“...to advance the cause of peace among nations; to hasten the renunciation of war as an instrument of national policy; to encourage and promote methods for the peaceful settlement of international differences and for the increase of international understanding and concord; and to aid in the development of international law and the acceptance by all nations of the principles underlying such law.”
Letter From the Chairman

As a physician, one is trained to elicit a patient’s history, observe and examine carefully, seek information, apply logic, consider alternative explanations, hone in on the diagnosis, take account of values and preferences, reach a treatment plan, and face up to the prognosis. Medicine, like the practice of statecraft, is both an art and a science. As crises, conflicts, and cataclysms grip every region of the globe, the world depends on leaders and experts who can maintain the health of our international system. In these trying times, Carnegie’s world-renowned scholars are doing their part to decipher, analyze, and craft solutions to a host of challenges to global security and international peace.

At each Board of Trustees meeting, I am struck anew by the quality, scale, and scope of Carnegie’s reach and research agenda. Over the past year alone, the board has had the opportunity to engage with scholars from each of our global centers and on topics ranging from climate diplomacy to closing space for civil society, India’s rise to Russia’s revanchism, political transitions from Tunisia to Turkey, and emerging challenges from cyberspace to outer space.

If we are to manage this moment of unprecedented international fragility, we must continue to invest in the kind of independent, nonpartisan research that has defined the Carnegie Endowment for International Peace throughout its storied history.

Thanks to my remarkable fellow board members and the exceptional leadership of Bill Burns, Carnegie has taken unprecedented strides over the past year. The board has stepped up to record levels of giving and a successful campaign to endow Carnegie’s prestigious Junior Fellows Program and name it in honor of former chairman James C. Gaither. This tribute is the perfect convergence of purpose, place, and person and the kind of investment that ensures the continued preparation of the next generation of thinkers and doers in the international arena.

The Carnegie Endowment for International Peace has managed to grow in size and reach while adhering to its core principles of transparency and accountability in all financial and programmatic activities.

I have never been more optimistic about Carnegie’s future nor more certain of its vital role in the world today.

Sincerely,

Harvey V. Fineberg, MD, PhD
Chairman
Letter From the President

As I reflect on my first full year as president of the Carnegie Endowment for International Peace, I am reminded of how fortunate I am to lead this historic institution. At a moment of unprecedented disorder and dislocation, uncertainty and unease, our work is more important than ever. Our one hundred scholars in twenty countries around the world remain committed to our founding mission. Together, we work to map a changing global order and offer our best ideas on how to navigate it away from conflict and toward cooperation and understanding.

Thanks to our extraordinary staff and scholars and to the partnership and leadership of our board, 2016 proved to be a year full of historic milestones. We opened our sixth global center, Carnegie India, in New Delhi. We secured the largest non-foundation gift in our history to endow the Junior Fellows Program, Carnegie’s flagship effort to promote the next generation of scholars and practitioners in international affairs. We launched the Cyber Policy Initiative, the foundation of a new program on technology, innovation, and international affairs. We welcomed our first journalist in residence and distinguished visiting fellow, the Atlantic’s editor in chief, Jeffrey Goldberg. We unveiled new web platforms like Carnegie.ru and Diwan, and our global mobile app to strengthen the connection with the 85 percent of our readers and colleagues from outside the United States.

As we deepened our scholarly work through major initiatives like the Fragility Study Group; Task Force on U.S. Policy Toward Russia, Ukraine, and Eurasia; Rising Democracies Network; Arab World Horizons project; Oil-Climate Index; and much more, we also took important steps in solidifying Carnegie’s financial foundations. Indeed, we secured more grant funding and new endowment contributions this year than any other year in Carnegie’s history.

In the pages of this report, you will learn more about these milestones and many others. You will also get a sense of the depth and breadth of our work and see Carnegie’s global network in action. My hope is that the report will make vivid the value of looking at consequential issues from multiple perspectives and vantage points and working together to identify policies that contribute to a more peaceful and prosperous world.

Our work is made possible by all those inspired by Andrew Carnegie’s commitment to philanthropy and peace. They are led by our extraordinary Board of Trustees, whose generosity and partnership remains an essential prerequisite to Carnegie’s continued importance and relevance in its second century.

I look forward to your active participation in our global conversation and to welcoming you to Carnegie.

Sincerely,

William J. Burns
President
Our History,
Our Future

Andrew Carnegie founded the Carnegie Endowment for International Peace in 1910, a transformative moment in a world struggling with the physical and ethical consequences of war.

Over the past century, the world has made extraordinary progress toward realizing his vision of peace and prosperity, but we stand today at a similar inflection point—a moment when transformative forces are once again threatening the tenuous foundations of international order. The return of great power politics. A historic refugee crisis. A changing climate. The dislocating economic and security effects of new technologies. Rising tides of populism and authoritarianism.

These and many other twenty-first-century challenges demonstrate the continued relevance and importance of Andrew Carnegie’s commitment to international peace.

With one hundred experts in twenty countries, the Carnegie Endowment for International Peace provides a global, in-depth perspective on the central issues of our time. We are less interested in who is up and who is down on any given day in any given capital. We look beyond the daily headlines and debates to examine the longer trend lines shaping global order and how different actors perceive and respond to those issues. In today’s world, having
a global perspective is an essential prerequisite for making sound policy and achieving maximum impact.

Our analysts evaluate not only the on-the-ground dynamics of the civil war in Syria but also the relevant drivers and actions of Russia, the United States, Turkey, and Iran. They both assess and compare the prospects of rising powers like China and India from within and outside the Asia Pacific. They look at the governance and security challenges posed by new technologies emerging from Silicon Valley to Bangalore.

Carnegie is committed to adapting to a changing geopolitical landscape and to remaining nonpartisan and independent. Carnegie’s experts use a range of techniques to inform policy—from public events and publications to quiet convening and consultations. These experts include scholars and practitioners from all domains, including academia, government, development institutions, civil society, and business. Working together, across physical and intellectual borders, they offer rigorous research and innovative ideas to help policymakers address increasingly complex global problems.
Andrew Carnegie donated $10 million of his wealth to found the Carnegie Endowment for International Peace and gave it an ambitious mission: to “hasten the abolition of international war, the foulest blot upon our civilization.” The United States’ first international affairs think tank was born.

During World War II, Carnegie took on a prominent lawyer named Raphael Lemkin, who had fled Nazi-occupied Poland. Lemkin formulated the concept of “genocide,” which was incorporated into international law.

After the searing experiences of the war, Carnegie moved its offices to New York and Geneva to support the nascent United Nations.
1960s
Carnegie switched from being a grant-giving organization to funding its own research, making its work more policy-relevant and timely.

1970s
Carnegie acquired *Foreign Policy* magazine and turned it into one of the most well-known and widely read magazines on foreign affairs.

1990s
In showing the importance of high-quality, nonpartisan research, Carnegie inspired and reared numerous respected offshoots—including the International Crisis Group and the Migration Policy Institute. Carnegie opened its first global center in Moscow in 1994.

2000s
Carnegie embarked on a major expansion to keep pace with globalization, opening centers in Beijing (2005), Beirut (2006), Brussels (2007), and New Delhi (2016).
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WASHINGTON, DC
Carnegie Vice Chairman Mohamed A. El-Erian presents his book *The Only Game in Town*

WASHINGTON, DC
Former U.S. special envoy for climate change Todd Stern discusses the Paris climate agreement at a Carnegie board breakfast

WASHINGTON, DC
Carnegie President William J. Burns, former White House deputy chief of staff Jim Messina, and former U.S. Representative Vin Weber (left to right) discuss the U.S. presidential campaign at a Carnegie board dinner

WASHINGTON, DC
U.S. Ambassador to the United Nations and former Carnegie junior fellow Samantha Power speaks at a Carnegie board dinner

WASHINGTON, DC
Carnegie Chairman Harvey V. Fineberg
The Global Think Tank

Carnegie has 100 scholars living in twenty countries around the globe.

Carnegie Endowment for International Peace
#2 think tank for innovative policy ideas and proposals
#2 think tank in the United States
#3 think tank in the world

Carnegie Middle East Center
#1 think tank in the Middle East and North Africa

Carnegie Moscow Center
#2 think tank in Central and Eastern Europe

Carnegie–Tsinghua Center for Global Policy
#3 think tank in China
Carnegie partnered with Carnegie Mellon University for a two-part colloquium that brought together the endowment’s global policy scholars with the university’s technical experts. The first part, held in Washington, focused on artificial intelligence and its implications in civilian and military domains. The subsequent session in Pittsburgh examined internet governance and cyberdeterrence.
Technology, Innovation, and International Affairs

Technology’s capacity to simultaneously advance and threaten global peace and security is a topic of growing concern among government, business, and civil society actors. In too many areas, the scale and scope of technological innovation is outpacing the development of norms and rules intended to maximize benefits and minimize risks.

In today’s world, no single country will be able to dictate these norms and rules. As a global institution with significant reach into some of the most technologically capable governments and societies, Carnegie is especially well positioned to identify and bridge different views and approaches to risk.

In 2016, building on decades of research and policy work in the nuclear domain, Carnegie launched a Cyber Policy Initiative to do just that. The initiative is exploring specific measures that countries could adopt to protect the integrity of financial data and algorithms, incentivize responsible private sector defenses against cyberattacks, limit threats to the information and communication technology supply chain, and avoid cyber first strikes on strategic command and control systems.

Led by Vice President for Studies George Perkovich, Senior Fellow Eli Levite, and Fellow Tim Maurer, the initiative is working with senior officials, experts, and private sector leaders in ten countries to identify restraints that would be acceptable and beneficial to all.
In New Delhi, Carnegie India has a complementary initiative on exploring how technological innovation can accelerate the development of large emerging economies. It is bringing together leading Indian and international corporations, technology innovators, regulators, and policymakers to ascertain which approaches will reap the most benefit from new disruptive technologies.

Recognizing the relevance of technological advances to strategic stability, Nuclear Policy Program Co-Director James M. Acton is leading a team of U.S., Chinese, and Russian experts to understand how new technologies, like long-range hypersonic missiles, could make a conventional conflict turn nuclear and what mechanisms could alleviate that risk. Fellow Tristan Volpe has looked at how the revolution in manufacturing, including the spread of 3-D printing machines, makes it easier than ever to acquire nuclear weapons—and harder than ever to detect and stop their proliferation.

ARIEL (ELI) LEVITE
Ariel (Eli) Levite is a senior fellow based in Tel Aviv and a founding member of Carnegie’s Cyber Policy Initiative. A former deputy national security adviser in Israel, Levite also served as the principal deputy director general for policy at the Israeli Atomic Energy Commission from 2002 to 2007 and head of the Bureau of International Security and Arms Control in the Israeli Ministry of Defense.

SINAN ÜLGEN
Visiting Scholar Sinan Ülgen, a former Turkish diplomat based in Brussels and Istanbul, outlined how the United States and Europe could converge on key cyber policy challenges in Governing Cyberspace: A Road Map for Transatlantic Leadership. He recommends developing norms and instruments for mass data collection, the export of surveillance technology, and the deterrence of cybercrime and cyberespionage.
Advancing the Conversation

Carnegie and Stanford University’s Freeman Spogli Institute for International Studies hosted a forum in May that examined the way in which technology can simultaneously advance and challenge global peace and security.

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Former Central Intelligence Agency analyst
India, China, and the Asia Pacific

The Asia Pacific is characterized by economic dynamism and acute geopolitical competition. Home to half of the world’s population, it is the most consequential region for global order in the twenty-first century. The choices made by key players in the region in the coming years will determine whether the promise of cooperation and interdependence will succumb to familiar traps of mistrust, zero-sum politics, and conflict.

In 2016, Carnegie launched its newest center, Carnegie India in New Delhi. In a short period, its scholars have already contributed to domestic debates on both long-standing challenges and emerging issues. Their analysis has explored illegal immigration from Bangladesh, the fisheries dispute with Sri Lanka, the development and security challenges of artificial intelligence, the regulation of civilian drones, and India’s political and military capacity to be a stabilizing force in the Asia Pacific.

One of the most complex challenges facing India is its relationship with its nuclear-armed rival, Pakistan. In their new book, Not War, Not Peace?, Vice President for Studies George Perkovich and Nuclear Policy Program Co-Director Toby Dalton evaluate India’s available strategies to deter cross-border terrorism while staying to the left of nuclear “boom.”

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TATA CHAIR FOR STRATEGIC AFFAIRS

In recognition of the partnership of the Tata Trusts in the founding of Carnegie India in New Delhi, the Carnegie Endowment for International Peace established the Tata Chair for Strategic Affairs. Senior Fellow Ashley J. Tellis, one of the most renowned and sought-after experts in international security, defense, and Asian strategic issues, is the inaugural holder of the chair.
Bank China director, demonstrated how factors in the Chinese economy such as the debt overhang are frequently misunderstood, leading to faulty policy recommendations.

Escalating security dilemmas, from competition in the South China Sea to North Korea’s erratic behavior, have also captured the attention of policymakers and analysts alike. In the report *Creating a Stable Asia: An Agenda for a U.S.-China Balance of Power*, Senior Fellow Michael D. Swaine assesses years of crisis-management dialogue between the Chinese and U.S. militaries to outline how Beijing and Washington can accommodate one another’s ambitions in the Pacific Century. Following the election of Taiwanese President Tsai Ing-wen, Vice President for Studies Douglas H. Paal published a series of articles suggesting

Carnegie continues to analyze China’s economic, policy, and security reforms, both domestically and internationally. With currencies and stock markets jolted by China’s slowing economy, China watchers have turned to Carnegie economists Michael Pettis and Yukon Huang. A Beijing-based professor and former banker, Pettis warned of the slowdown in several farsighted articles. Huang, a former World

NEW DELHI, INDIA

Carnegie Vice President for Studies George Perkovich and Nuclear Policy Program Co-Director Toby Dalton (left, right) launch their new book, *Not War, Not Peace?*, with Carnegie India Director C. Raja Mohan (center)
how policymakers in Taiwan, the Chinese mainland, and the United States could peacefully manage the sensitive political transition. Nonresident Senior Fellow Chung Min Lee’s *Fault Lines in a Rising Asia* outlined the diverse and divisive challenges plaguing the continent and the need for Asian powers to come together to resolve them, as opposed to simply blaming the West. Ahead of Chinese President Xi Jinping’s state visit to the United States, Carnegie–Tsinghua Center for Global Policy Director Paul Haenle offered a framework for Washington to respond to the new realities of a rising China. In his upcoming report, *Uncommon Alliance for the Common Good*, Senior Fellow James L. Schoff provides a detailed account of the post–Cold War U.S.-Japan alliance and how Washington and Tokyo can deepen their partnership in Asia and around the world.
Chinese Nuclear Policy

Senior Fellow Li Bin and Fellow Tong Zhao provide an unprecedented look at China’s nuclear strategy and doctrine in their new edited volume, Understanding Chinese Nuclear Thinking. Published in Chinese and English, it also examines whether and how the strategy should evolve.

Historic Gift for the Carnegie–Tsinghua Center

The Carnegie–Tsinghua Center for Global Policy was honored to celebrate a $4 million commitment to the center from Wang Chaoyong, a center advisory council member and the first Chinese member of Carnegie’s Board of Trustees.

The donation is part of Wang’s gift of $16 million to Tsinghua University. As the founding member and chief executive officer of ChinaEquity Group—one of the leading venture capital and private equity firms in China—and a founding member of Morgan Stanley’s investment banking team in Beijing, Wang has dedicated more than twenty-seven years to pioneering and developing China’s involvement in international markets.
NEW DELHI, INDIA
MapMyGenome’s Anu Acharya, ShopClues’s Radhika Aggarwal, and Facebook’s Ankhi Das discuss technology, innovation, and Indian development.

NEW DELHI, INDIA
Indian Prime Minister Narendra Modi (center right) and Indian National Security Adviser Ajit Doval (right of center) welcome Carnegie trustees and leadership ahead of the launch of Carnegie India.

NEW DELHI, INDIA
Carnegie trustees and leadership meet with Indian President Pranab Mukherjee.

WASHINGTON, DC
Chief Economic Adviser to the Government of India Arvind Subramanian (right) with Carnegie Senior Fellow Ashley J. Tellis, then Indian ambassador to the United States Arun Kumar Singh, and Carnegie Senior Fellow Milan Vaishnav (left to right).

WASHINGTON, DC
Carnegie Senior Fellow Ashley J. Tellis and Indian Finance Minister Arun Jaitley discuss how Prime Minister Narendra Modi’s government plans to grow the Indian economy.
Founded in April 2016, Carnegie India has already captured the attention of policymakers in India and around the world. Led and staffed by Indian experts, the center is building on decades of Carnegie research and has a growing network of contributors across South Asia. Its work concentrates on the political economy of reform in India, the country’s foreign and security policy challenges, and the role of technological innovation in India’s internal transformation and international relations.
In “India as a Leading Power,” Senior Fellow Ashley J. Tellis argues that India will only become a leading power when its economic foundations, state institutions, and military capabilities are truly robust.

In “The Indian Administrative Service Meets Big Data,” Senior Fellow Milan Vaishnav and Research Analyst Saksham Khosla discuss how the Indian Administrative Service is in urgent need of reform to keep pace with, and safeguard, the country’s burgeoning economy. Carnegie India Director C. Raja Mohan co-edited India’s Naval Strategy and Asian Security, which focuses on the changing nature of India’s maritime orientation, the recent evolution of its naval strategy, and its emerging defense diplomacy.

C. Raja Mohan

C. Raja Mohan is the inaugural director of Carnegie India. One of the subcontinent’s most well-known commentators and foreign affairs experts, Mohan is an expert on South Asian security, great power relations in Asia, and arms control.

“Carnegie India is opening at an important moment in India’s history. Whether India becomes a great power tomorrow depends on the actions it takes at home and abroad today. Our center seeks to identify the choices facing India and situate them in a global context.”

Mohan was previously a visiting research professor at the Institute of South Asian Studies at the National University of Singapore and the Henry Alfred Kissinger Chair in Foreign Policy and International Relations at the Library of Congress. He is a foreign affairs columnist for the Indian Express and author of the critically acclaimed book Modi’s World: Expanding India’s Sphere of Influence.
The Carnegie–Tsinghua Center for Global Policy is one of the leading independent foreign policy research centers in China. Based in Beijing, the center connects leading scholars from Tsinghua University and across China with international policy experts and practitioners. In addition to researching China’s evolving energy, economic, and nuclear policies, the center designs programs to support dialogue and collaboration among next-generation leaders in China and the United States.
The third annual Carnegie Global Dialogue, held in Beijing over the course of two weeks, brought together scholars from across Carnegie’s network to discuss China’s evolving foreign policy and international role and to identify effective solutions to shared global challenges.

Distinguished Speakers Series
Carnegie–Tsinghua’s weeklong Distinguished Speakers Program invites senior scholars and former policymakers from the United States to Beijing to meet with Chinese think tank analysts, scholars, students, government and military officials, business leaders, and members of the Chinese and international press corps. In December 2015, weeks before Taiwan’s landmark elections in January, a top U.S. scholar on Taiwan, Shelley Rigger, spoke with Chinese government officials, including Vice Minister of Foreign Affairs Zheng Zeguang and Vice Minister of the Taiwan Affairs Office Chen Yuanfeng, to exchange views on the path ahead for cross-strait relations.

Carnegie–Tsinghua Corporate Council
The Carnegie–Tsinghua U.S.-China Corporate Council engages with leading policy analysts and senior business leaders of multinational corporations operating in China for candid discussions on consequential geopolitical issues.

Paul Haenle
Paul Haenle, director of the Carnegie–Tsinghua Center since 2010, is an adjunct professor at Tsinghua University. Previously, he served as the U.S. National Security Council’s director for China, Taiwan, and Mongolian affairs under both former president George W. Bush and President Barack Obama. He was the White House representative to the U.S. negotiating team at the Six-Party Talks on North Korea’s nuclear program.

“The rise of China is one of the most consequential geopolitical developments of the twenty-first century. The ability to highlight diverse perspectives from China about how the country hopes to advance its interests in regional affairs and position itself on the global stage makes the Carnegie–Tsinghua Center a uniquely valuable asset.”
A joint endeavor of Carnegie and the Chicago Council on Global Affairs, the task force aims to increase understanding of Russia’s evolving foreign policy agenda, identify implications for regional order in Europe and Eurasia, and identify a more durable policy framework for the United States while sustaining and promoting transatlantic unity. Co-chaired by former U.S. deputy secretary of state Richard Armitage and Senator Chris Murphy (D-CT), the task force commissioned studies on arms control and nonproliferation, cyber threats, sanctions policy, and other topics, and conducted a fact-finding trip to the region in the fall of 2016.
Twenty-five years after the end of the Cold War, Russia is once again a strategic preoccupation of the United States and the world. Russia’s intervention in Syria and the unsettled conflict in Ukraine have had a chilling effect on relations between Russia and the West. The breakdown in trust and communication between Washington and Moscow will have lasting and unpredictable consequences.

Carnegie’s Russia and Eurasia Program and the Carnegie Moscow Center are positioned to provide an unparalleled perspective on the Kremlin’s behavior and the dramatic changes unfolding across the former Soviet Union. Carnegie.ru is a bilingual platform for analysis of the internal and global significance of key developments in Russia and its neighborhood. The rapid growth of Carnegie.ru’s audience during its first year has helped foster debate within Russia on critical issues at a time when civil society has been under growing pressure. Senior Fellow Alexander Baunov, an essayist and winner of the prestigious 2016 Liberal Mission Foundation Prize for Analysis, has been the driving force behind this new endeavor.

In his new book, Should We Fear Russia?, Carnegie Moscow Center Director Dmitri Trenin explains that today’s rivalry between Russia and the United States should not be confused for a new Cold War. He argues that new thinking is critical to avoiding old traps. In “Russia and the Security of Europe,” Russia and Eurasia Program Director Eugene Rumer provides a
detailed account of how Russia’s increasingly aggressive and unpredictable foreign policy will challenge Western policymakers to identify not just military but also innovative political solutions.

Senior Fellow Alexander Gabuev looked at Russia’s evolving role to the east in the Asia Pacific and its growing economic dependence on China. Rumer and Senior Fellows Richard Sokolsky and Paul Stronski offered a new framework for U.S. engagement in Central Asia and the Caucasus, while scholars inside Ukraine—led by Nonresident Scholar Balázs Jarabik and in partnership with colleagues in Brussels and Washington—provided regular reports on Ukraine’s judicial, economic, national security, and governance reforms.
Ukraine Reform

Carnegie launched a multiyear project to monitor Ukraine’s progress across a complex domestic reform agenda. By joining forces with top civil society experts and practitioners inside Ukraine, this project is helping provide policymakers and stakeholders in Washington, Brussels, and other key Western capitals with objective, rigorous assessments of political, judicial, energy, security sector, and economic reforms.

FRAGILE STATES

Carnegie, the Center for a New American Security, and the U.S. Institute of Peace formed an independent, nonpartisan study group to assess the U.S. government’s approach to reducing state fragility. The group concluded that the next administration must exhibit discipline and imagination in choosing where and how to exert U.S. leadership and offered policy recommendations to translate a new policy framework into action.
Founded in 1994, the Carnegie Moscow Center was the first independent think tank to open in Russia after the fall of the Soviet Union. Over more than two decades, the center has set the standard for objective and independent policy analysis in Russia and provided a global resource for understanding its domestic and foreign policy. Home to some of Russia’s most renowned scholars, as well as the next generation of policy analysts and intellectuals, the Carnegie Moscow Center team focuses on issues such as Russia’s foreign policy, domestic politics, nuclear policy, and the economy.
Carnegie Moscow Center scholars publish exceptional research in both English and Russian, including Alexander Baunov’s recent paper examining Putin’s relationship with Russia’s nationalists and Dmitri Trenin’s latest book, Should We Fear Russia?

Andrei Kolesnikov
Senior Fellow Andrei Kolesnikov is the Carnegie Moscow Center’s top expert on Russian domestic politics and one of Russia’s most popular columnists. Using a series of focus groups organized by the Levada Center, Kolesnikov recently conducted an influential study on how external conflict and “virtual war” are essential to the legitimacy of President Putin’s leadership.

Dmitri Trenin
Dmitri Trenin has been with the Carnegie Moscow Center since its inception in 1994 and has been its director since 2008. In that time, he has become one of the most widely recognized and respected authorities on Russia’s role in the world, frequently appearing in both Russian and international media.

“During the course of the last two decades, the center has witnessed Russia’s resurgence as a player on the world’s stage. Whether it is in the Middle East or Asia, or discussions on the future of Europe, Russia’s voice now has to be taken into account.”

Trenin served in the Soviet and Russian armed forces for twenty years, including as a staff member of the delegation to the U.S.-Soviet nuclear arms talks in Geneva. He received his PhD from the Russian Academy of Sciences.
WASHINGTON, DC

EU foreign policy chief Federica Mogherini publicly presents the EU’s new Global Strategy for the first time in the United States at Carnegie
Europe’s Moment of Reckoning

Europe’s geopolitical landscape is rapidly evolving with the deeply unsettling reality of Brexit from the northwest, terrorism and a massive migration from the south, and a resurgent Russia from the east. The world is witnessing the biggest threat to European order since World War II—a moment that calls for a fresh look at the political trajectory of Europe and its role in the world.

Carnegie Europe serves as a critical node connecting these disparate challenges and situating them within Europe’s changing internal political and economic dynamics. Working closely with NATO officials, for example, scholars have sought to identify ways for the organization to adapt to a new environment of growing Russian hostility and calls for a new European military force. In conjunction with colleagues in Kyiv and Washington, Carnegie Europe engaged with senior figures in the European foreign policy community on the findings of Carnegie’s Ukraine Reform Monitor, a regular report that provides objective, rigorous assessments of the Ukraine reform effort.

Middle East aftershocks continue to rattle Europe. The refugee crisis is further stretching the seams on the European project, fueling a rise in populism. Senior Fellow Pierre Vimont has focused on the challenge of people smuggling from African countries.

In his article “The Tempting Trap of Fortress Europe,” Visiting Scholar Stefan Lehne outlines how this crisis
will likely reshape the European Union’s global strategy. Senior Fellow Richard Youngs shines a regular spotlight on Europe’s efforts to keep a focus on rights and democracy in European foreign policy; and Carnegie Europe’s blog, Strategic Europe, continues to drive debates in the European policy community with its fresh, sharp contributions on Europe’s major strategic challenges.

Carnegie Europe’s work on Turkey over many years has helped policymakers in Brussels and beyond understand and respond to the failed coup attempt in Turkey and its aftereffects. Visiting scholars Sinan Ülgen and former ambassador Marc Pierini outlined their views on the strategic consequences of the coup, Turkey’s relationship with major powers, the Syrian conflict, and the future of Turkey’s European ambitions. Ülgen also proposed a new threat-based strategy for NATO’s southern flank.
PIERRE VIMONT

Senior Fellow Pierre Vimont served as the personal envoy of European Council President Donald Tusk to help tackle the causes of illegal migration and combat human smuggling and trafficking.

Prior to joining Carnegie, Vimont was the first executive secretary general of the European External Action Service and served as the French ambassador to the United States and the European Union.
Founded in 2007, Carnegie Europe is one of the few research institutions in Europe focused primarily on foreign policy and the region’s global role. Its scholars are based in Berlin, Istanbul, London, Madrid, Paris, and Vienna. With European citizens and politicians becoming increasingly preoccupied with migration and terrorism, the center’s global focus now has even greater relevance and importance. Its wide-ranging analysis focuses on Europe’s economic and political integration; its foreign, energy, and security policy challenges; and the shifting views of its pluralistic societies.
Judy Dempsey is a nonresident senior fellow and editor in chief of Strategic Europe. She was previously a columnist for the International Herald Tribune and diplomatic correspondent for the Financial Times. She is the author of the book The Merkel Phenomenon. Dempsey has made the Strategic Europe blog a premier source of analysis on Europe and its relationship with the world. She has persuaded ministers, journalists, and academics from across Europe, as well as senior EU staff, to contribute to the blog.

Award-Winning
Carnegie Europe was named Prospect magazine’s 2016 EU International Affairs Think Tank of the Year and was praised by the judges for its work on Ukraine, European defense spending, and the governance of cyberspace. The judges noted that Carnegie Europe’s global perspective gave it the edge over its peers in this year’s competition.

Tomáš Valášek will be joining Carnegie Europe as director after serving as the permanent representative of the Slovak Republic to NATO for nearly four years. One of Europe’s brightest statesmen-scholars, Valášek is a leading voice on the continent’s foreign and security policy and the transatlantic relationship.

He previously served as president of the Central European Policy Institute in Bratislava, director of foreign policy and defense at the Centre for European Reform in London, and founder and director of the Brussels office of the World Security Institute. He also served as policy director and head of the security and defense policy division at the Slovak Ministry of Defense.

Politico named Valášek as one of twenty-eight people who are shaping and shaking Europe.
The Middle East in Transition

Five years after the Arab Awakening, the Middle East is still searching for a semblance of regional order. Stalled transitions, rising authoritarianism, stagnant economies, a mutating terrorist threat, and devastating conflicts continue to shackle the region from realizing its promise and the aspirations of its people.

With scholars from the Maghreb to the Gulf, Carnegie offers regional perspectives on every dimension of this period of tumult—from conflict and extremism to governance and security sector reform and energy to economics. Carnegie’s flagship Arab World Horizons project goes beyond the headlines to identify the core, interrelated challenges facing Arab countries and to help pinpoint pathways to resolve them. Mirroring the approach of the Arab Human Development Reports produced by the United Nations, the project builds on its diverse regional network to frame the challenge through human, political, and strategic lenses.

Carnegie’s Middle East Program scholars are both informing and shaping today’s debates. Their work on Tunisia is a case in point. Rather than dictating any particular formula for reform, Carnegie scholars in Tunis, Washington, and Brussels worked with stakeholders from the Tunisian government, opposition, civil society, and private sector to outline a new approach to marshal and coordinate international support for Tunisia’s promising, if fragile, transition.

The paper “A New Framework for Partnership With Tunisia,” by Carnegie scholars Marwan Muasher,
In February, the Horizons project released “Arab Voices on the Challenges of the New Middle East,” a survey of the detailed views of more than one hundred Arab experts from across the region, including distinguished scholars, civil society leaders, industry executives, and former senior government officials. While the self-proclaimed Islamic State and the region’s conflicts dominate the diplomatic agenda, the experts were nearly unanimous in their view that governance, accountability, and economic development were the more urgent priorities for the region.
Amr Hamzawy is a senior fellow in the Middle East and Democracy and Rule of Law programs, having previously worked as the research director of the Carnegie Middle East Center in Beirut. A well-known voice in Egypt, he is a former member of the Egyptian National Council for Human Rights who was elected in the first parliamentary elections following the January 25, 2011, revolution in Egypt.

He contributes a weekly op-ed to the Egyptian independent newspaper Al-Shorouk, and his research focuses on political movements and civil society in Egypt, contemporary debates in Arab political thought, and human rights and governance in the Arab world.

The New Arab Wars, by Nonresident Senior Fellow Marc Lynch, illuminates how the hope-filled Arab uprising morphed into a dystopia of resurgent dictators, failed states, and civil wars. Lynch argues that the region’s upheavals have only just begun—and that the hopes of Arab regimes and Western policymakers to retreat to old habits of authoritarian stability are doomed to fail. He presented the book’s main findings in conversation with Middle East Program Director Michele Dunne at Carnegie’s Washington office. Marc Lynch won the prestigious Andrew Carnegie Fellowship from the Carnegie Corporation of New York in April 2016 for his significant work in social sciences and the humanities.

Marc Pierini, and Alexander Djerassi, outlines a compact that couples Tunisian-led policy and bureaucratic reforms with more coordinated and concrete international assistance. A follow-on project will continue to monitor and support the reforms.

To share Carnegie’s research more widely and provide a space for real-time responses to emerging issues, the Carnegie Middle East Center launched a new bilingual blog, Diwan, in September 2016.

In March 2016, the Carnegie Middle East Center in Beirut held a two-day conference, “Seasons of Migration From the South: Refugees in a Changing World Order,” to highlight the long-term impact of the Syrian refugee crisis on both Arab countries and Europe. More than thirty speakers debated the political, security, economic, and social consequences on both states and societies of the most significant population movement seen since the end of World War II.
Jeffrey Goldberg is a visiting distinguished fellow and Carnegie’s first journalist in residence. As editor in chief of the Atlantic, Goldberg holds one of the most important jobs in American journalism today. Goldberg previously served as a national correspondent for the Atlantic and is a recipient of the National Magazine Award for Reporting. Prior to joining the Atlantic in 2007, he served as Middle East correspondent and Washington correspondent at the New Yorker. His April 2016 cover story, “The Obama Doctrine,” was the latest in a long list of acclaimed and influential pieces. Over multiple sessions with President Barack Obama and more than six hours of conversation, Goldberg constructed the most thorough and compelling account to date of President Obama’s vision for U.S. foreign policy and America’s role in the world.
Founded in 2006, the Carnegie Middle East Center in Beirut stands out in the region for its research and thoughtful, nonpartisan dialogue. The center’s scholars come from across the region, including Algeria, Egypt, Iraq, Lebanon, Palestine, Syria, and Yemen. With the Arab world undergoing unprecedented change, the center examines both the internal and cross-border political, economic, geopolitical, and ideological challenges facing the region.
Maha Yahya

Maha Yahya was named director of the Middle East Center in 2016, after serving as a senior fellow for two years. Her research focuses on issues of citizenship, pluralism, and social justice. Yahya has deep experience in development and political transformation in the region.

“As a center, it is very important that we do not just study today’s crises but actively seek to understand their roots and long-term ramifications.”

Yahya was the director and principal author of The National Human Development Report 2008–2009: Toward a Citizen’s State. She earned a PhD from the Massachusetts Institute of Technology (MIT) and a PhD from the Architectural Association School of Architecture in London. She also founded and edited MIT’s Electronic Journal of Middle East Studies.
Investing in the 
Next Generation

Carnegie is deeply committed to investing in the next generation of scholars and practitioners in international affairs. In June, Carnegie received the largest non-foundation endowment gift in its history to support the Junior Fellows Program.

In Beirut, Vice Chairman of the Board of Trustees Mohamed A. El-Erian endowed a chair for a promising young scholar from the Arab world in honor of his late father. The Middle East Program’s online journal, Sada, has become a leading destination for young Arab thinkers and up-and-coming scholars of the region to publish their research. More than 500 people have written for Sada, which this year released an e-book collection of the best contributions.

In Beijing, the Young Ambassadors Program engages young leaders from China, the United States, and around the world to foster relationships and build understanding in research, international business, academia, and policy. Both the Chinese and U.S. governments recognized the program at the 2016 U.S.-China Consultation on People-to-People Exchange—the highest platform for official dialogue between the United States and China—for its many contributions cultivating the next generation of global leaders.

In Asia, Carnegie helps train promising nuclear policy scholars. Workshops and seminars in China, India, and Pakistan brought together future policymakers in uncommon groupings to examine their countries’ perspectives and concerns about nuclear stability.

In Brussels, in partnership with the Open Society European Policy Institute, Carnegie Europe developed Global Europe 2030, a program that convenes the most talented emerging foreign and security policy professionals in Europe to discuss the long-term challenges facing Europeans at home and abroad.
The James C. Gaither Junior Fellows Program, named in honor of a former chairman of Carnegie’s Board of Trustees, offers paid fellowships to uniquely qualified university graduates of any nationality put forward by 400 participating colleges across the United States. Each fellow serves for one year as a research assistant to a Carnegie scholar.

The program’s more than 200 alumni have scaled the heights of academia, business, and public service and include ABC News Chief Anchor George Stephanopoulos, U.S. Ambassador to the United Nations Samantha Power, Senior Adviser to President Barack Obama Brian Deese, Acting Under Secretary of Defense for Intelligence Marcel Lettre, and former National Security Council senior director for Asian affairs Evan S. Medeiros. Part of the named gift allows alumni to connect online and in person at regular events and gatherings.

“I am very grateful to my friends and colleagues and to the Trustees whose generosity has endowed this program, which provides wonderful opportunities for future leaders in international affairs. There is no better way to learn than by doing—in this case, working alongside the very best scholars and thinkers in the field. I could not be more honored than to have my name associated with this program and the Carnegie Endowment for International Peace.”

— James C. Gaither
Philanthropy for Peace

Carnegie is fortunate to count on the generosity of global citizens, foundations, and corporate leaders who share the institution’s commitment to building a more peaceful world. Andrew Carnegie’s founding gift of $10 million in 1910 continues to inspire donors today.

In 2016, Carnegie reached new highs in program funding, trustee giving, and new endowment gifts.

Carnegie’s Board of Trustees continues to lead by example, whether through its leadership on the James C. Gaither Junior Fellows Program, support for our global centers, or other named gifts. Trustees host events worldwide to share Carnegie’s unique expertise and global perspective. In the past year alone, trustees have hosted events in Brussels, New Delhi, Hong Kong, London, New York City, and San Francisco.

Carnegie continues to enjoy strong working relationships with a number of foundations, companies, and donor governments, whose support makes possible the kind of rigorous and independent research that has become our hallmark.
WASHINGTON, DC
Carnegie President William J. Burns, Carnegie Trustee Kenneth Olivier, and Alphabet Chief Financial Officer Ruth Porat (left to right)

WASHINGTON, DC
Former Carnegie chairman James C. Gaither (left) and Carnegie Trustee Patricia House (right)

WASHINGTON, DC
Carnegie Trustee Aso O. Tavitian (left) and Carnegie Europe Visiting Scholar Marc Pierini (right)

WASHINGTON, DC
Former White House deputy chief of staff Jim Messina (left) and Carnegie Trustee George Siguler (right)

NEW DELHI, INDIA
Carnegie Trustee Sunil Bharti Mittal at the launch of Carnegie India

WASHINGTON, DC
Carnegie Trustee Scott D. Malkin (left) and Vice President for Studies Andrew S. Weiss (right)

STANFORD, CA
Nvidia President and Chief Executive Officer Jen-Hsun Huang and Lori Huang

STANFORD, CA
Carnegie President William J. Burns, Carnegie Trustee Kenneth Olivier, and Alphabet Chief Financial Officer Ruth Porat (left to right)
New Board Members

David Burke

David Burke has a deep background in the venture capital and private equity sector. He is co-founder and CEO of Makena Capital Management, a global investment company serving endowments, foundations, family offices, and international financial institutions.

“I am honored to have joined Carnegie’s Board of Trustees,” Burke said. “Carnegie’s history as the oldest international affairs think tank in the United States—as well as its global reach through its five centers—makes this institution a unique and important voice in the field of international relations, which has been a lifelong interest of mine.”

Burke serves on the advisory boards of a number of private equity and venture capital firms. He is a trustee of the University of Virginia Law School Foundation and a member of the board of the University of Virginia Investment Management Company. Burke received a BS in finance, an MA in foreign affairs, and a JD from the University of Virginia.

Victoria Ransom

Victoria Ransom is a pioneer entrepreneur in social marketing. She was the co-founder of Wildfire, a social marketing software company, which was acquired by Google in 2012. That year, she was appointed as the director of product at Google and named one of Fortune magazine’s Most Powerful Women Entrepreneurs as well as one of their 40 under 40.

“Carnegie’s work as a global entity reflects how interconnected the world has become,” Ransom said. “Given my work in the technology field, I have seen firsthand the importance of understanding this interconnectivity. I am proud to have joined the board of an organization that is at the forefront of so many critical global issues.”

Ransom was born in New Zealand and won a scholarship to attend an international high school in New Mexico. She received a BA in psychology from Macalester College and an MBA from Harvard University.
Zhang Yichen

Zhang Yichen is one of the earliest and most prominent members of China’s investment community. He is the chairman and chief executive officer of CITIC Capital Holdings Limited, which he founded in 2002 and which invests in some of China’s leading companies. Before joining CITIC Group, Zhang worked on Wall Street for Greenwich Capital Markets, the Bank of Tokyo, and Merrill Lynch.

“I admire the contribution Carnegie makes to fostering dialogue between China and the wider world,” Zhang said. “It is committed to investing in the next generation of thinkers and doers in international affairs.”

Zhang is a member of the Eleventh and Twelfth National Committee of the Chinese People’s Political Consultative Conference and a member of the Young Global Leaders of the World Economic Forum foundation board. He obtained a BS in computer science and engineering from the Massachusetts Institute of Technology.

New Board Leadership

Shirley M. Tilghman stepped down as vice chair of the board, after an extraordinary twelve years of service. Tilghman, one of America’s leading molecular biologists, was the first woman to be appointed president of Princeton University in 2001. Tilghman served as chair of the program committee from 2008 to 2014, and was instrumental in helping Carnegie navigate the global financial crisis and design the strategic plan for Carnegie’s Global Vision.

Tilghman is succeeded by Mohamed A. El-Erian, one of the most well-known figures in global finance. A chief economic adviser at Allianz and chair of U.S. President Barack Obama’s Global Development Council, El-Erian joined Carnegie’s board in 2011 and endowed the El-Erian Fellowship in Beirut in his father’s honor.
Carnegie acknowledges the generous support of donors in fiscal year 2016. The following list reflects cash contributions received July 1, 2015, through June 30, 2016.

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Paul Balaran
Patrice & Jerald Belofsky
Former U.S. Senator Bill Bradley
Bridgewater Associates, LP
John W. Buoymaster
William J. Burns
Conrad Cafritz
Caufield Family Foundation
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William H. Draper III and Phyllis C. Draper Fund
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European Union Institute for Security Studies
Faramarz Fardshisheh
Irwin Federman
Ford Motor Company
Charles W. Freeman, Jr.
Financial Statements

Statements of Financial Position

June 30, 2016, and June 30, 2015

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$3,664,387</td>
<td>$4,212,889</td>
</tr>
<tr>
<td>Accounts receivable and prepaid expenses</td>
<td>1,611,276</td>
<td>1,081,558</td>
</tr>
<tr>
<td>Net contributions receivable, current portion</td>
<td>5,993,891</td>
<td>7,291,713</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>11,269,554</strong></td>
<td><strong>12,586,160</strong></td>
</tr>
<tr>
<td>Long-Term Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net contributions receivable, net of current portion</td>
<td>3,511,012</td>
<td>263,243</td>
</tr>
<tr>
<td>Investments</td>
<td>287,498,788</td>
<td>310,139,907</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>24,965,634</td>
<td>25,623,473</td>
</tr>
<tr>
<td>Bond issuance costs, net</td>
<td>683,699</td>
<td>707,049</td>
</tr>
<tr>
<td><strong>Total long-term assets</strong></td>
<td><strong>316,659,133</strong></td>
<td><strong>336,733,672</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$327,928,687</strong></td>
<td><strong>$349,319,832</strong></td>
</tr>
</tbody>
</table>

| Liabilities and Net Assets                  |            |            |
| Current Liabilities                         |            |            |
| Accounts payable and accrued expenses       | $2,812,981 | $2,600,817 |
| Bond interest payable                      | 111,716    | 102,528    |
| Note payable, current portion              | 353,010    | 322,826    |
| **Total current liabilities**              | **3,277,707** | **3,026,171** |
| Long-Term Liabilities                      |            |            |
| Note payable, net of current portion       | 2,860,381  | 3,213,391  |
| Interest rate swap agreement               | 14,701,964 | 9,626,295  |
| Bonds payable                              | 33,250,000 | 33,250,000 |
| **Total long-term liabilities**            | **50,812,345** | **46,089,686** |
| **Total liabilities**                      | **54,090,052** | **49,115,857** |

| Net Assets                                 |            |            |
| Unrestricted                                | 4,221,317  | 8,278,181  |
| Temporarily restricted                      | 254,434,462 | 278,757,496 |
| Permanently restricted                      | 15,182,856 | 13,168,298 |
| **Total net assets**                        | **273,838,635** | **300,203,975** |
| **Total liabilities and net assets**        | **$327,928,687** | **$349,319,832** |
## Statement of Activities

**Year Ended June 30, 2016**

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue and Other Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income allocation</td>
<td>$</td>
<td>-</td>
<td>$15,133,141</td>
<td>$15,133,141</td>
</tr>
<tr>
<td>Contributions</td>
<td>2,540,227</td>
<td>20,385,663</td>
<td>2,014,558</td>
<td>24,940,448</td>
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<tr>
<td>Rental income</td>
<td>1,640,594</td>
<td>-</td>
<td>-</td>
<td>1,640,594</td>
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<tr>
<td>Earned revenue-projects</td>
<td>831,566</td>
<td>-</td>
<td>-</td>
<td>831,566</td>
</tr>
<tr>
<td>Other</td>
<td>5,011</td>
<td>-</td>
<td>-</td>
<td>5,011</td>
</tr>
<tr>
<td>Conference center rental income</td>
<td>180,448</td>
<td>-</td>
<td>-</td>
<td>180,448</td>
</tr>
<tr>
<td>Publications</td>
<td>38,698</td>
<td>-</td>
<td>-</td>
<td>38,698</td>
</tr>
<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>5,236,544</td>
<td>35,518,804</td>
<td>2,014,558</td>
<td>42,769,906</td>
</tr>
<tr>
<td><strong>Total operating revenue and other support</strong></td>
<td><strong>34,417,987</strong></td>
<td><strong>6,337,361</strong></td>
<td><strong>2,014,558</strong></td>
<td><strong>42,769,906</strong></td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>14,513,787</td>
<td>-</td>
<td>-</td>
<td>14,513,787</td>
</tr>
<tr>
<td>Payroll taxes and employee benefits</td>
<td>4,674,023</td>
<td>-</td>
<td>-</td>
<td>4,674,023</td>
</tr>
<tr>
<td>Consulting and professional fees</td>
<td>3,310,681</td>
<td>-</td>
<td>-</td>
<td>3,310,681</td>
</tr>
<tr>
<td>Travel</td>
<td>1,978,708</td>
<td>-</td>
<td>-</td>
<td>1,978,708</td>
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<tr>
<td>General and administrative</td>
<td>2,135,082</td>
<td>-</td>
<td>-</td>
<td>2,135,082</td>
</tr>
<tr>
<td>Interest expense</td>
<td>1,444,868</td>
<td>-</td>
<td>-</td>
<td>1,444,868</td>
</tr>
<tr>
<td>Property management</td>
<td>1,238,280</td>
<td>-</td>
<td>-</td>
<td>1,238,280</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>995,218</td>
<td>-</td>
<td>-</td>
<td>995,218</td>
</tr>
<tr>
<td>Publication expenses</td>
<td>714,554</td>
<td>-</td>
<td>-</td>
<td>714,554</td>
</tr>
<tr>
<td>Rent</td>
<td>504,752</td>
<td>-</td>
<td>-</td>
<td>504,752</td>
</tr>
<tr>
<td>Meetings and seminars</td>
<td>839,727</td>
<td>-</td>
<td>-</td>
<td>839,727</td>
</tr>
<tr>
<td>Grants</td>
<td>436,980</td>
<td>-</td>
<td>-</td>
<td>436,980</td>
</tr>
<tr>
<td>Real estate taxes</td>
<td>603,088</td>
<td>-</td>
<td>-</td>
<td>603,088</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>33,389,748</strong></td>
<td>-</td>
<td>-</td>
<td><strong>33,389,748</strong></td>
</tr>
<tr>
<td><strong>Change in net assets from operations</strong></td>
<td><strong>1,028,239</strong></td>
<td><strong>6,337,361</strong></td>
<td><strong>2,014,558</strong></td>
<td><strong>9,380,158</strong></td>
</tr>
<tr>
<td><strong>Non-operating Revenues and Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment loss in excess of spending rate</td>
<td>(9,434)</td>
<td>(30,660,395)</td>
<td>-</td>
<td>(30,669,829)</td>
</tr>
<tr>
<td>Fair value loss on interest rate swap</td>
<td>(5,075,669)</td>
<td>-</td>
<td>-</td>
<td>(5,075,669)</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>(4,056,864)</td>
<td>(24,323,034)</td>
<td>2,014,558</td>
<td>(26,365,340)</td>
</tr>
<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td><strong>8,278,181</strong></td>
<td><strong>278,757,496</strong></td>
<td><strong>13,168,298</strong></td>
<td><strong>300,203,975</strong></td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td><strong>$ 4,221,317</strong></td>
<td><strong>$ 254,434,462</strong></td>
<td><strong>$ 15,182,856</strong></td>
<td><strong>$ 273,838,635</strong></td>
</tr>
</tbody>
</table>


Staff

Carnegie staff as of December 1, 2016

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Matan Chorev
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James C. Gaither Junior Fellow

David Stack
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Alexander Taylor
Senior Program Administrator

Yaping Wang
Senior Editor

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Vice President for Studies

Martha Finnemore
Nonresident Scholar

Duncan B. Hollis
Nonresident Scholar

Ariel (Eli) Levite
Nonresident Senior Fellow
Management Transitions

PAUL BALARAN
After more than two superb decades of service to Carnegie as executive vice president, Paul Balaran stepped down at the end of 2016. He has been an invaluable figure during a critical period in Carnegie's history—from the construction of the Washington headquarters building to the launch of Carnegie’s global centers, and the conception and implementation of numerous strategic plans and initiatives. Balaran leaves behind an indelible mark and a rich legacy of achievement.

DOUGLAS W. BECHLER
Douglas W. Bechler joined Carnegie in October 2016 as vice president for development. He previously was senior development officer at Stanford University’s Hoover Institution, where he recruited new board members, raised major gifts, and expanded Hoover’s reach across the United States.

THOMAS CAROTHERS
Thomas Carothers, who leads the Democracy and Rule of Law, Europe, and Energy & Climate programs, has taken on the new role of senior vice president for studies to coordinate the institution’s overall research agenda and help define its vision for Carnegie’s second century.

ELIZABETH L. DIBBLE
Elizabeth L. Dibble joins Carnegie in January 2017 as its chief operating officer, after more than twenty years of service as a U.S. diplomat. She has run some of the largest and most complex embassies and bureaus in the U.S. government, most recently as the deputy chief of mission in London. In 2011, Foreign Policy named her one of the 100 Top Global Thinkers.
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Xiaoping Yang
Visiting Scholar

U.S. ROLE IN THE WORLD PROGRAM
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Visiting Scholar

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Distinguished Fellow
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Chenel Josaphat
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Enrique Lozano
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Saksham Khosla
Research Analyst

Alok Kumar
Office Manager

Arushi Kumar
Research Assistant

Ananth Padmanabhan
Fellow

Shivnath Thukral
Managing Director

Constantino Xavier
Fellow
Event Highlights

NEW YORK, NY
ABC News Chief Anchor George Stephanopoulos at a Carnegie luncheon

WASHINGTON, DC
New York Times columnist Thomas L. Friedman in conversation with Carnegie Visiting Scholar David Rothkopf

WASHINGTON, DC
Carnegie Corporation of New York President Vartan Gregorian, former U.S. senator Richard Lugar, former U.S. secretary of defense William J. Perry, Russian Colonel General Viktor Esin, former U.S. senator Sam Nunn, and Carnegie Vice President for Studies George Perkovich (left to right)

WASHINGTON, DC
Former U.S. energy secretary Daniel Poneman, former national security adviser Brent Scowcroft, and Harvard University’s Graham Allison (left to right)

WASHINGTON, DC
Former national security adviser Stephen J. Hadley and former U.S. representative Jane Harman discuss global challenges facing the United States in a live BBC Radio recording
WASHINGTON, DC
U.S. Treasury Secretary Jacob J. Lew delivers an address on the future of economic sanctions

WASHINGTON, DC
Former U.S. secretary of state Colin L. Powell

WASHINGTON, DC
Former U.S. secretary of homeland security Michael Chertoff speaking at a joint Carnegie-Microsoft event on transatlantic challenges in cyberspace

WASHINGTON, DC
Former prime minister of Australia Kevin Rudd presents a report on UN reform
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Communicating Across Boundaries