.
Lynn Thoman
UnitedHealth Group
University of Nevada, Las Vegas
Antoine van Agtmael
Jeffrey Walker
Tracy R. Wolstencroft
John O. Wynne

Board of Trustees

David M. Rubenstein
Co-Chair of the Board
Brookings
Co-Founder and Co-CEO
The Carlyle Group

John L. Thornton
Co-Chair of the Board
Brookings

Glenn Hutchins
Vice Chair of the Board
Brookings
Co-Founder
Silver Lake

Suzanne Nora Johnson
Vice Chair of the Board
Brookings
Former Vice Chairman
Goldman, Sachs & Co.

Strobe Talbott
President
The Brookings Institution

Robert J. Abernethy
President
American Standard Development
Co., Inc.

Paul M. Achleitner
Non-Executive Chairman
Deutsche Bank AG

Liaquat Ahamed
Former Chief Executive Officer
Fischer Francis Trees and Watts,
Inc.

Dominic Barton
Global Managing Director
McKinsey & Company, Inc.

Robert M. Bass
President
Keystone Group, L.P.

Alan R. Batkin
Chairman
Converse Associates, Inc.

Crandall Bowles
Chairman
The Springs Company

Hanzade Doğan Boyner
Vice Chairwoman
Doğan Holding Şirketler Grubu
AŞ.

Paul L. Cejas
Chairman
PLC Investments, Inc.

W. Edmund Clark
Retired Executive
TD Bank Group

Abby Joseph Cohen
President, Global Markets
Institute; and Senior
Investment Strategist,
Goldman, Sachs & Co.

Betsy Z. Cohen
Chief Executive Officer
The Bancorp

Arthur R. Collins
Managing Partner
theGROUP

Howard Cox
Special Limited Partner
Greylock

Arthur B. Culvahouse, Jr.
Chairman Emeritus
O'Melveny & Myers LLP

Alan M. Dachs
President and CEO
Fremont Group

Paul Desmarais, Jr.
Chairman and Co-CEO
Power Corporation of Canada

Kenneth M. Duberstein
Chairman and CEO
The Duberstein Group, Inc.

Cheryl Cohen Effron
Founder
Conjunction Fund

Alfonso Fanjul
Chairman and Chief Executive
Officer
Fanjul Corp. and Florida Crystals
Corporation

Bart Friedman
Senior Partner
Cahill Gordon & Reindel

Ann M. Fudge
Former Chairman and CEO
Young & Rubicam Brands

Ellen V. Futter
President
American Museum of Natural
History

Brian L. Greenspun
Chairman and CEO
Greenspun Media Group

Pete Higgins
Founding Partner
Second Avenue Partners

Victor L. Hymes
Chief Executive Officer and
Chief Investment Officer
Legato Capital Management LLC

Shirley Ann Jackson, Ph.D.
President
Rensselaer Polytechnic Institute

Benjamin R. Jacobs
Senior Advisor /Founder
The JBG Companies

Kenneth M. Jacobs
Chairman and CEO
Lazard

Klaus Kleinfeld
Chairman and CEO
Alcoa, Inc.

Philip H. Knight
Chairman
Nike, Inc.

James Murren
Chairman and CEO
MGM Resorts International

James Rogers
Retired Chairman and CEO
Duke Energy

Wilbur Ross
Chairman and Chief Strategy
Officer
WL Ross & Co. LLC

Victoria P. Sant
President
The Summit Foundation

Leonard D. Schaeffer
Founding Chairman and CEO
WellPoint

Peter Scher
Chairman of the Washington
D.C. Region and Head of
Corporate Responsibility
JPMorgan Chase & Co.

Amy W. Schulman
Senior Lecturer
Harvard Business School

Arne M. Sorenson
President and Chief Executive
Officer
Marriott International, Inc.

Antoine W. van Agtmael
Senior Adviser
Garten Rothkopf
Former Chairman
Ashmore EMM, LLC

Beatrice W. Welters
Founder and Co-Chairperson
AnBryce Foundation

John H. White, Jr.
President and CEO
Taco, Inc.

Tracy R. Wolstencroft
CEO
Heidrick and Struggles

Daniel Yergin
Vice-Chairman
IHS, Inc.

Lei Zhang
Chairman and CEO
Hillhouse Capital Management

Daniel B. Zwirn
Managing Partner
Zwirn Family Interests, LLC

HONORARY TRUSTEES

Zoë Baird
President
The Markle Foundation

Rex J. Bates

Richard C. Blum
Chairman and President
Blum Capital Partners, LP

Geoffrey T. Boisi
Chairman and CEO
Roundtable Investment Partners
LLC

Louis W. Cabot, chair emeritus
Chairman
Cabot-Wellington LLC

Kenneth W. Dam
Max Pam Professor of American
& Foreign Law
University of Chicago Law School

Steven A. Denning
Chairman
Willett ADM, LLC

Vishakha N. Desai, Ph.D.
Special Advisor for Global Affairs
Columbia University

Thomas E. Donilon
Former U.S. National Security
Advisor
Senior Partner
O'Melveny and Myers

Lawrence K. Fish
Former Chairman and CEO
Citizens Financial Group, Inc.

Cyrus F. Freidheim, Jr.
Chairman
Old Harbour Partners, LLC

David Friend
Executive Chairman
Carbonite, Inc.

Henry Louis Gates, Jr.
Director, Hutchins Center for
African & African American
Research
Harvard University

William A. Haseltine, Ph.D.
President
The Haseltine Foundation
Chairman
Haseltine Global Health, LLC

Teresa Heinz
Chairman
Heinz Family Foundation

Joel Z. Hyatt

**James A. Johnson, chair
emeritus**
Chairman
Johnson Capital Partners

Ann Dibble Jordan

Vernon E. Jordan, Jr.
Of Counsel
Akin Gump Strauss Hauer &
Feld, LLP

Richard A. Kimball, Jr.

Nemir Kirdar
Founder, Executive Chairman
and CEO
Investcorp

Donald F. McHenry
Distinguished Professor in the
Practice of Diplomacy and
International Affairs
School of Foreign Service
Georgetown University

Rajan Bharti Mittal
Vice Chairman
Bharti Enterprises Limited

Mario M. Morino
Co-Founder and Chairman
Venture Philanthropy Partners

Thomas C. Ramey
Former Chairman
Liberty International, Liberty
Mutual Group

Steven Rattner
Chairman
Willett Advisors LLC

Edgar Rios
Co-Founder and Managing
Director
Wenzi Capital Partners

James D. Robinson III
General Partner and Co-Founder
RRE Ventures

Haim Saban
Chairman and CEO
Saban Capital Group, Inc.

Ralph S. Saul
Former Chairman
CIGNA Corporation

Michael P. Schulhof
Chairman and CEO
Global Technology Investments

Lynn Thoman
Co-Chair
Leon Lowenstein Foundation

Larry D. Thompson
Executive VP of Governmental
Affairs, General Counsel and
Corporate Secretary
PepsiCo, Inc.

Michael L. Tipsord
Vice Chairman and Chief
Operating Officer
State Farm Insurance Companies

Andrew H. Tisch
Co-Chairman of the Board and
Chairman of the Executive
Committee
Loews Corporation

Stephen M. Wolf
Managing Partner
Alpilles, Inc.

Ezra K. Zilkha
President
Zilkha & Sons, Inc.

\$2,000,000 and Above

Anne T. and Robert M. Bass
Bill & Melinda Gates Foundation
The William and Flora Hewlett
Foundation
The Hutchins Family Foundation
JPMorgan Chase & Co.
LEGO Foundation
Embassy of the State of Qatar
David M. Rubenstein
John L. Thornton
University of Nevada, Las Vegas

\$1,000,000-\$1,999,999

Anonymous
Food and Drug Administration
Cecilia Yen Koo and the Koo
Family
The John D. & Catherine T.
MacArthur Foundation
The Rockefeller Foundation
Cheryl and Haim Saban
United Arab Emirates

\$500,000-\$999,999

Anonymous
Laura and John Arnold Foundation
Australian Government,
Department of Foreign Affairs
and Trade
British Foreign & Commonwealth
Office
Carnegie Corporation of
New York
Annie E. Casey Foundation
Centers for Medicare &
Medicaid Services
Government of Denmark
Echidna Giving
Ford Foundation
Mark T. Gallogly
and Elizabeth B. Strickler
Genentech—A Member of The
Roche Group
The Kresge Foundation
Liberty Mutual Group
Government of Norway
Omidyar Network
Robert C. Pozen and the Ashurst
Foundation
The Andrew H. and Ann R. Tisch
Foundation
UnitedHealth Group, Inc.
Washington University
in St. Louis

\$250,000-\$499,999

Anonymous
Altman/Kazickas Foundation
Bank of America

Dominic Barton
Richard C. Blum and the
Honorable Dianne Feinstein
The Brown Foundation, Inc. of
Houston
Canadian Department of Foreign
Affairs and International Trade
Charities Aid Foundation
Children's Investment Fund
Foundation
Citi
Steve and Roberta Denning
Hanzade Doğan Boyner, Doğan
Group
Cheryl Cohen Effron
and Blair W. Effron
Exxon Mobil Corporation
The Financial Services Forum
Roger Hertog
The Japan Foundation Center for
Global Partnership
The Korea Foundation
Lumina Foundation
The MasterCard Foundation
Richard Merkin
Microsoft Corporation
Erin M. Mindich
The Charles Stewart Mott
Foundation
National Institutes of Health
Patient-Centered Outcomes
Research Institute
Porticus
Qualcomm Incorporated
The Rodel Foundations
Chris Rokos
Searle Freedom Trust
Securities Industry and Financial
Markets Association
Alfred P. Sloan Foundation
Edwin Soeryadjaya
State Farm Mutual Automobile
Insurance Company
Surdna Foundation
Swedish Ministry for Foreign
Affairs
Taipei Economic and Cultural
Representative Office in the
United States
Turkish Industry and Business
Association (TÜSIAD)
UN University World Institute
for Development Economics
Research
Antoine van Agtmael, Sunrise
Foundation
The Walton Family Foundation
Tracy R. Wolstencroft

\$100,000-\$249,999

Anonymous (6)
Robert John Abernethy
Paul Achleitner and
Deutsche Bank AG
AIG
Mohammed Mahfoodh Alardhi
Alcoa Foundation
AT&T
Australian Civil-Military Centre—
Department of Defence
Barrick Gold Corporation
Rex J. Bates
Alan and Jane Batkin
S.D. Bechtel, Jr. Foundation
Nicolas Berggruen
Daniel Berger
BlackRock Financial
Management, Inc.
Brevan Howard
Ambassador Paul L. Cejas
Central Indiana Corporate
Partnership/BioCrossroads
Anla Cheng
Cheniere Energy, Inc.
Chevron
W. Edmund Clark
The Clearing House Association
Betsy Z. Cohen
Sir Ronald Cohen
Art Collins
Comcast NBCUniversal
Jonathan Coslet
The Council for the
United States and Italy
Howard Cox
Alan and Lauren Dachs
Daimler
George A. David
The Davis Foundation
Deloitte LLP
Paul Desmarais, Jr.
Haluk Dinçer
Jian Ding
Ronald I. Dozoretz, M.D.
Every Child Capital Fund of the
Greater Cincinnati Foundation
Alfonso Fanjul
Raj Fernando
Fiat
Fidelity Investments
Government of Finland
David and Marianna Fisher
Pablo R. González
Google Inc.
The George Gund Foundation
Hampton Roads Community
Foundation
The Heinz Endowments
Pete Higgins

Gisèle Huff
Investment Company Institute
Gail and Benjamin Jacobs
Kenneth M. Jacobs
Japan International Cooperation
Agency
Robert Wood Johnson Foundation
Ewing Marion Kauffman
Foundation
Sheryl and Chip Kaye
Samer Khoury
Philip Knight
Charles Koch Foundation
Kohlberg Kravis Roberts & Co.
Ned Lamont
Lear Corporation
Lennar Corporation
Frank P. Lowy
The Henry Luce Foundation
Lili Lynton
Mars, Incorporated
The McKnight Foundation
MetLife, Inc.
The NASDAQ OMX Group, Inc.
Northrop Grumman Corporation
Open Society Foundations
Richard Perry
Victor Pinchuk Foundation
Steven Rattner
and Maureen White
Repsol Foundation
Rio Tinto
Wilbur and Hilary Ross
Rob Roy, Switch
Robert E. Rubin
Joseph N. Sanberg
Victoria and Roger Sant
Peter L. Scher
Schlosstein-Hartley Family
Foundation
Eric E. Schmidt
Eric S. Schwartz
Gerald Schwartz
and Heather Reisman
Shell
SK holdings
Statoil
Tom Steyer and Kat Taylor
Government of Switzerland
Tang Xiaodan
Lynn Thoman and the Leon
Lowenstein Foundation
Toyota
United Parcel Service
U.S. Agency for International
Development
Alex C. Walker Foundation
Tom and Nancy Wall, IV
John Hazen White, Jr.
John O. Wynne

Honor Roll

Xcoal Energy & Resources	Tom Kaplan, Wolfgang Puck Fine Dining Group	Marcus Wallenberg, Wallenberg Foundations AB	Sojitz Foundation	Victoria Foley	Michael L. Tipsord	Erik Blumenkranz	Jennifer Scully Lerner
Jerry Yang	George A. Kellner	Claude Wasserstein	Sumitomo Mitsui Banking Corporation	The Lee and Juliet Folger Fund	Toshiba America, Inc.	Zoë Baird Budinger and William Budinger	Leonard Levie
Chi Zhang	Korea Foundation for Advanced Studies	Robert M. Weekley	The Nelson S. Talbott Foundation	Patrick Frayne	Ranvir Trehan	Erin E. Bullinger	Wayne P. Limberg
Lei Zhang	Korea International Trade Association (KITA)	Beatrice W. and Anthony Welters	Tata Group of companies	David Friend	UNICEF	Adem Bunkeddeko	Amy Liu
Ezra K. Zilkha	Linden Trust for Conservation	Daniel H. Yergin and Angela Stent	United Nations Office for the Coordination of Humanitarian Affairs	Ann M. Fudge	Paul Verbinnen and Cecilia Greene	Theodore Bunzel	Eric Lohr
D.B. Zwirn Foundation	Dan W. Lufkin, Peter Jay Sharp Foundation	Arshad Zakaria	University of Chicago	John L. Furth	Verizon Communications	Jacqueline Carter	Michael Love
\$50,000-\$99,999	John G. Macfarlane III	\$25,000-\$49,999	Visa Inc.	Gardner Grout Foundation	The Volcker Alliance	Samuel G. Charap	Claire Macelroy
Anonymous (3)	Philip Mallinckrodt, The Schroeder Foundation	Anonymous (3)	Enzo Viscusi, Eni S.p.A.	General Motors Foundation	VOX Global	Morris Clarke	Lissette Marcelo
All Nippon Airways Co., Ltd.	The Markle Foundation	The AAA Foundation for Traffic Safety	Volvo Research and Educational Foundations	Donna Gerstenfeld	Seymour and Kathleen Weingarten	Morton and Shirley Cohen	Jeffrey Marlough
Allen & Company LLC	The MITRE Corporation	American Express	Judy and Fred Wilpon Family Foundation, Inc.	Goldman Sachs	John C. Whitehead	Roberta Cohen	Daniel Martinez
Amgen	Mitsubishi Corporation (Americas)	Aramco Services Company	WSP/Parsons Brinckerhoff	Patrick W. and Shelby Proby Gross	Stephen M. Wolf	Stephen Cohen	Eduardo Martinez
Asthma and Allergy Foundation of America	The Leo Model Foundation	Association of American Railroads	ZTE USA	Agnes Gund	Xerox Corporation	Lew and Marge Collens Fund	Donald F. McHenry
Martin Neil Bailly	Ambrose Monell Foundation	The Bank of Tokyo-Mitsubishi UFJ, Ltd.	\$10,000-\$24,999	The Harris Family Foundation	Rachel Zhang	Stephen Cordani	Milton Mitchell
Rahul Bajaj	Jaime J. Montealegre	Heinrich Böll Foundation	Anonymous (3)	June R. Hechinger	\$5,000-\$9,999	Paul Courant	Stephen Morris
Banco de Sabadell S.A.	National Association of Insurance Commissioners	Bristol-Myers Squibb Foundation	Liaquat and Meena Ahamed	Hellman Foundation	Anonymous	The Morton and Dina Danseyar Family Foundation	Kara Ramirez Mullins and Sean F. Mullins
Bank of America Merrill Lynch	National Science Foundation	CAF-Development Bank of Latin America	American Society of Clinical Oncology	Fiona Hill	American Federation of Teachers	Keith Darden	Sakura Namioka
Hakeem Belo-Osagie	New Silk Route	The Morris and Gwendolyn Cafritz Foundation	AttorneyFee	Hitachi, Ltd.	Robert O. and Sylvia Blake	Paul Diperna	New Venture Fund
Blackstone Charitable Foundation	New York University	Frank Carlucci	Eileen A. Aptman	ITOCHU International Inc.	William M. Cameron	Jill Dougherty	Norris, Tysse, Lampley & Lakis, LLP
Crandall C. Bowles	Nihon Keizai Shimbun-sya (NIKKEI)	The Coca-Cola Company	The Loreen Arbus Foundation	Karel Janeček	Kimberly Churches	Courtney Dunakin	Robert C. Nurick
The Andrea and Charles Bronfman Philanthropies	Noble Energy	ConocoPhillips	Arnhold Foundation	Joel and Ricki Kanter	Convergence Center for Policy Resolution	Paul Effron	Robert Orttung
Brothers Brook Foundation	Nomura Foundation	Kenneth W. Dam	Astra Capital Management	James M. Kemper	Charles W. Duncan, Jr.	Elliot Company of Indianapolis, Inc.	Steven Pearson
Tobias Josef Brown	Northern Trust	EDF Inc.	The Atlantic Philanthropies	Lee Klingsstein	Nancy M. Folger	Thomas Elliott	Peter Pearson
China-United States Exchange Foundation	Richard Nye	Edith B. Everett	BAE Systems, North America	Linklaters LLP, on behalf of the Advancing Good Governance in International Development Seminar	Forum for the Future of Higher Education	Sydney Farrar	Marc Peters
The Civic Council of Greater Kansas City	The Olayan Group	French Ministry of Foreign Affairs	Joanne Barker	Gordon Litwin and Anne Luzzatto	William H. Frey	Florida International University	Philip A. Piro
Abby Joseph Cohen	PepsiCo	GEICO	Steffi and Robert Berne	LMI Government Consulting	Leslie I. Gold, Ph.D.	Charles Freeman	Samuel Plimpton
H. Rodgin Cohen	Ploughshares Fund	Greater Phoenix Economic Council	The Boeing Company	Malcolm R. and Celia Lovell	Susan and John Gutfreund	Ellen V. Futter	William Eric Pomeranz
Jonathan E. Colby	John G. Popp	Teresa Heinz Kerry	Geoffrey T. Boisi and the Boisi Family Foundation	Bertil P. Lundqvist	Katherine Clark Harris	Toby and Charles Gati	Samuel Price
The Commonwealth Fund	Potomac River Capital, LLC	Honda North America, Inc.	Anders Brag	Monica Mandelli	Phil Harvey	Ted and Rachel Gayer	Yuanyuan Qin
Cornerstone Macro	Marian Puig	Frank F. Islam	Paul Britton	Edward and Dale Mathias	Cynthia Helms	Matthew Gebhardt	Blair Ruble
Credit Suisse	Thomas C. Ramey and Perrin Ireland	The Israel Institute	The Brodsky Family Foundation	John P. McCormick	Marie L. Knowles	Elizabeth Gemmill	Nicholas Rugoff
The Crown Family	Joseph L. Rice III	Japan Bank for International Cooperation	Richard C. Bush	Arjay Miller	Rebecca Liao	Elisa B. Glazer	Raymond Ryan
Deborah L. Duncan	San Diego Regional Economic Development Corporation	Peter A. Joseph	Louis W. Cabot	Mitsui & Co. (U.S.A.), Inc.	Bruce and Virginia MacLaury	David B. Golder	The Sasakawa Peace Foundation
ECGRA	Sanofi US	Robert N. Kaplan	Carter Cafritz	Allison Nathan	State of Maryland Department of Labor Licensing and Regulation (DLLR)	Alexis Gregory Foundation	B. Francis Saul II
Facebook	Dr. Fay L. Shutzer and William A. Shutzer	Betsy Karel	Conrad Cafritz	Embassy of the Kingdom of the Netherlands	Betty Ann Ottinger	Scott Grinsell	Henry B. Schacht
The Fascitelli Foundation	Social Security Administration	The Kern Family Foundation	Caterpillar Inc.	The Nippon Foundation	James and Theodore Pedas Family Foundation	Marion Guggenheim	Robert Schulz
Mimi Frankel, Frankel Family Foundation	Arne and Ruth Sorenson	Peter Kimmelman	Colorado Department of Health Care Policy and Financing	NTT Corp.	Marie Ridder	Steve and Sheila Hamp	Michael Schwartz
Mitzi and Cyrus Freidheim	David S. and Sylvia Steiner	Knowledge Society Institute	Everett R. Cook	Gordon and Dailey Pattee	David Rogers	Hope M. Harrison	Naveen Shahani
Bart Friedman	Robert Stewart	Robert E. Marks	Corning Incorporated Foundation	Dina and George Perry	Robert J.T. Rosenfeld	Nancy Maisto Hewett	Henry Silver
and Wendy A. Stein	Krishen Sud	Marubeni America Corporation	Arthur B. Culvahouse, Jr.	Steven Pifer	Frederick Stavis	Ronda Hodges	Michael Sklaroff
Susie and Michael Gelman	Taconic Capital Advisors LP	Robert R. McCormick Foundation	The Curtis Family Foundation	Christopher Reynolds Foundation	Paul and Chandler Tagliabue	Kent Insley	Hendrieth Vanlon Smith
Jeffrey A. Goldstein	Strobe Talbott	McKinsey & Company, Inc.	Davis Polk & Wardwell, LLP	Frederic A. and Susan Rubenstein	Margaret L. Tomlinson	Inter-American Development Bank	Alexander Sokolowski
Good Ventures	A. Alfred Taubman	Mitsubishi Heavy Industries America, Inc.	Porter Dawson	Amy Schulman	James Usdan	Robert Jackson	Marjorie H. Sonnenfeldt
Graham Capital Management	Time Warner, Inc.	Morgan Stanley	Laura A. DeFelice	Shimizu Corporation	John S. Weston	Donald Jensen	Constanze Stelzenmüller
Andrew Gundlach, Anna-Maria and Stephen Kellen Foundation	Ercument Tokat	Mario M. Morino	Joshua Donfeld	Stanley S. Shuman	Malcolm H. Wiener	Taylor Johnson	Santiago Torres
William A. Haseltine	Tudor Investment Corporation	Philip D. Murphy	The Honorable Kenneth M. Duberstein	Skoll Centre for Global Entrepreneurship	Up to \$4,999	Gerard Jones	Peeranut Visetsuth
Huntsman Foundation	United Technologies Corporation	Lisa O'Kelly	R.S. Evans Foundation	Emily and Robert E. Smith	Anonymous (11)	Marvin Kalb	Frank A. Weil
Lou Anne King Jensen	U.S. Department of Health & Human Services	Peter G. Peterson Foundation	Nick Farmer	James E. Staley	Susan Beth Anders	Bruce Katz	Robert Weinberger
James A. Johnson	U.S. Department of Transportation	Samuel Pizar	Roger C. Faxon	Andrew and Patricia Steffan	William J. Antholis	Mark Katz	Shannon and Paul Wolfe
Jefferies, LLC	Bernard van Leer Foundation	James D. Robinson III	Frank and Kathy Finelli	Sidney Stern Memorial Trust	Aspen Institute	Katherine Kelleher	George Yin
The Jefferson Educational Society		Jonathan Schaffzin	Lawrence K. Fish	Sumitomo Corporation of America	Harley D. Balzer	Thomas L. Kempner	Felicity Yost
The Jenesis Group				John Templeton Foundation	William Horton Beebe-Center	Douglas Kiessling	Brookings strives for completeness and accuracy in this Honor Roll. We regret any omissions or errors.
				Larry D. Thompson	Steven J. Bennett	Andrew Klaber	
					John Beyrle	Robert Kleinberg	
						Jim Klopper	
						Christopher S. Koza	
						Phyllis Jo Kubey	
						Dan Henry Lee III	

STATEMENT OF ACTIVITIES

Years Ended June 30, 2015 and 2014 (in thousands)
Preliminary and Unaudited*

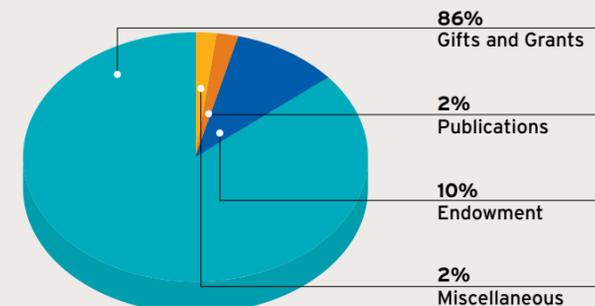
	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	FY 2015 TOTAL	FY 2014 TOTAL
OPERATING ACTIVITIES					
Revenue and Support					
Investment return designated for operations	\$ 10,519	\$ 3,897	–	\$ 14,416	\$ 13,463
Grants, contracts, and contributions	13,305	61,539	\$ 1,898	76,742	89,726
Brookings Press	1,710	–	–	1,710	1,829
Facility and other revenue	3,012	(300)	–	2,712	2,544
Net assets released from restrictions—Satisfaction of program restrictions	77,595	(77,595)	–	–	–
Total Operating Revenue	106,141	(12,459)	1,898	95,580	107,562
OPERATING EXPENSES					
Program Services					
Economic Studies	18,045	–	–	18,045	17,191
Foreign Policy	24,416	–	–	24,416	22,907
Global Economy and Development	10,321	–	–	10,321	10,554
Governance Studies	7,337	–	–	7,337	6,846
Metropolitan Policy Program	11,628	–	–	11,628	11,951
Other Research	10	–	–	10	160
Brookings Press	2,457	–	–	2,457	2,565
Communications	2,452	–	–	2,452	2,388
Total Program Services	76,666	–	–	76,666	74,562
Supporting Services					
Management and General	24,422	–	–	24,422	20,960
Fundraising	3,152	–	–	3,152	3,462
Total Operating Expenses	104,240	–	–	104,240	98,984
Net Operating Activity	1,901	(12,459)	1,898	(8,660)	8,578
Change in net assets before non-operating activities	1,901	(12,459)	1,898	(8,660)	8,578
NON-OPERATING ACTIVITIES					
Investment return in excess of amounts designated for operations					
Realized gain (loss) on sale of investments	9,803	2,019	–	11,822	10,489
Unrealized gain (loss) from investments	(10,459)	(1,024)	–	(11,483)	32,033
Interest and dividends, net	7,626	1,878	–	9,504	1,296
Investment return designated for operations	(10,519)	(3,897)	–	(14,416)	(13,463)
Total investment return (loss) in excess of amounts designated for operations	(3,549)	(1,024)	–	(4,573)	30,355
Other Non-Operating Activities					
Loss on Bond Debt Refinancing	(8,748)	–	–	(8,748)	–
Total Non-Operating Activities	(12,297)	(1,024)	–	(13,321)	30,355
Change in net assets before post-retirement related changes other than net periodic post-retirement benefit cost	(10,396)	(13,483)	1,898	(21,981)	38,933
Post-retirement related changes other than net periodic post-retirement pension cost	(23)	–	–	(23)	64
CHANGE IN NET ASSETS	(10,419)	(13,483)	1,898	(22,004)	38,997
Net assets, Beginning of year	212,657	148,721	81,839	443,217	404,220
Net assets, End of year	\$202,238	\$135,238	\$83,737	\$421,213	\$443,217

STATEMENT OF FINANCIAL POSITION

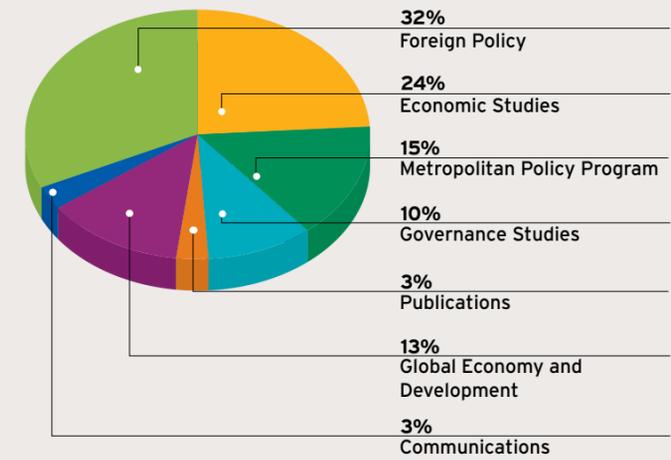
As of June 30, 2015 and 2014 (in thousands)
Preliminary and Unaudited*

	2015 TOTAL	2014 TOTAL
ASSETS		
Cash and cash equivalents	\$ 42,076	\$ 41,849
Grants, contributions and accounts receivable, net	74,374	90,492
Inventory	294	278
Investments	320,925	321,910
Property and equipment, net	39,455	39,714
Other assets	4,834	1,755
TOTAL ASSETS	481,958	495,998
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	6,525	7,116
Notes payable, bonds payable and lines of credit	48,339	40,659
Accrued compensated leave	2,083	1,810
Accrued post-retirement benefit obligation	2,107	2,084
Deferred revenue	1,691	1,112
TOTAL LIABILITIES	60,745	52,781
NET ASSETS		
Unrestricted	202,238	212,657
Temporarily restricted	135,238	148,721
Permanently restricted	83,737	81,839
TOTAL NET ASSETS	421,213	443,217
TOTAL LIABILITIES AND NET ASSETS	\$481,958	\$495,998

Operating Revenues



Program Services Expenses



Notes:

As a nonprofit and scientific organization, Brookings is exempt from federal income taxes under section 501(c)(3) of the Internal Revenue Code. The Institution also qualifies as a publicly supported organization under section 170(b)(1)(A)(vi) of the code. Brookings policy is to make an annual investment spending allocation for the support of operations. This amount is calculated based on 70% of the prior year's spending adjusted for inflation and 30% of 5% of the market value of the investments as of December 31 of the prior fiscal year. Certain reclassifications of prior year balances have been made to conform to the current year presentation.

*A copy of the Institution's audited financial statements is available by request.

By the Numbers

July 1, 2014-June 30, 2015

More than
120,000
subscribers
to the daily
**Brookings
Brief** email

292

public events
attended
by more than
20,000
people

110

were webcast, with
59,000
viewers



CHRIS MINERVA/GETTY IMAGES

32 times
Brookings
scholars
testified
before
Congressional
committees



Charity
Navigator
rating and
100%
rating for
**Accountability
and
Transparency**



165,000

Facebook
followers



25

million
website
page views



38

books
published
by the
**Brookings
Press**



17,000 subscribers to the Brookings
YouTube channel and nearly

12 million minutes
of video viewed



178,000

Twitter
followers



The **Brookings Cafeteria
Podcast** won **Best News
& Politics Podcast** at the
recent **Academy of
Podcasters Awards**

#1

Rank in the
University of
Pennsylvania's
2014
**"Global
Go-To Think
Tank Index"**



NASA

including
**Most
Significant
Impact on
Public Policy**

BROOKINGS

VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT AND EXTERNAL RELATIONS: Kimberly Churches

EDITOR: Robert Moore

DESIGN AND PRINT PRODUCTION: Manifest LLC

Jeffrey Kibler, Adriana Guevara, Brenda Waugh

PRINTING: Chroma Graphics

COVER PHOTOGRAPHY: Natural Selection Chris Pinchbeck/Corbis

Copyright © 2015 The Brookings Institution

1775 Massachusetts Avenue NW

Washington, DC 20036

Telephone: 202.797.6000

Fax: 202.797.6004

www.brookings.edu

FPO for
FSC

Please consider creating a legacy of support by including Brookings
in your estate plans. Contact Kara Mullins, Associate Vice President
for Institutional Advancement, at kmullins@brookings.edu or
(202) 797-6220 to find out more.