



## 2007: Our most successful year yet



























## Dear Members and Friends,

2007 was our most successful year yet. We continued to expand our programmatic activity, reaching more leaders from the public and private sectors and consolidating our position as the preeminent forum for the discussion of hemispheric issues. We debuted our new policy journal, *Americas Quarterly: The Policy Journal for Our Hemisphere*, the only policy journal exclusively dedicated to the hemisphere. We launched our website last fall, which now features up-to-date policy analysis and culture-related information, making it a destination for in-depth coverage of the Americas. Finally, we believe that we continue to make an impact and position the organizations for both the opportunities and challenges of the future.



## Some of 2007's highlights include:

- Approximately 180 programs in New York, Washington, D.C., Miami, and Latin American cities our most ever.
- Expanding our signature Latin American Conferences to nine countries, adding 2007 conferences in both Bolivia and El Salvador. We hosted conferences in Argentina, Bolivia, Brazil, Chile, Colombia, El Salvador, Mexico, Peru and Uruguay.
- Welcoming eight Latin American presidents during UN General Assembly week, as well as a presidential candidate who went on to become president.
- Holding six launches for *Americas Quarterly* in five cities, including Santiago de Chile, São Paulo, and Toronto. Circulation reached 10,000 in just one year of publication.
- Leading private sector efforts through COA to pass the free trade and development agreement with Peru and to promote similar agreements with Colombia and Panama.
- Sharpening our policy strategy by integrating our programs with detailed policy analysis. We are further leveraging our policy content online through a partnership with Yahoo!
- Increasing the impact of our Working and Study Groups, including the Rule of Law Working
  Group's publication of Rule of Law, Economic Growth and Prosperity. The Brazil Study Group was
  also especially active this year, bringing high-ranking official from across Brazil to speak about
  regional issues and investment opportunities.
- Promoting specific actions to improve North American competitiveness and to formulate a path forward for hemispheric trade expansion.
- Maintaining our focus on Canada, including programs and our participation in the North American Competitiveness Council.
- Continuing our focus on the relationship between Asia and Latin America, including positioning the organizations to be engaged in the 2008 APEC Peru meetings.
- Further expanding and enhancing our cultural programs, including critically acclaimed visual arts
  exhibitions; lauded literary programs; and music concerts featuring renowned and emerging
  artists, writers, and singers from across the Americas. Our Fall 2007 programs focused on
  Argentina, including a visual arts exhibition, the Fall 2007 issue of our literary magazine Review,
  and a concert featuring rising opera stars from Argentina's world-renowned Instituto Superior de
  Arte del Teatro Colón.
- Broadening our Music Education programs and impact by reaching more than 5,000 New York City public school children in underserved, predominantly immigrant communities.
- Honoring long-time board member Martha T. Muse with our Gold Medal for Distinguished Service.

This year we accomplished far-reaching goals, and look forward to 2008 with renewed energy and drive. Just in the month of January, we have already launched a number of new initiatives. We invite you to join us in our many activities, read our multiple publications, and regularly consult <a href="https://www.as-coa.org">www.as-coa.org</a>. We look forward to seeing you often in 2008, and hope you share our excitement for the year to come.

Susand. Segal

## **HEADS OF STATE and GOVERNMENT**

In 2007, Americas Society and Council of the Americas hosted nine hemispheric leaders during the United Nations General Assembly week, in both New York and Washington, D.C., including leaders from Argentina, Bolivia, Chile, Colombia, the Dominican Republic, Ecuador, El Salvador, Honduras and Guatemala. The President of Colombia also spoke at the 37th annual Washington Conference on the Americas. Heads of state spoke about their country's economic outlook and opportunities to high-level public and private representatives.



Cristina Fernández de Kirchner, President of Argentina







L to R: Rafael Correa, President of Ecuador; Evo Morales, President of Bolivia; Antonio Saca, President of El Salvador





L to R: Congressman Gregory Meeks; Michelle Bachelet, President of Chile. José Manuel Zelaya, President of Honduras







L to R: Leonel Fernández, President of the Dominican Republic. Oscar Berger, President of Guatemala. Álvaro Uribe, President of Colombia

## **ELITE PROGRAMS**

Americas Society and Council of the Americas hold off-the-record meetings and roundtables to afford our members the unique opportunities to engage directly with high-ranking leaders from the public and private sectors.

## Chairman of the Subcommittee on the Western Hemisphere



Eliot Engel, U.S. Congressman and Chairman of the Subcommittee on the Western Hemisphere

## Minister of Finance, Chile



Andrés Velasco, Minister of Finance,

## Secretary of Energy, Mexico OAS Secretary General



Georgina Kessel, Secretary of Energy, Mexico



José Miguel Insulza, OAS Secretary

## **HIGHLIGHT ON CANADA**

## Canada's Consul General to New York and Canadian Ambassador to the U.S.

At a private luncheon, Consul General Daniel Sullivan and Ambassador Michael Wilson discussed the country's foreign policy.



Daniel Sullivan, Canada's Consul General to New York; Michael Wilson, Canadian Ambassador to the U.S.

President of the

**Central Bank of Argentina** 

Martín Redrado spoke with members about

current economic and business scenarios.



Martín Redrado, President of the Argentina's Central Bank

## Private Dinner for the President of the Millennium Challenge Corporation



Ambassador Antonio Patriota of Brazil; Ambassador John Danilovich, Millennium Challenge Corporation; Ambassador F. Tomas Dueñas of Costa Rica

## Minister of Finance, Brazil

Guido Mantega spoke with members about the Ministry's development policies, the outlook for the Brazilian economy in 2007, and business opportunities in the country.



Guido Mantega, Minister of Finance, Brazil

## PUBLIC PROGRAMS

## AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

## **Mayor of Mexico City**



David Rockefeller; Marcelo Ebrard, Mayor of Mexico City

## Secretary of Finance, Mexico



Agustín Carstens, Secretary of Finance, Mexico

## Mayor of São Paulo



Gilberto Jassab, Mayor of São Paulo

## Minister of Hydrocarbons, Bolivia



Carlos Villages Quiroga, Minister of Hydrocarbons, Bolivia

## Minister of Economy and Finance, Peru



Luis Carranza Ugarte, Minister of Finance, Peru

## 7th Annual Latin America Conference

The 7th Annual Latin America Conference, hosted in New York, featured speeches by former President of Peru, Alejandro Toledo, and U.S. Congressman Joseph Crowley.



Susan Segal; Alejandro Toledo, former president of Peru, Chris Sabatini, Senior Director, Policy



Joseph Crowley, U.S. Congressman

## The Future of Ethanol, Biofuels, and **Energy Policy in the Americas**



Rick Zalesky, Chevron Technology Ventures; Dr. Otaviano Canuto, World Bank; Paulo Sotero, Brazil Institute, Woodrow Wilson Center; Michele V. Levy, Senior Director, Public Policy Programs; Dr. Marcos Jank, Brazilian Institute for International Trade Negotiations; John Sheehan, U.S. Department of Energy's National Renewable Energy Laboratory.

## **Ambassador of Venezuela**

Amb. Bernardo Álvarez Herrera discussed the country's foreign and economic policies.



Bernardo Herrera, Ambassador

## **President Bush's Trip to Latin America**

Under Secretary of State Nicholas Burns discussed President Bush's trip to Latin America; Vice President Eric Farnsworth provided Congressional testimony.



R. Nicholas Burns, Under Secretary, Political Affairs; Eric Farnsworth, Vice President

## **Secretary of Commerce**

Secretary of Commerce Carlos Gutierrez spoke about the administration's Cuba policy.



Carlos Gutierrez, U.S. Secretary of Commerce

## Reception for Western Hemisphere Ambassadors



L to R: Ambassadors Bernardo Alvarez of Venezuela, James Spalding of Paraguay, Flavio Espinal of the Dominican Republic and Arturo Sarukhán of Mexico

## Meeting with the Chairman of the House Ways and Means Committee

A breakfast meeting to discuss the pending free trade agreements with Peru (passed), Colombia (still pending) and Panama (still pending).



Ways and Means Chairman Charles B. Rangel

## **Trade Advocacy**

## Colombian President and Administration Promote Free Trade Agreement



Álvaro Uribe, President, Colombia



Congressman Gregory Meeks; Guillermo Plata, Minister of Commerce



Francisco Santos Calderón, Vice President; Oscar Iván Zuluaga, Minister of Finance; José Manuel Santos, Minister of Defense



Carolina Barco, Ambassador of Colombia to the U.S.; Fernando Araújo, Minister of Foreign Affairs; Eric Farnsworth

## **Promoting the Peru and Panama Free Trade Agreements**



Ambassador Federico A. Humbert of Panama



Ambassador Felipe Ortíz de Zevallos of Peru with Robert Mosbacher Jr., president of OPIC

## **COUNCIL OF THE AMERICAS**

## Building the Americas Consensus 37th Washington Conference on the Americas

Nearly 300 business and policy leaders from across the Americas engaged in lively debate and formulated ideas to develop a shared consensus at the Council of the Americas' premier annual forum, the 2007 Washington Conference on the Americas.



Alvaro Uribe, President, Colombia



Carlos Gutierrez, U.S. Secretary of Commerce; David Emerson, Minister of International Trade, Canada; Henrique de Campos Meirelles, President, Central Bank of Brazil



Thomas Shannon, Assistant Secretary, Bureau of Western Hemisphere Affairs, U.S. Department of State; Mercedes Araoz, Minister of Foreign Trade and Tourism, Peru; Rodrigo Rato, Managing Director, IMF



Thomas Shannon; Mariano Fernández, Ambassador of Chile to the U.S.; David Rockefeller, Honorary Chairman; Susan Segal; William R. Rhodes; Jose Miguel Insulza, Secretary General, OAS; Eric Farnsworth



Senator Chuck Hagel; John Negroponte, U.S. Deputy Secretary of State

2007 Conference sponsored by:













## MIAMI PROGRAMS

During 2007, we continued to serve our members based in South Florida by providing access to some of the region's most influential leaders in both public and private programs. Our signature public programs included our 3rd Annual Latin America Conference, convening high-level government officials such as Senator Mel Martinez and Charles Shapiro of the U.S. Department of State, as well as our Latin America 2008: Financial and Economic Predictors Panel. Private, members-only, off-the-record discussions were held with Samuel Lewis Navarro, Vice-President and Minister of Foreign Affairs, Panama; Henrique Meirelles, President of the Central Bank of Brazil; Carlos Villegas Quiroga, Minister of Hydrocarbons, Bolivia; and Marta Suplicy, Minister of Tourism, Brazil, among others.

## **CEO**, Panama Canal Authority

Alberto Alemán Zubieta met with members to discuss the expansion of the Panama Canal and increased infrastructure investment in Latin America.



Alberto Alemán Zubieta, CEO, Panama Canal Authority

## 2007 Miami Programs Sponsors:



Greenberg Traurig



## Vice President and Foreign Affairs Minister, Panama



Samuel Lewis Navarro, Vice President and Foreign Affairs Minister. Panama

Henrique Meirelles, President of the Central Bank of Brazil

## President of **Brazil's Central Bank**



Hernán Larraín, Senator, Chile



Hernán Larraín, Senator (UDI). Chile

## Commander, U.S. Southern Command

Admiral James Stavridis discussed U.S. military and private sector interests in Latin America and the Caribbean.



Admiral James Stavridis, Commander, U.S. Southern Command; Susan Segal

3rd Annual Latin America Conference

## **Latin America 2008 Predictors Panel**

Speakers provided their economic and financial forecasts, analyzing the regional investment climate and opportunities for 2008.



L to R: Sam Anson, Kroll Inc; Nancy Anderson, Senior Director of Corporate Relations, Charles Oman, OECD Development Centre; Cristian Moreno, Santander

## Carlos Villegas Quiroga, **Minister** of Hydrocarbons, Bolivia

Carlos Villegas Quiroga spoke about Bolivia's evolving energy policy.



Senator Mel Martinez



Charles Shapiro, U.S. Department of State



Carlos Villegas Hydrocarbons,

## **Latin American Cities Conferences**

In 2007, Americas Society and Council of the Americas held our signature Latin American Cities Conferences in nine countries. We extended our reach to Central America, holding our first conference in San Salvador. In addition, we hosted conferences in Mexico City, Bogota, La Paz, São Paulo, Buenos Aires, Montevideo, Santiago de Chile and Lima.

The Latin American Cities Conferences unite high-ranking government officials, prominent business leaders, policymakers, academics, and other noteworthy quests to analyze current and future economic and financial issues and projections, political trends, opportunities for growth and investment, regional integration, energy, and other relevant issues to the region and each specific country.

2007 Latin American Cities Conferences Pan Regional Sponsors:









L to R: Danilo Astori, Minister of Economy and Finance, Uruguay; Antonio Saca, President of El Salvador; Cristina Fernández de Kirchner, then-senator and presidential candidate, current President of Argentina; Luis Téllez, Secretary of Communication and Transportation, Mexico, Álvaro García Linera, Vice President of Bolivia













L to R: Michel Levy, Microsoft; Fernando Haddad, Minister of Education, Brazil; Guilherme Gatti, FedEx; Henrique Meirelles, President of the Central Bank of Brazil; Oscar Iván Zuluaga, Minister of Finance and Public Credit, Colombia; Andrés Velasco, Minister of Finance, Chile



Top L: María Garaña Corces, Microsoft; Gonzalo Alonso, Google Bottom L: Tulio Vera, Merrill Lynch; Alejandro Bertuol, Fitch Ratings; Ricardo V. Marino, Banco Itaú Center: Jorge del Castillo, Prime Minister of Peru R: Audience members in Buenos Aires



L to R: Thomas F. McLarty III, Kissinger McLarty Associates; Olivier Lazare, Shell; Eugenio Clariond Reves-Retana, Consejo Mexicano de Comercio Exterior, Inversión y Technología; Mark A. Walker, Cleary Gottlieb Steen & Hamilton LLP. Mercedes Araoz, Minister of Foreign Trade and Tourism, Peru; Rafael Rey, Minister of Production, Peru. Ana Vilma Albanez de Escobar, Vice President of El Salvador, greets Fernando Paiz, Wal-Mart; Angela Marshall Hofmann, Wal-Mart; Carlos Quintanilla Schmidt, Scotiabank

## North American Competitiveness Council

Serving as the co-US Secretariat for the NACC, the Council led efforts to promote greater regional competitiveness at meetings that included the three North American leaders in Montebello, Canada; the Ministers of Foreign Affairs, Commerce, and Homeland Security in Ottawa; and Commerce Ministers in Atlanta.



Susan Segal; Hon. Jim Flaherty, Minister of Finance, Canada



Susan Segal; Arturo Sarukhán, Mexican Ambassador to the U.S.



Canadian Prime Minister Stephen Harper; Mexican President Felipe Calderón; and President George W. Bush at the Montebello Security and Prosperity Partnership meetings.

## Pan-Pacific Forum

The Pan Pacific Forum brought together leading voices to explore the emerging relationship between Asia and Latin America.

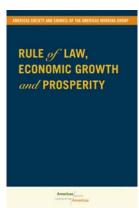


L to R: Mario Tucci of Tata, Hiroshi Toyoda of IDB, Seok Young Choi of Embassy of Korea

## **Rule of Law Working Group**

The ROL Working Group brings together leaders across a variety of sectors to develop an agenda for improving the rule of law in the Americas. In 2007, the ROL Working Group published its report, *Rule of Law, Economic Growth and Prosperity*, on how to improve and strengthen the rule of law in the Americas to achieve fair and broad-based growth and prosperity. Next year Spanish and Portuguese editions will be published.





José Ramón Cossío, Minister of the Supreme Court of Justice, at a Rule of Law Working Group meeting in Washington D.C.

## **Brazil Study Group**

The Brazil Study Group creates informed discussion about Brazilian prospects for reform and economic growth, institutional consolidation, and Brazil's role in the expanding global economy.



João Almino, Consul General of Brazil, Miami; H.E. Marta Suplicy, Minister of Tourism, Brazil; Alfredo Cotait Neto, Secretary of International Affairs, Sao Paulo; Nancy Anderson



Gov. Marcelo Déda, State of Sergipe; Gov. Sergio Cabral, State of Rio de Janeiro; William R. Rhodes, Chairman; Gov. Aécio Neves, State of Minas Gerais; Gov. Blairo Maggi, State of Mato Grosso; Gov. Eduardo Campos, State of Pernambuco; Gov. Eduardo Braga, State of Amazonas; Gov. Luiz Henrique, State of Santo Catarina; Gov. Wellington Dias, State of Piaui; Michele Levy, Senior Director, Public Policy Programs; Susan Segal; Mario Garnero, President, United Nations Association-Brazil

## **AMERICAS SOCIETY**

## **Spring Party**

On May 22, Americas Society hosted its 27th annual Spring Party at Cipriani Wall Street, gathering over 500 guests from Canada, Latin America, the Caribbean and the U.S. to honor designer Oscar de la Rent and Richard E. Waugh, president and Chief Executive Officer of Scotiabank.



Patricia Phelps de Cisneros with Oscar de la Renta



2007 honorees Oscar de la Renta and Richard E. Waugh

## **Dinner Honoring Martha T. Muse**

**Martha T. Muse**, board member since 1970, was presented with the Americas Society's Gold Medal for Distinguished Service in recognition of her generous and continued support of our institution over the years, and her vital role in implementing important projects in Latin America. The dinner, hosted on October 16, brought together friends and admirers for an intimate evening devoted to celebrating her many extraordinary accomplishments.



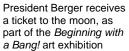




L to R: Martha T. Muse and David Rockefeller; attendees applauding Martha T. Muse; Susan Segal and Martha T. Muse

## **Inaugural Dinner**

Americas Society awarded President Berger of Guatemala its Gold Insigne—an honor given to democratically elected Heads of State who work to promote greater understanding among the peoples and nations of the Americas. The ceremony took place September 27 at our 2007/2008 Inaugural Dinner, a black tie event that launches the Society's upcoming season of programs.







President Berger and William R. Rhodes



Susan Segal, President Berger, and William R. Rhodes

## Literature

The Literature Department presented spring and fall program series, focusing on Caribbean and Argentine writing, respectively. Each season culminated in the publication of an issue of *Review: Literature and Arts of the Americas*, respectively covering Caribbean/Caribbean diaspora writing and arts (May 2007) and Argentine literature and arts (November 2007). Book presentations celebrated newly-released titles by writers from throughout the Americas.

## José Sarney & Gregory Rabassa

Former President of Brazil José Sarney and renowned translator Gregory Rabassa read from Sarney's novel *O Dono do Mar.* 



José Sarney, author and former President of Brazil

## **Edgardo Cozarinsky & Liliana Heer**

Cozarinsky, iconoclastic filmmaker and prosewriter, and Heer, one of her country's most innovative novelists, read their work as part of the contemporary Argentine writers' series.



Edgardo Cozarinsky; Liliana Heer

## **Caribbean Authors**

Luis Rafael Sánchez and Mayra Santos-Febres, two of Puerto Rico's most important and dynamic authors, presented their latest fiction as part of a Caribbean literature series.



Luís Rafael Sánchez; Mayra Santos-Febres

## Music

## **Music Education**

Music of the Americas in New York City Schools continues to present music from the Western Hemisphere to our partner schools in Queens. In the picture, elementary school students at PS92 learn Brazilian rhythms with Maracatú New York.



Scott Kettner and students at PS92

## **Tango Reflections Trio**

Americas Society presented the Tango Reflections Trio to our growing Queens audience in a special concert in partnership with PS127 in East Elmhurst.



Adrián laies; Horacio Fumero; Michael Zisman

## **AMERICAS SOCIETY**

## Hamilton de Holanda

Brazilian bandolim virtuoso Hamilton de Holanda performed at Americas Society.



Hamilton de Holanda, bandolinist; Andre Vasconcellos, bassist

## Instituto Superior de Arte del Teatro Colón

Up-and-coming opera stars from Argentina's world-renowned Instituto Superior de Arte del Teatro Colón performed in the Salón Bolívar.



Bruno D'Astoli, piantist; Soledad Espona; Rocío Arbizu; Gustavo Feulién; Carlos D'Onofrio

## **Visual Arts**

## **Pedro Reyes**

The exhibition *ad usum:* To Be Used highlighted Reyes' constant exploration into the limits of the "usefulness" of artistic practices in intractable social situations.



Audience participating in *Leverage*, an interactive installation by Pedro Reyes

## Paula Trope

Brazilian contemporary artist Paula Trope presented her unique photographic perspective of life in the favelas of Rio de Janeiro.



Part of the exhibition *Emancipatory Action: Paula Trope and the Meninos* 

## Waltercio Caldas and Kaira Cabañas

Brazil's leading artist, Waltercio Caldas, and Kaira Cabañas, Lecturer/Mellon Postdoctoral Teaching Fellow at Columbia University's Department of Art History and Archeology, spoke at the opening event for the PINTA Contemporary Latin American Art Fair held in the Salón Bolívar.



Kaira Cabañas; Waltercio Caldas

## Beginning with a Bang! From Confrontation to Intimacy

This exhibition of Argentine art mapped the historical scenario of specific breakthroughs in contemporary art in 1960s Buenos Aires.



## **AS/COA Online**

The redesigned AS/COA Online website offers up-to-date policy analysis and culture-related information from across the hemisphere. Visit www.as-coa.org for articles and op-eds by staff, board members, and regional experts; biweekly news analysis articles; a calendar of upcoming programs; and summaries and videos of recent AS/COA events.



## Review: Literature & Arts of the Americas

Our award-winning *Review* magazine, published twice a year, showcases scholarly articles as well as fiction, poetry, and essays by and about writers and artists from across the Western Hemisphere.



Review 75 contains scholarly articles on a range of topics relating to Argentine writing and humanities, as well as selections of creative material by Argentine writers and artists representing various generations, aesthetics, and subjects. The issue features writing by Edgardo Cozarinsky, Juan Gelman, Liliana Heer, Tamara Kamenszain, Tununa Mercado, María Negroni, Alan Pauls, Nicolás Peyceré, and Beatriz Sarlo.



## Launch of Review 74



Susan Segal; Rhina Espaillat; Edward Baugh; Silvio Torres-Saillant; Daniel Shapiro, Director of Literature

Review 74 presents articles examining trends in Anglophone, Francophone, Hispanic, and Dutch Caribbean literatures; texts by writers from throughout the pan-Caribbean and the diaspora; and coverage of the arts in the region. The issue features writing by José Balza, Lorna Goodison, José Kozer, Achy Obejas, Ellen Ombre, Caryl Phillips, Luis Rafael Sánchez, Severo Sarduy and José Sarney.

# AMERICAS QUARTERLY

## **AMERICAS SOCIETY / COUNCIL OF THE AMERICAS**

## **Americas Quarterly**

Americas Quarterly is the first journal dedicated to promoting and deepening policy analysis and debate on economics, finance and politics in the Western Hemisphere. Targeting the emerging class of business, political and civic leaders, and young technocrats, Americas Quarterly broadens the discussion of future policy alternatives, highlights specific reforms throughout the region and allows for a new generation to have a voice in the U.S., Canada, Latin America, and the Caribbean.



The Fall 2007 issue examined regional crime and security issues, including a feature article by Admiral James Stavridis, Commander of the U.S. Southern Command.

The Spring 2007 issue focused on new directions, with former Presidents Fernando Henrique Cardoso of Brazil and Ricardo Lagos of Chile discussing advances and challenges in the region.



## New York Launch of the Spring 2007 Issue



Ken Shadlen, Editorial Board; Marcela Sánchez, Washington Post, Jorge Castañeda, New York University; Chris Sabatini, Editor-in-Chief; Patricio Navia, Editorial Board, Sylvia Maxfield, Editorial Board



Patricia Phelps de Cisneros; David Rockefeller; Gustavo Cisneros

## **Distinguished Contributors**



Admiral James Stavridis, U.S. Southern Command at the launch of the Fall 2007 issue; Ricardo Lagos, Editorial Board, former president of Chile

## New York Launch of the Fall 2007 Issue



Stephen Handelman, AQ Managing Editor; Athanasios Hristoulas, Instituto Tecnológico Autónomo de México; Chris Sabatini; Desmond Arias, John Jay College of Criminal Justice; Alfredo Corchado, *Dallas Morning News* 

## Uniting opinion leaders to exchange ideas and create solutions to the challenges of the Americas today

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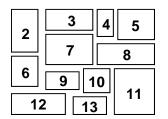
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1

Front Cover



1: Michelle Bachelet, President of Chile. 2: José Sarney, author and former President of Brazil. 3: Martín Redrado, President of the Central Bank of Argentina. 4: Oscar Iván Zuluaga, Minister of Finance, Colombia. 5: Rocío Arbizu and Carlos D'Onofrio, opera singers from the Instituto Superior de Arte del Teatro Colón. 6: José Miguel Insulza, Secretary General of the OAS. 7: Henrique Meirelles, President of the Central Bank of Brazil. 8: Audience members at the Buenos Aires Latin American Cities Conference. 9: Agustín Carstens, Secretary of Finance and Public Credit, Mexico. 10: Ana Vilma de Escobar, Vice President of El Salvador. 11: Screenshot of www.as-coa.org 12: Exhibition Beginning with a Bang! From Confrontation to Intimacy. 13: Carlos M. Gutierrez, Secretary of Commerce.