



# **NEW AMERICA**

## Annual Report

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## Letter from the President



To all friends and supporters of New America:

Welcome to New America's first annual report! The past two years have been busy and exciting. We have changed our name from the New America Foundation to New America, added five new programs, sharpened our mission, launched a new website and graphic identity, welcomed new board members, secured new and bigger offices in Washington and New York, and diversified and increased our supporters. We have also begun to rethink the think tank itself, exploring ways to connect ideas to government, government to citizens, and ideas to action.

Our mission is renewing American politics, prosperity, and purpose in the digital age. We carry it out by generating big ideas, bridging technology and policy, and curating broad public engagement. We do many different kinds of work, but what we are more than anything else is a bold and brilliant community of thinkers, writers, technologists, and practitioners, who, in the words of a colleague, bring "intellectual vitality, creativity, commitment, and generosity" to our work.

Everyone in our business talks about impact. This year I am proud to say that New America's impact was profound. Our Open Technology Institute played a central role in engineering the surprise victory of net neutrality through the passage of the 2015 Open Internet Order. OTI logged more visits to educate the Federal Communications Commission than any other public interest group. The FCC's order captured every key recommendation and cited OTI 19 times.

The long-term research and analysis of our Federal Education Budget Project informed major pieces of President Obama's 2014 higher education budget, as well as Wisconsin Congressman Paul Ryan's "Expanding Opportunity in America" poverty plan. Our Early Education Initiative's "Moving Young Learners Forward" report helped shape Congress's No

Child Left Behind rewrite, with lawmakers embracing proposals such as allowing charter schools to use federal funds for pre-K programs.

New America's International Security Program established itself as *the* thought leader on unmanned aerial vehicles, or drones, keeping the CIA accountable by tracking its use in Afghanistan, Pakistan, Yemen, and beyond; documenting the number of drone programs worldwide; and surveying their use in establishing property rights in international development. The Track II dialogue, led for over a decade by senior fellow Suzanne DiMaggio and her Iran Initiative, played a vital supporting role in the negotiations over Iran's nuclear program.

New America was founded in 1999 with the primary mission of launching a new generation of public intellectuals. Our Fellows Program is the birthplace of many of the most important policy books of our time. These scholars and journalists join the New America community for one- to two-year periods, during which they write an important nonfiction book, make a documentary, or produce photographs on an issue of critical public importance. Anand Gopal's *No Good Men Among the Living: America, the Taliban, and the War Through Afghan Eyes* was a 2014 National Book Award Finalist. It was also, along with Dana Goldstein's *The Teacher Wars: A History of America's Most Embattled Profession*, listed among *The New York Times'* 100 notable books of 2014. Brigid Schulte's *Overwhelmed: Work, Love, and Play When No One Has the Time* and Chris Leonard's *The Meat Racket: The Secret Takeover of America's Food Business* were selected by *The Washington Post* as best books of 2014.

We've applied the same standard to building new programs. We seek and find the most innovative thinkers as part of our commitment to being an intellectual venture capital fund. In 2014, we launched a Cybersecurity Initiative. Our International

Security Program created the Future of War Project in partnership with Arizona State University to rethink and shape the next generation of foreign and defense policy. Our Political Reform Program is developing a concept of equal political opportunity that will reshape voting policy and has already attracted funding for work on transpartisanship. We're beginning a project that will examine energy security and resilience and have begun examining the many ways that entrepreneurs are harnessing private energies and resources for public purpose in our Politics and Purpose Program.

Indeed, you don't have to take it from me. Our work in 2014 earned us a Think Tank of the Year award in the U.S. social policy category, from the London-based *Prospect* magazine, which called New America's work "ambitious" and "wide-reaching." It also credited us with becoming "more and more visible on the international stage."

This annual report captures only part of the great work we do, but we hope you will read and get excited about the work, the ideas, and the dynamic individuals leading these efforts. We encourage you to follow our fellows, subscribe to *New America Weekly* and our program newsletters, attend our events in Washington, D.C. or New York City, and engage with our programs and our innovators. Finally, we could not do what we do without our financial supporters. I hope you will consider joining their ranks. It is an extraordinary community.

With pride and gratitude,



Anne-Marie Slaughter  
President and CEO

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## New America's Big Ideas

Since New America's inception at the dawn of the 21st century, our driving focus has been the pursuit of big, innovative, but practical, ideas for making our country and the world a better place.

In 2014, we intensified our effort to renew America in the digital age. Equal parts think tank, technology lab, public forum, and media platform, New America has been a key player in five critical conversations at the heart of today's policy debates. Our ideas are generally "prepartisan," sufficiently ahead of the political curve that they generate debate, support, and opposition across party lines.



New America's **Faine Greenwood** visited Pisaq, an archaeological site in Peru's Sacred Valley, to meet with a Peruvian Ministry of Culture team using drones.

## Drones change the game, and not just on the battlefield

**N**ew America has for years been the go-to destination for reliable information on CIA drone attacks. A first of its kind database created by New America scholars maps where drone attacks have taken place in Pakistan and Yemen. This has proved an invaluable resource for journalists and researchers to check claims by defense and intelligence officials. A second database includes how many countries make, possess, or have used armed drones, and tracks significant exports of drones or drone technology between countries around the world.

But drone use has expanded beyond waging war. As they become cheaper and more capable, they're increasingly used for disaster response, mapping, environmental monitoring, and other applications.

Building on the success of the original drones databases, New America built in 2014 a third database to illustrate the humanitarian power of this airborne technology and produced a primer showcasing examples of drones deployed as part of the international response to a massive earthquake in Nepal; the United Nations' use of drones in the Democratic Republic of the Congo to protect civilians; and mapmaking drone flights by Peruvian archaeologists.

The policy challenge we're tackling is UAV regulation. In some countries, regulations are quickly changing, but many others still lack clear regulatory guidance for how and when the use of drones is acceptable. New America is at the forefront of the discussion about how to use this technology to promote property rights, human rights, and global development.

# Put the family at the center of social policy

The family is a bedrock of American society. In the midst of powerful social and economic change, this stable but evolving institution has a tremendous impact on the well-being of the next generation and with it our collective future. But today's patchwork of social programs and policies often focuses on either adults *or* children, not the whole family. To make sustainable progress in providing security and long-term opportunity, social policies must be interconnected to meet the needs of both adults *and* children.

New America's **Family-Centered Social Policy Initiative** is examining families' access to both private and public networks of support—two policy threads that are not typically considered together—to overturn policy silos and reconsider social policy from a family-centered perspective. Child care is a

perfect example of a policy area ripe for reinvention. Even after the 2014 reauthorization of the Child Care and Development Block Grant, child care subsidies are treated primarily as a work support program for adults. There are no requirements to ensure those subsidies are used to put children in enriching environments. A family-centered policy would marry the two objectives in a program that provides child care subsidies to parents while requiring the subsidies be used at facilities with qualified caregivers and teachers who can ensure children are learning and developing in their early, formative years.

With this cross-cutting perspective, we are designing policies to foster development of integrated public and private networks of support that are critical for family well-being and economic mobility.

# Create political opportunity for all

The distortion of political outcomes by money happens at all stages in the political process, not just in elections and not just when a donor visits an elected official and reminds him of his indebtedness. We need more than just new laws governing money in politics. We need an entirely new framework, one that can encompass changes to the ground rules of politics and also the new possibilities created by technology and innovation.

The key to a new and workable framework to renew American democracy is the idea of expanding political opportunity. We can reduce political corruption and create more effective and dynamic governance by ensuring that people with good ideas and a commitment to service can run for office; making it easier for organizations representing broad interests to form and be heard; and bringing in ideas that are currently outside the scope of political dialogue. Thinking in terms of political opportunity will lead to approaches that are more likely to be effective at balancing the influence of money and breaking the cycle of political inequality. And rather

than fighting over the First Amendment, the political opportunity framework expands and enhances every person's freedom to speak about issues and candidates.

New America's **Political Reform Program** is crafting reforms to increase political opportunity by creating incentives for small donors, and for candidates to seek out small donors. These can include matching-fund programs such as the one in New York City, which boosts every small donation with a 6-to-1 match; tax credits for small donations; or a voucher program, which gives every citizen an opportunity to make a contribution to a campaign. These programs can be coupled with new uses of technology that enable campaigns to get started at much lower cost—in effect, applying Silicon Valley's concept of the "lean start-up" to elections and issue campaigns. Other structural changes, such as ranked-choice voting, can also expand the opportunity for people to run and be heard, and bring fresh thinking to America's stale political life.

## Net neutrality lies at the heart of an open Internet

The journey to net neutrality reached a high point in February 2015 when the FCC approved regulatory protections for unfettered access to the World Wide Web. For us, it has been an urgent priority since fellow Tim Wu coined the term in 2003. Keeping the Internet open to everyone—from students to entrepreneurs and innovators and everyone in between—is fundamental to how we live,

work, play, and govern ourselves in the 21st century. Life online is so intertwined with life offline that virtually every important policy question going forward will have a technological component that will intersect with the Internet in some way.

New America's **Open Technology Institute** was at the forefront of the public debate. It was the non-profit with the most appearances

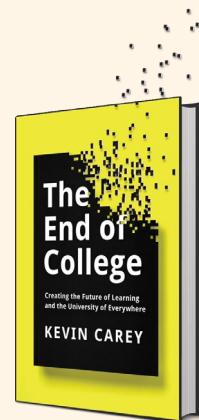
before the FCC as it formulated the new rules. Our education efforts helped the powerful federal agency understand how the previous policy structure hurt consumers and the economy.

## College as we know it is coming to an end

The combination of skyrocketing tuition and technological revolution has created a higher education environment ripe for change. In his new book *The End of College: Creating the Future of Learning the University of Everywhere*, Kevin Carey, director of New America's Education Policy Program, sees a future beyond our current understanding of college. The new "University of Everywhere" would bring higher education to students around the world, save billions in tuition dollars, and better align the education of a new generation with the jobs of tomorrow. Carey forecasts that institutions will change fundamentally by bridging personal interaction

with more cost-effective online learning, or fail.

Some well-known institutions are already pivoting to this new reality. Universities like MIT, Harvard, and Carnegie Mellon offer courses free of charge to anyone with an Internet connection. The non-profit Mozilla Foundation issues "open badges" people can use as a credential to prove mastery of a skill. But Carey isn't contemplating a world without colleges—just one where many are forced to radically change how they operate, while maintaining and building on systems of mentoring and support. "The future of higher education is not one in which everyone sits by



herself in her pajamas, pallid and goggle-eyed, being taught by a machine," Carey explained to one interviewer. "[But] many [colleges] have troves of educational resources that can be used to adapt and thrive in the coming transition to technology-enabled education. That's what I mean by the end of college—the end of colleges as we've known them for roughly the last 140 years."



**“ New America is the home of big ideas ,”**

— Atul Gawande

Surgeon, writer, public health researcher,  
and New America board member

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## Research Spotlight

# Keeping Technology's Promise

280 million. 16 million. 85 percent. 35 percent. 11.

It's easy to think of technology and policy in terms of numbers, bytes, and infrastructure. But at New America, it's about people.

The promise of new technology and an open, free Internet isn't an end in itself; the promise of technology is opportunity. Opportunity to learn, to build a business, to build a community, to connect with the people you love. New America's **Open Technology Institute** bridges technology and policy to keep that promise.

In the United States, 280 million people use the Internet every day. The impact it has on daily American life is profound. Imagine the setbacks to access to information and innovation if Internet Service Providers were allowed to charge different prices for different content and users. Low-income students who want to stream a MOOC lecture could have been priced out of home Internet service or been blocked from streaming content because they couldn't afford the higher price. Yet-to-be-invented, web-based service companies could have been stymied because they couldn't compete with Internet giants like Netflix and Amazon.

That's why New America was at the forefront of the net neutrality issue. As the FCC debated net neutrality, New America's leadership was recognized consistently by stakeholders and policymakers alike. New America scholars led a broad coalition of civil society and industry representatives and provided 31 official comments, all of which contributed to the FCC's adoption of the strongest rules to date protecting net neutrality.

Companion work to keeping the Internet open is making sure it's available in the first place. New America works on several fronts to ensure broadband access for more Americans.

New America has long advocated for the value of community-owned networks and infrastructure, including municipally-owned broadband networks. Last year, Tennessee and North Carolina asked the FCC to pre-empt laws in their states that restricted local broadband networks. We were pleased to stand alongside them with official comments and detailed research that will give their 16 million residents more options for Internet access. In February 2015, the FCC overturned those state laws in an order that repeatedly cited New America's work.

While 85 percent of Americans have access to the Internet,



As the FCC debated net neutrality, New America's leadership was recognized consistently by stakeholders and policymakers. Photo: Bloomberg/Getty Images.

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## Preview: Ranking Digital Rights

for millions that access comes through a public school or library. The federal government has several programs that help local communities and schools defray the cost of Internet connectivity in libraries and schools. In 2014, the E-Rate program was renewed and updated with significant input from New America scholars. New America's Open Technology Institute worked collaboratively with our **Education Policy Program** to produce a series of reports and regulatory filings focusing on the role of both libraries and schools in building connected communities. The FCC heavily cited this work in the July and December 2014 E-rate modernization orders and a significant number of our recommendations were adopted. Eighty-five percent of all public libraries and 35 percent of all public schools will be helped by this E-rate modernization.

No matter how well-designed government policy is to expand access to the Internet, sometimes you just can't connect. Beginning in 2011, New America developed software called Commotion that supports the implementation of community mesh networks, which allow devices to connect directly with each other rather than connecting through a communications provider. A mesh network can function locally as an intranet, but when one device connects to the Internet, all users

will have access to it as well. From providing connectivity to low-income apartment buildings in Detroit's Cass Corridor to facilitating communication after Hurricane Sandy in New York, the potential of mesh networks is vast.

In 2014, New America looked beyond our geographic borders and launched an initiative to support developing international communities interested in building their own communication networks. Through our Community Wireless SEED Grants Program, we provided small grants to 11 civil society organizations in nine countries that are building their own communications infrastructure. Commotion is now being used by 11 communities throughout the U.S. and around the world. Additionally, the independent adoption of Commotion has grown to include several new groups domestically and internationally.

280 million. 16 million. 85 percent. 35 percent. 11.

New America is making a worldwide impact by keeping policy focused on technology's promise of opportunity for all. That's a promise worth keeping.

In November 2015, the Ranking Digital Rights project will launch its first annual Corporate Accountability Index. Sixteen of the world's largest Internet and telecommunications companies will be ranked on 31 indicators focused on corporate disclosure of policies and practices that affect users' freedom of expression and privacy.

This powerful tool will serve as a resource for investors, consumers, policymakers, and companies to identify corporate best practices for respecting human rights online. The index will also help identify how laws and regulations can either help or hinder companies in respecting users' rights. The index is the product of more than two years of research, consultation, and testing, including a pilot study conducted in 2014 in partnership with the investment research firm Sustainalytics.

In 2014, Ranking Digital Rights was one of nine winners of the prestigious Knight News Challenge. Other funders include the John D. and Catherine T. MacArthur Foundation, the Ford Foundation, the Open Society Foundations, the William and Flora Hewlett Foundation, the Shuttleworth Foundation, and the Media Democracy Fund.

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## 2014-15: A Timeline

Policy change doesn't happen in a vacuum. The table must be set before policymakers can feast on smart, innovative policy ideas. New America spent 2014 setting the table for some of the most significant conversations in American politics today. These conversations have already resulted in policy momentum. More change will come.



### April 2014 How the iPad affects young children

TedX published New America Early Education Initiative director **Lisa Guernsey's** recent TedX talk on "How the iPad affects young children, and what we can do about it." The YouTube video has attracted more than 10,000 views to date.

### May 2014 Where did America's entrepreneurs go?

New America first began to detail the sharp decline in business launches in the United States—down more than 50 percent between 1980 and 2010—in a vanguard article in *Washington Monthly*, authored by **Barry Lynn** and **Lina Khan**, which prompted a front-page story in *The Wall Street Journal*. In May of 2014, a team at the Brookings Institution confirmed our statistical work and then, in November of 2014, it also confirmed our thesis that the decline in business startups is largely the result of consolidation. This led to extensive additional media coverage and enabled us to launch the next generation of our research, with an in-depth, multi-generational study of the business environment in a single American city: St. Louis.

### June 2014 How monopolies impact inequality

In June 2014, fellow **Lina Khan** published in *The Washington Post* the first article that linked the dramatic rise in inequality in the United States to economic consolidation and monopolization. Since then, numerous economic experts have followed our lead, including Joseph Stiglitz, Paul Krugman, Larry Summers, Robert Reich, and Thomas Piketty. Early in 2015, **Open Markets Program** policy director **Phil Longman** took our analysis to the next level, looking at how inequality changes over time in his groundbreaking article, "Wealth and Generations."

**Kevin Carey** (New America), **Kisha Bird** (Center for Law and Social Policy), **Zakiya Smith** (Lumina Foundation), and **Jennifer Wang** (Young Invincibles) discuss how higher education could be better financed, organized, and accessed at New America's Millennials Rising event in October 2014.



## July 2014 Predicting the next economic crisis

In July 2014, the **Economic Growth Program** completed a two-year study of the relationship between private debt, financial crises, and economic growth. The study resulted in the publication of Richard Vague's book, *The Next Economic Disaster: Why It's Coming and How to Avoid It*; the creation of an early warning system for detecting systemic financial crises; two reports on America's debt problem and America's deleveraging experience, prepared by **Sherle Schwenninger, Samuel Sherraden, and Josh Freedman**; and several articles and events on China's overinvestment and property debt bubble, and the serious economic problems China has begun to encounter as it seeks to manage its huge debt build-up.

## October 2014 'Millennials Rising'

In October 2014, New America's **Asset Building Program** hosted a two-day, cross-cutting policy symposium called "Millennials Rising: Next Generation Policies in the Wake of the Great Recession." The event brought together policy and thought leaders from New America's policy programs as well as James Bullard, president of the Federal Reserve bank of St. Louis, Wendy Spencer of the Corporation for National and Community Service, Matt Yglesias of Vox, and New America's president, **Anne-Marie Slaughter**. The event featured insightful panel discussions and a set of workshops to address the challenges and opportunities facing millennials, the most educated but downwardly mobile generation of the past century.

## February 2015 'From Moment to Movement'

In the wake of events in Ferguson and New York, New America and Howard University launched **#Moment2Movement**, a national conversation and event series aimed at advancing big ideas to make government policies more just and equal.

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## Engaging the Public, Sparking Conversations

New America differentiates itself in its field by listening as well as talking. Our big ideas are better when we test them with our smart and influential community and share them with the broader public. Broad public engagement is a core tenet of New America's work. We share our scholars' and fellows' ideas through books, events, social media, and even cameo appearances in popular TV series and films. We thus begin a cycle of improvement, as our ideas have impact but also gain by that impact.



New America NYC's **Freedom Summer and Ferguson, MO** "Social Cinema" event was held in December 2014 in collaboration with the Schomburg Center for Research in Black Culture.

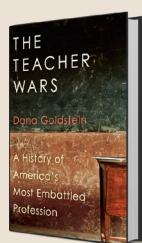
# Publishing Thought-Provoking Ideas and Analysis

New Americans published 13 books between January 2014 and April 2015 on topics such as war, education, innovation, and foreign affairs. Their ideas and insightful analyses received rave reviews from critics at *The New York Times*, *The Washington Post*, *The Atlantic*, *New Yorker*, *Wall Street Journal*, and *The Economist*.

*No Good Men Among the Living* by Anand Gopal and *The Teacher Wars: A History of America's Most Embattled Profession* by Dana Goldstein were listed

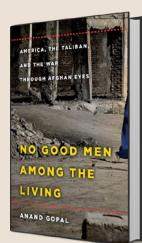
among *The New York Times'* 100 notable books of 2014.

*Overwhelmed: Work, Love, and Play When No One Has the Time* by Brigid Schulte and *The Meat Racket: The Secret Takeover of America's Food Business* by Christopher Leonard were selected by *The Washington Post* as best books of 2014. Schulte's *Overwhelmed* was also selected by NPR in their best books of the year list for 2014.



**The Teacher Wars: A History of America's Most Embattled Profession**

by Dana Goldstein



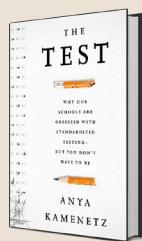
**No Good Men Among the Living: America, the Taliban, and the War through Afghan Eyes**

by Anand Gopal



**@War: The Rise of the Military-Internet Complex**

by Shane Harris



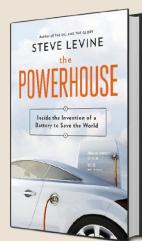
**The Test: Why Our Schools are Obsessed with Standardized Testing—But You Don't Have to Be**

by Anya Kamenetz



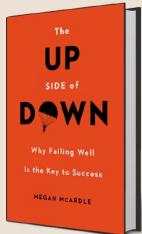
**The Meat Racket: The Secret Takeover of America's Food Business**

by Christopher Leonard



**The Powerhouse: Inside the Invention of a Battery to Save the World**

by Steve LeVine



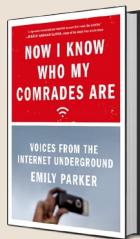
**The Up Side of Down: Why Failing Well Is the Key to Success**

by Megan McArdle



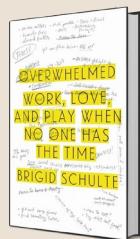
**The Bright Continent: Breaking Rules and Making Change in Modern Africa**

by Dayo Olopade



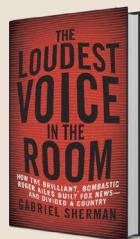
**Now I Know Who My Comrades Are: Voices from the Internet Underground**

by Emily Parker



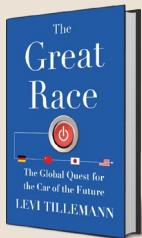
**Overwhelmed: Work, Love, and Play When No One Has the Time**

by Brigid Schulte



**The Loudest Voice in the Room: How the Brilliant, Bombastic Roger Ailes Built Fox News—and Divided a Country**

by Gabriel Sherman



**The Great Race: The Global Quest for the Car of the Future**

by Levi Tilleman



**The Fierce Urgency of Now: Lyndon Johnson, Congress, and the Battle for the Great Society**

by Julian E. Zelizer

# Inspiring New Ideas Through Events and Speaking Engagements

In 2014, New America brought together Cabinet secretaries, governors, senators, high-ranking military officials, and many others to share their insights, and encourage and inspire the next generation of new ideas. New America's signature event is our Annual Conference. In 2014, the Honorable Hillary Rodham Clinton gave her first major speech after stepping down as Secretary

of State. In 2015, Senator Cory Booker (D-NJ) and Governor John Kasich (R-OH) delivered keynote remarks. We complement the Annual Conference with more than 200 events a year, averaging one every work day, featuring speakers as diverse as a former spy who lived inside a jihad group and the Prime Minister of Norway. In 2014 more than 6,000 attended New America's events and 18,000 watched online.



Former Secretary of State **Hillary Rodham Clinton** delivered keynote remarks at New America's annual conference in 2014.



**TOP LEFT:** Samantha Power, U.S. ambassador to the United Nations, addresses a New America NYC event.

**TOP CENTER:** Sylvia Mathews Burwell, Secretary of the Department of Health and Human Services, addressed New Americans at a special event in Washington, D.C. She discussed opportunities for the Obama administration and Congress to work together to improve the nation's health care delivery system.

**TOP RIGHT:** Alex Altman, *Time* magazine, Tanya Clay House, Lawyers' Committee for Civil Rights Under Law, Sgt. Delroy Burton, DC Police Union, and professor Greg Carr, Howard University, discuss policing reform at the "Broken Windows or Broken Badges?" event.

**BOTTOM RIGHT:** New Jersey senator Cory Booker delivers a keynote address at New America's 2015 Annual Conference.

**BOTTOM CENTER:** Norwegian Prime Minister Erna Solberg participates in a New America event in New York. Photo: Norway UN / Flickr.

**BOTTOM LEFT:** New America's **Peter W. Singer** (right) discusses the next generation of "cyberwarriors" with [from left to right] Nate Fick, CEO of Endgame, Army Lt. Gen. Edward Cardon, and Molly Sauter, research affiliate at the Berkman Center.

**CENTER:** Governor John Kasich [R-OH] delivers a keynote address at New America's 2015 annual conference.





# World Economic Roundtable

The World Economic Roundtable is a joint venture of New America's **Economic Growth Program** and the Walter Eberstadt World Economic Policy Program at the World Policy Institute. It seeks to help business, investment, and policy communities understand ongoing changes in the world economy and to promote a discussion of ideas that can advance the goal of a widely shared global prosperity.

Over the course of 2014-15, the Economic Growth Program hosted 29 world economic roundtables, involving thought leaders from the investment and public policy worlds. Those making presentations

included Philippe Couillard, premier of Quebec on Plan Nord; Vicente Fox, former president of Mexico, on the future of the Mexican economy; Kenneth Courtis, former vice-chairman of Goldman Sachs-Asia, on Russia's economic pivot to Eurasia; Lee Buchheit of Cleary Gottlieb on the sovereign debt overhang in Europe; Henny Sender, Hu Ling, and other China experts on China's debt problem; and John Lipsky, former managing director of the International Monetary Fund, on the failure of world monetary policy.



**TOP LEFT:** Former Mexican President Vicente Fox discusses the future of the Mexican economy at a World Economic Forum roundtable.

**TOP RIGHT:** Quebec Premier Philippe Couillard greets guests at a World Economic Forum roundtable on Plan Nord.

**BOTTOM LEFT:** Diana Glasman, a consultant with TD Bank, speaks at the World Economic Forum roundtable on Plan Nord. Looking on is **Susan Ochs**, a fellow with New America's **Economic Growth Program** and the director of our **Better Banking Project**.

# Future of War Conference

The inaugural Future of War Conference held in February 2015 brought together a diverse, interdisciplinary collection of experts to discuss the profound social, political, economic, and cultural implications of the changing nature of war and conflict by asking the question, "How is Warfare Changing?" Twenty-two national media outlets sent reporters to cover the event and CNN live-streamed panels on both days, including re-airing past footage from Wolf Blitzer's February 2015 interview with Gen. Ray Odierno, U.S. Army chief of staff. The live-streamed broadcast received nearly 9,000 views and continues to be viewed on the New America YouTube channel.

**TOP LEFT:** CNN Pentagon correspondent Barbara Starr in conversation with DARPA director Arati Prabhakar.

**TOP RIGHT:** Sen. John McCain, R-Ariz., in conversation with New America senior advisor for national security Tom Ricks.

**BOTTOM RIGHT:** Jim Sciutto, CNN's Chief National Security Correspondent, with Admiral Michelle Howard, Vice Chief, Naval Operations, U.S. Navy.

**BOTTOM LEFT:** Gen. Raymond T. Odierno, 38th Chief of Staff of the Army.



## Iran Initiative

New America's Iran Initiative is carried out through a combination of policy dialogue, research, and a series of public events and private roundtables with the aim of generating analyses and recommendations in support of improving relations between the two countries. The project's centerpiece is a long-running Track II dialogue led by the initiative's director **Suzanne DiMaggio**. It brings together influential and knowledgeable Americans and Iranians to explore possible grounds for constructive engagement and develop mutually acceptable strategies for addressing a range of issues, including Iran's nuclear program, regional security, and the future of U.S.-Iran bilateral relations. This process has become widely recognized as a trusted forum for generating ideas, vetting proposals, and forging important relationships over time.

Over the past year, the initiative also convened a series of associated public programs in New York City and Washington, including "In Conversation" events with Iran's president, Hassan Rouhani, in September 2014 and Iran's Foreign Minister Javad Zarif in April 2015, as well as several panel discussions featuring former officials and leading experts.

**TOP LEFT:** New America's **Iran Initiative** director **Suzanne DiMaggio** ahead of the September 2014 "In Conversation" event with Iranian president Hassan Rouhani. Photo: Yana Paskova/Getty Images.

**RIGHT:** Iranian President Hassan Rouhani speaks with New America board member **Fareed Zakaria**, host of CNN's *Fareed Zakaria GPS*. Photo: Yana Paskova/Getty Images.

**BOTTOM LEFT:** Iranian Foreign Minister Mohammed Javad Zarif in conversation with the *Washington Post* columnist David Ignatius at a New America event in New York. Photo: Anadolu Agency/Getty Images.





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## Sharing our Work

From the beginning of 2014 through April 2015, more than **2 million people visited NewAmerica.org**. Our site is a go-to link for the intellectually curious, but we don't just sit and wait for them to stumble across our work. Whether it's CNN, MSNBC, Twitter, or YouTube, we're meeting Americans where they go for news, analysis, and meaningful debate. Here's a look at some of our recent highlights.

## It Starts with New America Weekly

**N**ew America Weekly, formerly known as the *Weekly Wonk*, is New America's weekly digital magazine and podcast featuring big ideas and innovative thinking to confront today's most pressing challenges. The magazine covers everything from education and the economy to food policy and foreign affairs. It is delivered to more than 10,000 subscribers every week.

Over the past 16 months, more than 212 Weekly articles (an average of three per week) were syndicated in national news outlets that have a combined monthly reach of nearly 53 million unique visitors. Among those articles syndicated, 66 were featured in *Time*, 19 in *Slate*, 15 in *Vox*, 10 in *The Atlantic*, and three on CNN.

## Expanding our reach through media partnerships

New America spreads our ideas through ongoing media partnerships with these top tier news outlets:

BUSINESS  
INSIDER

*The* CHRISTIAN SCIENCE  
MONITOR



Defense  
One



FORTUNE

PACIFIC STANDARD

POPULAR  
SCIENCE

REAL  
CLEAR  
POLICY

QUARTZ

Slate

*The* Atlantic

CHICAGO SUN-TIMES

THE  
HILL

Vox

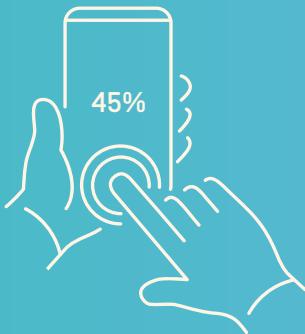
ZÓCALO  
PUBLIC SQUARE

## Leveraging Social Media

New America uses social media to share big ideas, content with Americans of all walks of life, and to elevate the national dialogue through Twitter, Facebook, and YouTube. Over the past year and a half, our presence on these mediums has grown significantly.



**3 million minutes** of YouTube video watched, and more than 300,000 total views.



**45 percent growth** in Twitter followers, with 39,000 people viewing our content every day.



**56 percent growth** in Facebook likes with more than 700,000 users seeing our content in their newsfeeds organically

## Trending on Twitter

Over the past year and half, @NewAmerica-led hashtags have “trended” several times, becoming one of the most popular tags on Twitter at a given moment.



**#ZarifNYC**

The official event hashtag for the **New America NYC** event with Iranian Foreign Minister **Javad Zarif** trended nationally on April 29, 2015.



**#10BigIdeas**

The official event hashtag for New America's **2014 Annual Conference** trended in Washington, D.C. on May 15 and 16, 2014.



**#explorenewamerica**

The official event hashtag for **New America's 2015 Annual Conference** trended nationally on April 23 and in Washington, D.C. on April 24, 2015.

# Peter Bergen on CNN

New America vice president **Peter Bergen** continues to be a thought leader in discussions on U.S. foreign policy. He serves as CNN's national security analyst and has authored 75 articles for CNN.com. His insightful analysis has sparked important conversations about America's foreign policy and the changing and evolving world landscape.

## May 28, 2014: Obama says goodbye to American hubris

"The holy grail of American foreign policy makers is to establish a national security strategy (or doctrine) that deals with the real threats that the United States faces as they change over time. But coming up with such a strategy that actually informs effective policies is relatively rare ... What Obama did in his West Point speech was to chart a course that balances two natural, and contradictory, American national security impulses—isolationism and interventionism—and points to a hybrid approach that avoids some of the pitfalls of either of these strategic approaches."

## October 29, 2014: First line of defense against terrorism: Mom and Dad

"A survey by New America of 251 jihadist terrorism cases in the United States since 9/11 found that almost a third of the individuals accused of engaging in some kind of terrorist crime have been implicated by a tip from a family member or a member of the Muslim-American community."

## February 26, 2015: Why ISIS terrorism won't work

"Could ISIS' campaign of brutal terrorism work to bring its goal of a Taliban-style caliphate across the Middle East? If one examines other significant campaigns of terrorism in the modern era, the historical record suggests that this is quite unlikely."



New America vice president **Peter Bergen** appears on the Situation Room, Fareed Zakaria GPS, and AC 360° on CNN.

# Sharing our Work on TV

**W**hile a growing number of Americans get their news and analysis from the Internet, TV still remains the first place Americans turn for the news. In 2014 and early 2015, New America scholars and fellows were featured on channels like Bloomberg, PBS, MSNBC, and CNN:

## August 2014:

Bloomberg TV hosted **Tara Maller**, research fellow, International Security Program, to discuss the crisis in Syria.

## September 2014:

PBS NewsHour welcomed **Anne-Marie Slaughter**, President and CEO, and **Douglas Ollivant**, ASU Future of War senior fellow, to discuss how the U.S. should respond to Steve Sotloff's killing.

## October 2014:

MSNBC interviewed New American **Liza Mundy**, director of the Breadwinning & Caregiving Program, on Andrea Mitchell Reports to discuss Facebook and Apple offering egg-freezing as an employee benefit.

## November 2014:

MSNBC's Morning Joe interviewed **Suzanne DiMaggio**, Senior Fellow for New America NYC and director of the Iran Initiative, about recent negotiations over Iran's nuclear program.

## April 2015:

CNN's **Fareed Zakaria**, a New America trustee, hosted **Anne-Marie Slaughter**, New America president and CEO, and **Peter Beinart**, senior fellow for the International Security Program, for a Fareed Zakaria GPS all-star panel on Hillary Clinton's 2016 bid and to discuss warming relations with Cuba and Iran.



Tara Maller, Liza Mundy, Peter Beinart, and Anne-Marie Slaughter have all provided expert analysis on TV.

# Appearing On Screen

New American **Perry Bacon Jr.**, the Jeff and Cal Leonard Fellow, appeared in a cameo in the first episode of Season 3 of *House of Cards*. Bacon appeared as himself discussing President Underwood's approval ratings on a newscast.

**Kevin Bankston**, Director of the Open Technology Institute, appeared in one of the opening scenes of *CitizenFour*, the film that won the Academy Award for Best Documentary Feature in 2015. Bankston is featured making an oral argument in 2011 in front of the Ninth Circuit Court of Appeals in the NSA surveillance lawsuit *Jewel v. NSA*.

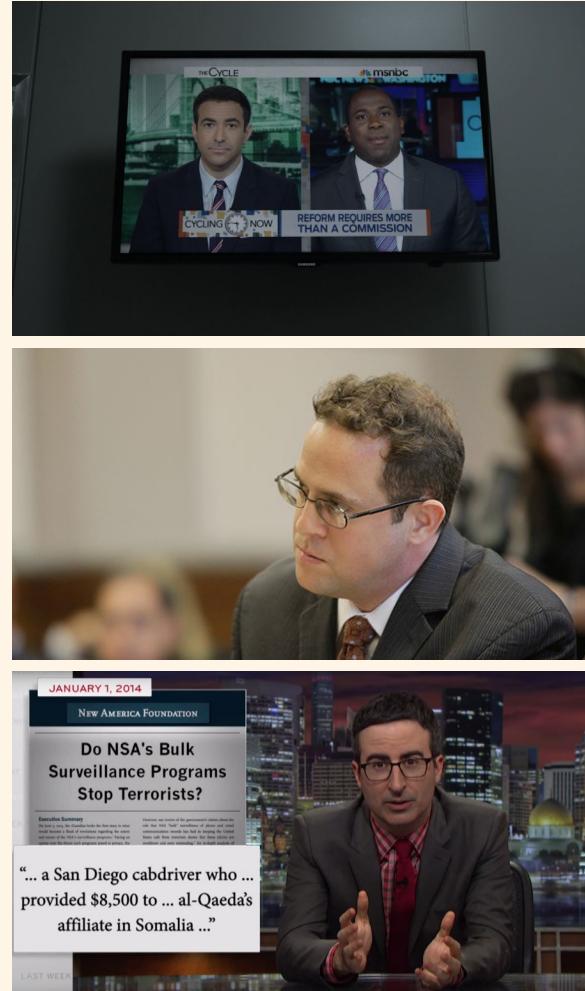
**Peter Bergen**'s most recent book, a *New York Times* bestseller, is *Manhunt: The Ten Year Search for Bin Laden, from 9/11 to Abbottabad*. The book was translated into eight languages and HBO produced a documentary based upon it. The film, for which Bergen is the executive producer, was in

the Sundance Film competition and it won the Emmy for best documentary.

In September 2014, John Oliver's *Last Week Tonight* mentioned **Rosa Brooks**, senior fellow for the International Security Program, in an episode on drones. **Peter Bergen**, New America vice president, was also highlighted in an episode on ISIS propaganda.

In April 2015, New America's **International Security Program**'s report, "Do NSA's Bulk Surveillance Programs Stop Terrorists?," by **Peter Bergen**, **David Sterman**, **Emily Schneider** and **Bailey Cahall**, was featured in a *Last Week Tonight* episode about the efficacy of such programs in identifying and preventing terrorist threats.

**Perry Bacon Jr.** and **Kevin Bankston** appeared on *House of Cards* and *CitizenFour* respectively, while a **International Security Program** report was featured on *Last Week Tonight*.



# Getting Noticed

From January 2014 to April 2015, New Americans received more than two-dozen national accolades, awards, and honors. Among them, **Peter Bergen** received the prestigious Stephen E. Ambrose Oral History Award; New America Fellows Program alum **Sheri Fink** was part of *The New York Times* team that took home the Pulitzer Prize for international reporting on the Ebola crisis; and the **Education Policy Program's Kevin Carey, Jason Delisle, and Alex Holt** were recognized by the Education Writers Association for their commentary and reporting on higher education.

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## Annual Conferences

# 2014 Annual Conference

New America's 2014 annual conference showcased our commitment to renewing America by developing bold approaches and solutions to our biggest and most pressing public problems. The 2014 conference introduced "**Ten Big Ideas for a New America**," on subjects including manufacturing, education, the Internet, media, foreign policy, and the balance between competition

and care. An amazing lineup of public servants, scholars, thought leaders, and journalists joined us. Former Secretary of State Hillary Clinton, U.S. Sen. John McCain, and Gov. Deval Patrick, D-Mass., brought their own big ideas and thoughtful insight to the conversation. New America's partnership with CNN enhanced the conversation by sharing the big ideas and policy discourse with a broad audience.

# 2015 Annual Conference

The 2015 annual conference was inspired by the idea of "**Exploring a New America**." A new America is emerging, fueled by communities that are not waiting for the federal government to solve their problems but are instead combining old traditions of civic spirit with new technology and ideas. Featured speakers, including mayors, educators, police chiefs, community organizers, technologists, local journalists, and civic innovators, helped us explore innovations in policymaking,

caregiving, urban design, volunteerism, policing, financial inclusion, teaching, and transportation. A new generation of public servants determined to make government work again, including Chattanooga Mayor Andy Berke, joined the conversation along with our keynote speakers, New Jersey Sen. Cory Booker and Ohio Gov. John Kasich. This conference captured a spirit of change and highlighted the American landscape emerging from communities' renewal across the nation.



2015 speakers included Tulsi Gabbard, John Kasich, Helene Gayle, Eric Schmidt, Atul Gawande, and Cory Booker.

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## Ongoing Research and Analysis

# Breadwinning & Caregiving

New America's **Breadwinning & Caregiving Program** is reframing the conversation about work and family balance, honing in on previously neglected subjects such as the devaluation of both paid and unpaid care work and how that stunts not only the workplace progress of women, who shoulder most of those responsibilities, but also the economic growth of businesses, communities and countries. In September 2014, **Liza Mundy** interviewed Norwegian Prime Minister Erna Solberg about gender equality in Norway. In March 2015 we hosted an event exploring women's varying roles in extremism around the world, which was written about in *Time*.

This highly successful salon-like event series, curated by senior fellow, and *New Yorker* contributor, **Katherine Zoepf**, highlights pressing issues regarding gender, caregiving, retirement, hate speech against women, women and international security, and other relevant and controversial subjects. Part of the series' strength is its ability to quickly and nimbly elevate discussions around current issues, such as the event Katherine put together around a front-page *New York Times* article on just-in-time scheduling and how it wreaks havoc on the lives of our nation's low-income workers and their children.

# Global Cybersecurity Norms & Resilience Project

During the past year, New America's international cybersecurity team, now constituting New America's **Global Cybersecurity Norms and Resilience Project**, built out its activities in support of a free, open, and more secure Internet. Pursuing research-driven impact, we published three policy papers on computer security incident response; the implications of technological sovereignty; and the importance of cyber and information security-related definitions. We were invited to brief our research findings to high-level policy-makers in the United States and abroad and built capacity among several

dozen civil society representatives from around the globe in international cybersecurity policy at workshops in Cambridge, UK, The Hague, and through an online webinar series. Our research was made available to the broader public through articles in outlets such as *Foreign Policy*, *Time*, *Slate*, The International Relations and Security Network, and CNN.com. We also created two public databases, the Global Cyber Definitions Database, a compilation of nearly 800 cyber and information security-related terms and definitions, and a database and mapping of swing states in Internet governance.

# Natural Resources and Security

A rising global population, armed with modern technology and high expectations, is putting new and growing pressure on the world's natural resources. New America's **Resource Security Project**

is examining the national security, environmental, societal, and technological implications of this natural resource challenge, and is crafting policies that will build a new resilient future. Initiated in 2014

with a focus on energy, the Resource Security Project will shape, not follow, the debate by equipping key decision-makers and influencers with new ideas.

The Resource Security Project will examine the relationship between energy security and national security; environmental readiness, or preparing for the consequences of high resource consumption; and the natural resource demands of the new high-tech economy.

This work will include a partnership with the Public Radio International program *Marketplace* to look at the threats, risks, and vulnerabilities of the electric grid; working with Arizona State University on Foresight America, which investigates the use of mathematical modeling and computer simulations for climate change adaptation planning; and analyzing the geopolitical implications of the wired economy's demand for critical minerals and the cutting edge of transportation and mobility.

## Postsecondary National Policy Institute

New America's **Postsecondary National Policy Institute** is the leading source of professional development for congressional staff who work on higher education issues. PNPI's professional development briefings and seminars provide participants an opportunity to consider a full range of higher education topics, while engaging in constructive dialogue with postsecondary leaders, researchers, and their colleagues. PNPI seminars regularly attract both Republican and Democratic

staff from the U.S House of Representatives and Senate. In addition, PNPI publishes reports that highlight recent research on postsecondary issues and produces comprehensive primers on a variety of higher education topics. Since launching in the spring of 2012, 22 PNPI speakers have been asked to serve as witnesses at congressional hearings. In 2014, PNPI held three professional development seminars for congressional staff. Topics explored included MOOCs, federal student aid, and minority-serving institutions.

## Profits & Purpose

The debate about America's economic future has often been consumed by conflict over the boundary between government and the economic marketplace. New America's **Profits & Purpose** program, launched in the fall of 2014, examines the promise—and limitations—of market-based solutions to the persistent problems of poverty, inequality, and opportunity, and it identifies how public-private partnerships can enhance investment in human and physical capital.

With support from The Rockefeller Foundation, Profits & Purpose aims to produce policy blueprints

for those in the fields of finance and international development, as well as introduce investment and development topics to a broader audience.

Profits & Purpose Program director **Georgia Levenson Keohane** is working on a new book, tentatively titled *Innovative Finance: Capital and the Common Good*, that will help shape the way we think about using private capital to meet global development needs. Columbia University Press will publish the book next spring.

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## Fellows

The **New America Fellows Program** aims to support talented journalists, academics, and other public policy analysts who offer fresh and often unpredictable perspectives on the major challenges facing our society by providing them with the assistance, community, and platforms they need to best communicate bold ideas to broad audiences.

Through a rigorous, highly competitive selection process, we support individuals advancing big ideas through research, reporting, analysis, and/or storytelling. We aim to identify a group of thinkers advancing the frontiers of knowledge and understanding regardless of ideology or party affiliation; who are both younger thinkers at a critical juncture in their career who can benefit from our support and more established thinkers advancing new, ground-breaking work; and who represent the diverse backgrounds and voices of the American community.

Our fellows write books, make films, launch initiatives, or otherwise produce projects that communicate big ideas to broad audiences, but that do not sacrifice the rigor of top-flight academic research and analysis or the insight and nuance of a deeply reported story.

New America's 2014-2015 fellows made an impact in various arenas of public understanding and in discussions of important policy, political, and social issues.

In the past year, six current and former fellows published books as a result of their time at New America. Two books, *The Teacher Wars* and *The Great Race* were by first-time authors. In addition to publishing books, New America also saw the documentary feature *Road to Fame* directed by Hao Wu go to wider release in 2014 and 2015. The film was screened at a number of festivals, college campuses, and institutions and was broadcast on a number of international media outlets. The film also saw important domestic broadcasts that brought the production to wide audiences, including on PBS. One of the many ways the fellows enter the public

debate is through articles and editorials they publish through mainstream publications and events featuring their works. In the past year, Fellows collectively have published hundreds of pieces that continue to expand the reach and impact of the ideas the Fellows Program generates. They also participated in 23 events hosted by New America.

Twenty-three fellows made New America their intellectual home in 2014-2015.

**Perry Bacon, Jr.**, Jeff and Cal Leonard Fellow  
**Brian Barber**, Jacobs Foundation Fellow  
**Kathryn Bowers**, New America Fellow  
**Jason DeParle**, Emerson Fellow  
**Andrea Elliott**, Emerson Fellow  
**Virginia Eubanks**, Ford Academic Fellow  
**Franklin Foer**, New America Fellow  
**Mei Fong**, Eric and Wendy Schmidt Fellow  
**Shane Harris**, ASU Future of War Fellow  
**Hua Hsu**, Ford Academic Fellow  
**David Kilcullen**, ASU Future of War Fellow  
**Daniel Kurtz-Phelan**, Eric and Wendy Schmidt Fellow  
**Christopher Leonard**, Schmidt Foundation Fellow  
**Yascha Mounk**, Jeff and Cal Leonard Fellow  
**Douglas Ollivant**, ASU Future of War Fellow  
**Monica Potts**, New America Fellow  
**Ari Ratner**, New America Fellow  
**Daniel Rothenberg**, ASU Future of War Fellow  
**J. Peter Scoblic**, New America Fellow  
**Levi Tillemann**, Jeff and Cal Leonard Fellow  
**Meredith Wadman**, Eric and Wendy Schmidt Fellow  
**Hao Wu**, New America Fellow  
**Julian Zelizer**, Ford Academic Fellow

Thank you to the following organizations and individuals who made the Fellows Program possible:

**Arizona State University** – Future of War Fellows  
**Ford Foundation** – Ford Academic Fellows  
**Schmidt Family Foundation/11th Hour Project** – Schmidt Foundation Fellow  
**Silicon Valley Community Foundation** – Emerson Fellows  
**New America board members**

## Our Donors

New America's work is supported through the generous contributions of individuals, foundations, corporations and governments. Donors connect with New America's board, programs and fellows around core issues and efforts through five councils. Our President's Venture Fund, Leadership Council, and Corporate Circle members may support organization-wide efforts while program council members help establish ambitious new objectives, examine issue priorities, help connect networks and partners, and advise on sustainability practices for issue-specific policy solutions.

## 2014 Councils

### PRESIDENT'S VENTURE FUND

New America's President's Venture Fund investors allow the President to engage in strategically opportunistic endeavors that advance the mission and reach of the organization.

Robert Abernethy  
Don Dixon  
Robert Niehaus  
Leah Zell

### LEADERSHIP COUNCIL

The Leadership Council members represent a core group of individuals who contribute to the

intellectual life of the organization in numerous ways.

Hadley Amr  
Neal Baer  
Ruth & David Levine  
Peter Marber  
Craig Newmark  
Noel Perry  
Myron Sponder  
Aaron Stopak

### CORPORATE CIRCLE

Corporate Circle members include highly committed individuals and organizations that support our mission generally or support specific programs and projects.

### Executive

Citi Foundation  
Google  
Microsoft Corporation

### Innovator

Facebook  
General Mills

### Member

Brown Advisory  
Craigslist  
Deloitte  
Dish Network  
KPMG  
The Home Depot

### Supporter

Aetna Foundation  
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### BREADWINNING & CAREGIVING PROGRAM ADVISORY COUNCIL

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### INTERNATIONAL SECURITY PROGRAM ADVISORY COUNCIL

Steve Coll  
Greg Craig  
Scott Delman  
Tom Freiston  
Fred Hassan  
Charles Kaye  
George Salem  
Robert Niehaus  
Fareed Zakaria

## 2014 Donors

New America thanks all the individuals, foundations, corporations and governments who made New America's work possible in 2014. We list donors who contribute more than \$1,000.

### \$1,000,000+

Bill and Melinda Gates Foundation  
Eric and Wendy Schmidt Ford Foundation  
Lumina Foundation  
US Department of State  
William and Flora Hewlett Foundation

### \$250,000-\$999,999

11th Hour Project  
Arizona State University  
Carnegie Corporation of New York  
Charles Stewart Mott Foundation  
Foundation for Child Development  
Google, Inc.  
Jennifer and Jonathan Allan  
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### \$100,000-\$249,999

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Voqal  
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### \$50,000-\$99,999

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Taconic Foundation  
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Zachary Karabell

### \$25,000-\$49,999

Alexander Soros Foundation  
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Crown Family Philanthropies  
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Rockefeller Brothers Fund, Inc.  
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Ruth and David Levine  
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## Spotlight on Partners

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Brodsky Family Foundation  
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Journalists  
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Susan Vaughan  
Ted Halstead  
UBM LLC  
Walter Russell Mead

### Arizona State University

When **Michael Crow** became president of Arizona State University in 2002, he launched an audacious experiment in higher education, designing what he termed the “New American University.” Given Crow’s vision, it is no accident that ASU has become New America’s primary academic partner and that the two institutions continue to deepen their joint efforts to foster research and public engagement around pressing policy issues. The cornerstone of the five-year-old partnership is the **Future Tense** program, created with Slate magazine. Future Tense, the “citizen’s guide to the future,” is a series of public events and articles that examine how emerging technologies are affecting society and the world of policymaking.

Future Tense has become an innovative host for conversations about technology and its governance in Washington and New York—and online, where it is followed by millions of Slate readers. Future Tense has been a strong platform for the dissemination of research by New America’s **Open Technology Institute** and other policy programs, as well as a vehicle for New America to engage, and curate, a broader and deeper set of science and technology issues, drawing on experts from ASU’s Global Institute of Sustainability, School of Earth and

Space Exploration, School of Life Sciences, Sandra Day O’Connor School of Law and other institutes.

Crow joined the New America board of directors in 2014 in recognition of the affinity between the two institutions and their missions.

Also in 2014, New America and ASU launched a second ambitious joint initiative, the **Future of War Project**. This multiyear project brings together New America experts, ASU scholars, affiliated fellows and leading military thinkers to explore the changing nature of warfare and its implications for society and policymakers. In keeping with the two institutions’ missions, and as in the case of Future Tense, the goal of the Future of War Project is to encourage a broader way of thinking and new ideas on an important subject that is too often relegated to its traditional, confined silo. The Future of War Project hosts an influential annual conference in collaboration with CNN, publishes policy papers and books and is developing course materials to engage future leaders in the subject.

New America and ASU continue to explore additional areas of collaboration around shared subjects of interest, such as the meaning of America’s changing demographics, the development of alternative energy sources and the re-engineering of American higher education.

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## Board of Directors

### Eric Schmidt

Executive Chairman, Google, Inc.  
Chairman, New America

### David Bradley

Chairman, Atlantic Media  
Company

### Michael Crow

President, Arizona State University

### Boykin Curry

Partner, Eagle Capital

### Mohamed El-Erian

Chief Economic Advisor at Allianz  
and Chair of the President's Global  
Development Council

### James Fallows

National Correspondent, The  
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### Francis Fukuyama

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### Atul Gawande

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Hospital; Associate Professor,  
Harvard Medical School and  
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### Daniel Yergin

Chairman, Cambridge Energy  
Research Associates

### Fareed Zakaria

Host, Fareed Zakaria GPS; author,  
CNN and The Washington Post

## Board Spotlight



**Michael Crow** is an academic leader and educator, designer of knowledge enterprises, and science and technology scholar. He has been the 16th president of Arizona State University since July 2002. He is guiding the transformation of ASU into one of the nation's leading public metropolitan research universities, an institution that combines the highest levels of academic excellence, inclusiveness to a broad demographic, and maximum societal impact—a model he designed known as the "New American University." Under his leadership ASU has established major interdisciplinary research initiatives and witnessed an unprecedented academic infrastructure expansion, quadrupling of research expenditures, and attainment of record levels of diversity in the student body.

He was previously professor of science and technology policy and executive vice provost of Columbia University, where he served as chief strategist of Columbia's research enterprise and technology transfer operations. He has been an advisor to the U.S. departments of State, Commerce, and Energy, as well as defense and intelligence agencies and a number of nation states on matters of science and

technology policy and knowledge enterprise design. An elected fellow of the American Association for the Advancement of Science (AAAS) and National Academy of Public Administration, he is the author of books and articles analyzing knowledge enterprises, science and technology policy and the design of higher education institutions and systems.



**Mohamed El-Erian** is chief economic advisor at Allianz, the corporate parent of PIMCO, where he formerly served as chief executive and co-chief investment officer (2007-2014). He chairs President Obama's Global Development Council, is a columnist for *Bloomberg View* and a contributing editor at the *Financial Times*.

He served for two years as president and CEO of Harvard Management Company, the entity that manages Harvard's endowment and related accounts. Before joining PIMCO, El-Erian was a managing director at Salomon Smith Barney/Citigroup in London and before that, was deputy director at the International Monetary Fund in Washington, D.C., where he worked for 15 years.

His 2008 book, *When Markets Collide*, was a *New York Times* and *Wall Street Journal* bestseller,

won the *Financial Times/Goldman Sachs Business Book of the Year*, and was named a book of the year by *The Economist* and one of the best business books of all time by the *Independent* (UK). He was named to *Foreign Policy*'s list of "Top 100 Global Thinkers" for 2009, 2010, 2011 and 2012.

El-Erian holds a master's degree and doctorate in economics from Oxford University and received his undergraduate degree in economics from Cambridge University. He is an Honorary Fellow of Queens' College, Cambridge University.



**Helene Gayle** is CEO of the McKinsey Social Initiative, which was recently launched by McKinsey and Company to create innovative solutions to complex global social challenges. An expert on health, global development and humanitarian issues, she spent 20 years with the Centers for Disease Control and Prevention, working primarily on HIV/AIDS. She then worked at the Bill & Melinda Gates Foundation, directing programs on HIV/AIDS and other global health issues. She was also the President and CEO of CARE, USA for almost a decade.

Gayle serves on public company and non-profit boards including: The Coca-Cola Company,

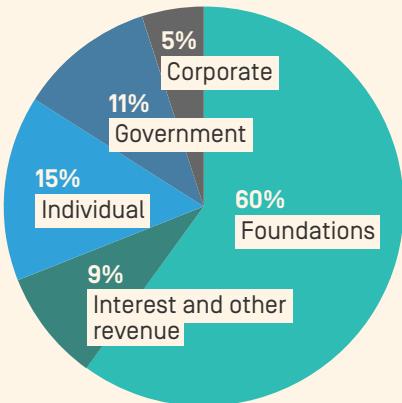
Colgate-Palmolive Company, the Rockefeller Foundation, the Center for Strategic and International Studies, and the ONE Campaign. Additionally, she currently serves on the President's Commission on White House Fellowships and the U.S. Department of State's Foreign Affairs Policy Board. She is a member of the Council on Foreign Relations, the American Public Health Association, the Institute of Medicine and the American Academy of Pediatrics. Named one of Forbes' "100 Most Powerful Women," she has published numerous scientific articles on HIV/AIDS and other public health issues.

Gayle earned a B.A. in psychology at Barnard College, an M.D. from the University of Pennsylvania and a master's degree in public health from Johns Hopkins University.

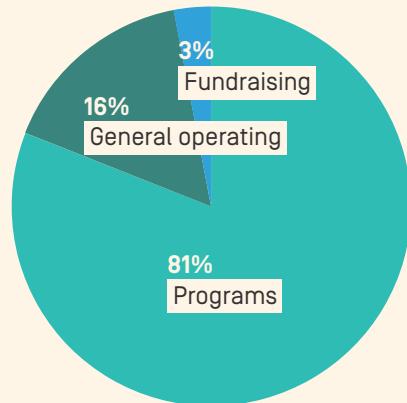
## Financials

New America's 2014 operating budget was **\$21.5 million**. New America operates without an endowment and raises its annual budget each year.

**Income Categories:**

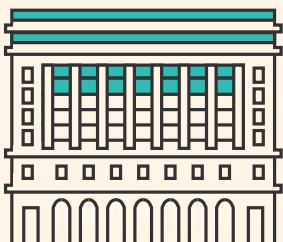


**Expense Categories:**



## Making Moves in 2015

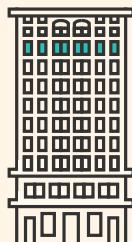
New America is growing fast — so much so, that we're expanding to new, larger offices in Washington DC and New York. From November 2015 our main office in Washington DC will be at 740 15th Street NW, Suite 900. And we've already moved our New York office to 18 W 21st Street, Suite 900, with Civic Hall as our new events space.



### Washington DC Main Office

**From November 2015**

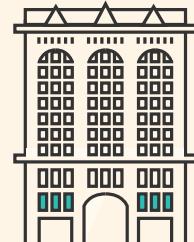
740 15th Street, NW, Suite 900  
Washington, DC 20005



### New York Office

**Since July 2015**

New America NYC  
18 W 21st Street Suite 900  
New York, NY 10010



### New York Events

**Since July 2015**

Civic Hall  
156 5th Ave  
New York, NY 10010

New America invests in **new thinkers and new ideas** to address the next generation of challenges facing our country. Our **partners, councils, and circles of donors** represent an active and intergenerational group of **private sector and philanthropic leaders** who guide the organization forward on many initiatives. Members hail from across the country, expanding New America's **intellectual reach** in key regions and on key areas of business, technology, media and culture.

For more information about getting involved or supporting New America visit [newamerica.org/contribute](http://newamerica.org/contribute) or contact **Meredith Hanley**, Director of Development, at 202.596.3367 or [hanley@newamerica.org](mailto:hanley@newamerica.org).

