



Americas Society
Council of the Americas
ANNUAL REPORT 2014

Americas

Americas Society and Council of the Americas — uniting opinion leaders to exchange ideas and create solutions to the challenges of the Americas today

Americas Society

Americas Society (AS) is the premier forum dedicated to education, debate, and dialogue in the Americas. Its mission is to foster an understanding of the contemporary political, social, and economic issues confronting Latin America, the Caribbean, and Canada, and to increase public awareness and appreciation of the diverse cultural heritage of the Americas and the importance of the Inter-American relationship.¹

Council of the Americas

Council of the Americas (COA) is the premier international business organization whose members share a common commitment to economic and social development, open markets, the rule of law, and democracy throughout the Western Hemisphere. The Council's membership consists of leading international companies representing a broad spectrum of sectors including banking and finance, consulting services, consumer products, energy and mining, manufacturing, media, technology, and transportation.²

¹ Americas Society is a tax-exempt public charity described in 501(c)(3) and 509(a)(1) of the Internal Revenue Code of 1986.

² Council of the Americas is a tax-exempt business league under 501(c)(6) of the Internal Revenue Code of 1986, and as such, actively pursues lobbying activities to advance its purpose and the interests of its members.

Americas Society Council of the Americas

Annual Report 2014

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Chairman's Letter

Dear Members and Friends,

Americas Society and Council of the Americas had an outstanding year.

In 2014, in addition to organizing our normal conferences and off-the-record discussions through our signature Latin American Cities series, we also organized business delegations to Havana, Cuba, and to YPF's exploitation area in Neuquen, Argentina. We welcomed heads of state from Chile, Colombia, Costa Rica, Guatemala, Haiti, Honduras, Panama, Peru, and Uruguay as part of our Presidents of the Americas series, and we presented Peruvian President Ollanta Humala with Americas Society's Gold Insigne during the 69th General Debate of the UN General Assembly. Our annual Washington Conference focused on opportunities for economic growth in the region and featured top-level U.S. officials, including U.S. Secretary of State John Kerry, U.S. Secretary of Homeland Security Jeh Johnson, and U.S. Secretary of Commerce Penny Pritzker.

The North American Border and Competitiveness Initiative, now in its third year, convened public and private policy meetings to discuss facilitating cross-border trade with senior government officials, including the U.S. Customs and Border Protection Commissioner R. Gil Kerlikowske and Principal Deputy Assistant Secretary for U.S. Immigration and Customs Enforcement Thomas Winkowski. We also provided input on the Trilateral Inter-Parliamentary Group meetings in Washington.

Closely following the Mexican government's new energy reform, our Energy Action Group held a conference on natural gas and renewable energy in Mexico City, which was attended by top-ranking Mexican government officials. The group also released reports on Canada, Mexico, shale gas development in Latin America, and Asian energy investment in the Western Hemisphere. And our Immigration and Integration Initiative organized events in gateway cities across the United States and contributed to the launch of mayoral offices for immigrant integration in both Atlanta and Nashville.

At our annual Spring Party, we awarded our Gold Medal to Honorary Chairman of the Board of Directors of Grupo Empresarial Kaluz Antonio del Valle, President and CEO of CAF – Development Bank of Latin America Enrique García, and Chairman and CEO of BBVA Francisco González.

Our great successes in 2014 are in large part due to the hard work of Susan and her team, who remain committed to serving our members and constituents. I also want to thank our members and constituents—we could not do any of this without your support. We look forward to working together to continue to make an impact in 2015 and the years ahead.

A handwritten signature in black ink that reads "John D. Negroponte". The signature is fluid and cursive, with the first name "John" being particularly prominent.

John D. Negroponte
Chairman



President's Letter

Dear Members and Friends,

2014 was another exciting year at the Americas Society and Council of the Americas as we broadened the scope of our activities and the reach of our offering.

We hosted 267 public policy programs in 22 cities around the hemisphere. Our Latin American Cities series took us to Bogota, Buenos Aires, Guatemala City, Lima, Medellin, Mexico City, Monterrey, Santiago, and São Paulo, bringing together nearly 3,000 regional leaders from business and government and attracting over 32,600 live views via webcasting. We took a mission to Neuquen, Argentina to discuss future prospects of the oil and gas industry, and a delegation to Havana, Cuba, to study entrepreneurship and the emerging non-state sector. Our Women's Hemispheric Network held six events in five cities, including its first conference in Mexico City, and its YouTube playlist garnered over 32,000 views. In December, our Cuba Working Group applauded U.S. President Barack Obama's historic announcement regarding shifting U.S. policy towards the island, an executive action that echoed many of the recommendations from our 2014 *Action Memo to the President: Cuba and Entrepreneurship* and our 2013 memo *Seven Steps the U.S. President Can Take to Promote Change in Cuba by Adapting the Embargo*. Our Young Professionals of the Americas opened a chapter in Miami, widening its engagement with the next generation of business, political, and cultural leaders in the Western Hemisphere. *Americas Quarterly*, now eight years old, continues to grow its readership and importance. In 2014, the magazine published our third Social Inclusion Index in both English and Spanish, helping to bring a multidimensional approach to the way development is traditionally measured in the region.

In the fall, we honored Gabriel Orozco with Americas Society's first Cultural Achievement Award. Following a competitive selection process, Peruvian artist Elena Damiani was commissioned to design the centerpiece of the David Rockefeller Atrium as the final part of the transformation of the space in our New York headquarters.

It was an outstanding year for our Visual Arts program, with three exquisite exhibitions, including a show called *Unity of Nature: Alexander von Humboldt and the Americas*, whose catalogue was nominated for the Alice Award. Our Metlife Foundation Music of the Americas Concert Series regularly has a waiting list for attendance, and is now staging concerts outside of our townhouse as well, to accommodate concertgoers. And our Literature program featured celebrated authors from the region, including Isabel Allende and Juan Gabriel Vásquez.

I want to thank all of our members, friends, and partners throughout the hemisphere for their support; you are a testament to the quality and impact of the work we do every day. I also want to thank our Boards of Directors and the Chairman's International Advisory Council for their unwavering confidence and their commitment to our organizations. Finally, I want to thank my amazing team, who makes all of this possible. We look forward to working with you all to make 2015 our best year yet.

A handwritten signature in black ink that reads "Susan L. Segal". The script is fluid and cursive.

Susan L. Segal
President and CEO

Overview

Americas Society and Council of the Americas—uniting opinion leaders to exchange ideas and create solutions to the challenges of the Americas today.

As the leading organizations dedicated to hemispheric debate and analysis, Americas Society and Council of the Americas deliver dynamic programming on the most critical issues. In 2014, we continued to grow our reach, organizing 316 public policy and cultural programs around the hemisphere. These programs provided our members with unparalleled access to the region's leading political and cultural figures in over 20 cities globally.

During the year, we expanded the reach of our Latin American Cities series with private events and public conferences in nine cities in the region, with growing audiences in attendance and a record-high 32,600 live webcast views. AS/COA working groups and initiatives broadened our constituency and impact in the region. The Cuba Working Group helped contribute to the Obama administration's historic announcement in December about a shift in U.S.-Cuba policy. The Women's Hemispheric Network traveled throughout Latin America, and held its first-ever conference in Mexico City. The Energy Action Group released reports on Canada, Mexico, shale gas development in Latin America, and Asian energy investment in the Western Hemisphere. The North American Border and Competitiveness Initiative provided input on the Trilateral Inter-Parliamentary Group meetings, while the Immigration and Integration Initiative helped launch mayoral offices for immigrant integration in Atlanta and Nashville. Now in its second year, Young Professionals of the Americas started a chapter in Miami, contributing to its fast-growing and international membership.

The 44th Annual Washington Conference featured remarks from top U.S. government officials, including U.S. Secretary of State John Kerry and Massachusetts Governor Deval Patrick, who spoke about Latin America's transformation in recent



L to R: Cecilia Nahón, Ambassador of Argentina to the U.S. • **Ollanta Humala**, President of Peru • **Susan Segal**, President and CEO, AS/COA; **Michelle Bachelet**, President of Chile • **John Kerry**, U.S. Secretary of State

decades and the potential for greater economic development in the region. Our 34th Spring Party recognized Honorary Chairman of the Board of Directors of Grupo Empresarial Kaluz Antonio del Valle, President and CEO of CAF – Development Bank of Latin America Enrique García, and Chairman and CEO of BBVA Francisco González as our 2014 Gold Medal Recipients.

Americas Quarterly continues to increase its print, online, and mobile presence, providing frontline coverage of the Western Hemisphere. The 2014 print issues focused on higher education, urbanization and sustainability, *consulta previa*, and the socio-economic and political situations facing Cuba and Colombia. The third annual Social Inclusion Index was published in both Spanish and English, and drew a record amount of media attention.

2014 was an exciting year for our culture programs. In the fall, Gabriel Orozco was honored with Americas Society's first Cultural Achievement Award. The Visual Arts program garnered a nomination for an Alice Award for outstanding exhibition catalogue for *Unity of Nature: Alexander von Humboldt and the Americas*. Peruvian artist Elena Damiani was selected to design a site-specific artwork for the David Rockefeller Atrium. Our Music of the Americas season included a concert in Central Park as well as the U.S. premiere of the chamber opera *Gallos y huesos*, as well as a show with Brazilian jazz legend Egberto Gismonti. And our Literature department brought celebrated authors from around the world, including 2014 Presidential Medal of Freedom awardee Isabel Allende, Alfaguara Prize recipient Juan Gabriel Vásquez, and renowned Puerto Rican author Esmeralda Santiago.

In 2015, we look forward to serving our members and constituents with innovative programming on the region's most important topics.



L to R: Luiz Inácio Lula da Silva, former President of Brazil • **AQ Cover Winter 2014** • Gabriel Orozco, artist and honoree of the Americas Society Cultural Achievement Award • Gillian Tett, U.S. Managing Editor, *Financial Times* • Luis Videgaray, Secretary of Finance and Public Credit, Mexico

Core Programs in the U.S.

Highlighting the Americas

The **Core Programs** of Americas Society and Council of the Americas focus on some of the most pressing issues facing the Western Hemisphere. Our public programs bring together the public and private sectors, including policy analysts, diplomats, academics, senior-level officials, and business leaders, who engage with our other members and constituents.

In 2014, our programming included dialogue on themes ranging from education to energy, from global economy to infrastructure, from microfinance to trade integration. Over the year, we held 78 public programs and 161 private events in New York, Washington, and Miami. Webcasting of a majority of programs broadened our reach around the region and the globe with over 53,000 live views.

Row 1: *Business Implications of Brazil's New Anti-Bribery Law.* **Ragnhild Melzi**, Senior Director, Public Policy Programs and Corporate Relations, AS/COA; **Jonathan Kolodner**, Cleary Gottlieb Steen & Hamilton LLP; **Eduardo Sampaio**, FTI Consulting Brazil; **Eric Morehead**, NYSE Governance Services; **Renato Tastardi Portella**, Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

Row 2: *Roundtable on Cybersecurity.* **Anthony Antolino**, Eyelock; **Timothy P. Ryan**, Kroll; **Javier A. Mercado**, AIG • *Mexico in 2014: Political and Economic Outlook.* **Gerardo Rodríguez**, Blackrock; **Lisa Schineller**, Latin American Sovereign Ratings, Standard & Poor's; **José Enrique Arriola**, Editor-At-Large, Latin America, *Bloomberg News* • **Christiana Figueres**, Executive Secretary, UN Framework Convention on Climate Change

Row 3: *The Sixth BRICS Summit and Global Governance.* **Yukon Huang**, Senior Associate, Carnegie Endowment and former World Bank Director for China; **Tanvi Madan**, Fellow and Director, India Project, The Brookings Institution; **Edward Verona**, McLarty Associates and former President and CEO of the U.S.-Russia Business Council; **Ray Suarez**, Host of *Inside Story*, Al Jazeera America • *Caribbean Forum: Promoting Growth Through Innovation.* **Greg Skinner**, Cisco Systems, Inc; **Claudia Stevenson**, Senior Specialist, Competitiveness and Innovation Division, Inter-American Development Bank; **Dennis Evans**, Citi; **Gavin Ottley**, G2G Americas

Row 4: *Equal Before the Law? Women and Business in Latin America.* **Alexandra Aguirre**, Greenberg Traurig LLP; **Ana Salas Siegel**, Fox International Channels; **Carmen González-Sanfeliu**, Intelsat; **Paula Tavares**, Legal Analyst, Women, Business and the Law, the World Bank Group; **Nancy Anderson Bolton**, Senior Director, AS/COA Miami • *A Conversation on Colombia's Peace Process.* **Luis Carlos Villegas**, Ambassador of Colombia to the U.S.; **Humberto de la Calle**, Head of the Colombian Government Delegation in the Peace Talks; **Sergio Jaramillo Caro**, High Commissioner for Peace, Government of Colombia





Row 1: Antônio Henrique Pinheiro, Minister of Ports, Brazil • *Americas Quarterly Launch: NAFTA at 20 and in 20*. **Ernesto Zedillo**, former President of Mexico; Director, Yale University's Center for the Study of Globalization; **Thomas F. McLarty III**, McLarty Associates • **Sergio Massa**, National Deputy for the Frente Renovador Party, Argentina

Row 2: A Conversation on Brazilian Foreign Policy. **Mauro Vieira**, Ambassador of Brazil to the U.S.; **David Rothkopf**, CEO and Editor, Foreign Policy Group • *Latin American Private Equity Cases: Transforming Business Culture.* **Jarlyth Hancock Gibson**, Advent International; **Michael Rogers**, Ernst & Young; **Martin Diaz Plata**, Capital Group Private Markets; **Carlos de la Fuente**, The Abraaj Group

Row 3: Ebola Preparedness in the Western Hemisphere. **Eric Farnsworth**, Vice President, COA; **Román Macaya Hayes**, Ambassador of Costa Rica to the U.S.; **Neil Parsan**, Ambassador of Trinidad and Tobago to the U.S.

Row 4: Francisco Xavier Aguirre Sacasa, former Minister of Foreign Affairs of Nicaragua; former Ambassador of Nicaragua to the U.S.



Row 1: Energy Reform in Mexico: Challenges and Opportunities for Mexico's New Energy Landscape. **Rubén Camarillo Ortega**, Federal Deputy (PAN), Secretary, Energy Commission, Mexico; **Rocio Abreu Artiñano**, Federal Deputy (PRI); President, Special Commission for Environmental Damages; **David Penchyna Grub** (PRI), President, Senate Energy Commission; **Juan Bueno Torio** (PAN), Secretary, Energy Commission

Row 2: Michael Reid, Latin American Bello Columnist and former Americas Editor, *The Economist* • *How Millennials and Evolving Technologies Are Transforming Business and Society.* **Jordi Botifoll**, Cisco Systems, Inc; **Susan Segal**, President and CEO, AS/COA; **Antonio Belfort**, CELISTICS

Row 3: Venezuela's 2014 Economic Outlook. **Francisco Rodríguez**, Bank of America Merrill Lynch; **Alejandro Arreaza**, Barclays; **Aaron H. Freedman**, Moody's Investors Service

Row 4: Alejandro Eder, Director of the Colombian Agency for Reintegration; **Adriana La Rotta**, Director, Media Relations, AS/COA



Elite Events

Connecting the Americas

Our **Elite Events** provide our members with exceptional opportunities to engage with presidents, ministers, senior officials, and influential business leaders from the Western Hemisphere. These private, off-the-record meetings in New York, Miami, and Washington DC offer a space for both our members and our distinguished guests to exchange ideas on themes such as finance, the global economy, energy, infrastructure, security, tourism, telecommunications, trade, and bilateral relations.

In 2014, our honored guests included:

Luis Almagro, Foreign Affairs Minister, Uruguay
Paulo Bernardo, Minister of Communication, Brazil
Mauricio Cárdenas, Minister of Finance & Public Credit, Colombia
Agustín Carstens, Governor, Central Bank of Mexico
Luis Miguel Castilla, Minister of Economy and Finance, Peru
Luciano Coutinho, President of Brazil's National Development Bank
Dulcideo de la Guardia, Minister of Finance, Panama
Armínio Fraga, Economic Advisor to Brazilian Presidential Candidate Aécio Neves
Ildefonso Guajardo, Secretary of Economy, Mexico
Anthony Hylton, Minister of Industry, Investment, and Commerce, Jamaica
Axel Kicillof, Minister of Economy and Public Finance, Argentina
Luiz Inácio Lula da Silva, former President of Brazil
Mauricio Macri, Mayor of the City of Buenos Aires, Argentina
José Antonio Meade, Secretary of Foreign Affairs, Mexico
Joe Oliver, Minister of Finance, Canada
Germán Rojas, Minister of Finance, Paraguay
Alonso Segura, Minister of Economy and Finance, Peru
Thomas A. Shannon, Jr., Counselor, U.S. Department of State
Alexandre Antônio Tombini, President of the Central Bank, Brazil
Josefina Vidal, General Director, U.S. Division, Ministry of Foreign Affairs, Cuba
Luis Videgaray, Secretary of Finance and Public Credit, Mexico



Row 1: Germán Hugo Rojas Irigoyen, Minister of Finance, Paraguay; Susan Segal, President and CEO, AS/COA • Luis Almagro, Minister of Foreign Affairs, Uruguay; Nancy Anderson Bolton, Senior Director, AS/COA Miami • Ildefonso Guajardo, Secretary of Economy, Mexico; Ambassador John Negroponte, Chairman, AS/COA

Row 2: Axel Kicillof, Minister of Economy and Public Finance, Argentina; José Antonio Ocampo, Professor of Professional Practice and Director of the Economic and Political Development Concentration, School of International and Public Affairs, Columbia University • Josefina Vidal, General Director, U.S. Division, Ministry of Foreign Affairs of Cuba • Luis Videgaray, Secretary of Finance and Public Credit, Mexico

Row 3: Mauricio Macri, Mayor of the City of Buenos Aires, Argentina; Ragnhild Melzi, Senior Director, Public Policy Programs and Corporate Relations, AS/COA • Luiz Inácio Lula da Silva, former President of Brazil • Alexandre Antônio Tombini, President of the Central Bank, Brazil

Row 4: Joe Oliver, Minister of Finance, Canada • Anthony Hylton, Minister of Industry, Investment, and Commerce, Jamaica

Presidents of the Americas

Leading the Americas

As part of our **Presidents of the Americas** series, we hosted nine heads of state from the region at our U.S. offices and in cities across the Western Hemisphere in 2014. These programs convene members, leading policymakers, and top officials for dialogue on the investment, political, and socioeconomic climates in their countries.

Over the course of the year, we hosted public and private programs with the heads of the state of Chile, Colombia, Costa Rica, Guatemala, Haiti, Honduras, Panama, Peru, and Uruguay. During the opening week of the 69th Session of the UN General Assembly, Americas Society presented Peruvian President Ollanta Humala with the Gold Insigne in recognition of his extraordinary accomplishments. The Gold Insigne is the organization's highest honor, awarded to democratically elected heads of state from the Western Hemisphere who have made outstanding contributions to their own country, the region, and society.



Row 1: Michelle Bachelet, President of Chile • **Juan Manuel Santos**, President of Colombia • **Juan Carlos Varela**, President of Panama

Row 2: Michel Martelly, President of Haiti • **Ollanta Humala**, President of Peru • **Otto Pérez Molina**, President of Guatemala

Row 3: Luis Guillermo Solís, President of Costa Rica • **José Mujica**, President of Uruguay • **Juan Orlando Hernández**, President of Honduras

Latin American Cities

Our signature **Latin American Cities** series creates a forum that attracts prominent leaders from the public and private sectors to generate discussion and debate around some of the top themes for the region, including climate change, energy, competitiveness, and innovation. The conversations provide participants with a deeper understanding of the political and economic landscapes of the host countries and the region as a whole.

In 2014, our Latin American Cities series was active in Bogota, Buenos Aires, Lima, Mexico City, Santiago, and São Paulo, and we held conferences in Guatemala City, Medellin, and Monterrey for the first time. Distinguished speakers included presidents, ministers, governors, secretaries, ambassadors, senior representatives from multilateral organizations, CEOs, and leading entrepreneurs.

The conferences are highly anticipated events in each city; our nine public conferences attracted close to 3,000 attendees and we held private events in eight cities. Webcasts of the programs expanded that reach, with over 32,600 live views.

Row 1: **Oscar Calvo González**, Chief Economist, Central America, World Bank • **Daniel Scioli**, Governor of the Province of Buenos Aires, Argentina; **Susan Segal**, President and CEO, AS/COA • **Alberto Arenas**, Minister of Finance, Chile

Row 2: *Competitiveness: Stimulating Growth in Post Reform Mexico.* **Abraham Zamora**, Head of the Economic Productivity Unit, Secretariat of Finance and Public Credit, Mexico; **Alejandro González**, ABA Seguros; **Blanca Treviño**, Softtek; **Luis Farias**, CEMEX; **Máximo Vedoya**, Ternium

Row 3: **Alonso Segura**, Minister of Economy and Finance, Peru • **Eduardo Campos**, Governor of the State of Pernambuco, Brazil • **Mauricio Cárdenas**, Minister of Finance and Public Credit, Colombia; **Luis Carlos Sarmiento Angulo**, Grupo Aval

Row 4: **Diego Molano**, Minister of Information Technologies and Communications, Colombia • *The Energy Reform.* **Chantal Kordula**, Cleary Gottlieb Steen & Hamilton LLP; **Ali Moshiri**, Chevron; **Emilio Lozoya**, PEMEX; **Carlos Ruiz Sacristán**, IEnova



Latin American Cities Elite Events

In conjunction with our public Latin American Cities conferences, we organize a number of members only **Elite Events** that bring together our local and international corporate, board, and Chairman's International Advisory Council members with senior hemispheric officials and business leaders for exclusive, off-the-record events. These programs provide the ideal setting for our members and constituents to engage with invited guests on investment opportunities and critical hemispheric issues.

In 2014, our honored guests included:

Liliana Ayalde, U.S. Ambassador to Brazil

Sergio de la Torre, Minister of Economy, Guatemala

Miguel Galuccio, YPF

Gonzalo Gutiérrez, Minister of Foreign Affairs, Peru

Ali Moshiri, Chevron

Heraldo Muñoz, Minister of Foreign Affairs, Chile

Richard Peach, Senior Vice President, Macroeconomic and Monetary Studies Function,
Federal Reserve Bank of New York

Kevin Whitaker, U.S. Ambassador to Colombia



Row 1: Alicia Bárcena, Executive Secretary, U.N. Economic Commission for Latin America and the Caribbean; **Heraldo Muñoz**, Minister of Foreign Affairs, Chile • **Liliana Ayalde**, U.S. Ambassador to Brazil • **Sergio de la Torre**, Minister of Economy, Guatemala; **Susan Segal**, President and CEO, AS/COA

Row 2: **Gonzalo Gutiérrez**, Minister of Foreign Affairs, Peru • **Steve Crowell**, Pluspetrol; **Ragnhild Melzi**, Senior Director, Public Policy Programs and Corporate Relations, AS/COA; **Beverly Peach**; **Richard Peach**, Senior Vice President, Macroeconomic and Monetary Studies Function, Federal Reserve Bank of New York • **Kevin Whitaker**, U.S. Ambassador to Colombia

Row 3: **Ali Moshiri**, Chevron; **Miguel Galuccio**, YPF; **Jorge Sapag**, Governor of Neuquen, Argentina; **Susan Segal**, AS/COA

Latin American Roundtables

Engaging the Americas

Americas Society and Council of the Americas leverage our Latin American presence to convene public- and private-sector decision-makers for private roundtable discussions across the region.

Members of the *Policy/Americas Quarterly* staff traveled to Peru in the winter of 2014 to meet with stakeholders from the government, private sector, and indigenous communities to further research funded by the Ford Foundation on *consulta previa* (community consultations) and natural resource extraction. The team gathered details on the history of Peruvian social conflicts related to extractive industries and local communities, then traveled from Lima to conduct field research in Iquitos, meeting with the Kichwa and Maijuna communities.

In Chile, the Policy department collaborated with AS/COA's Energy Action Group (EAG), bringing together the private sector, legal experts, natural resource extraction firms, and government officials to focus on Chile's plans for renewable energy, in addition to *consulta previa* efforts in the country. Chilean Energy Minister Máximo Pacheco delivered keynote remarks.

The EAG also hosted events in Mexico and Colombia. In Mexico City, the working group collaborated with Monterrey Tech's Global Institute for Sustainability to share official and private-sector perspectives about how Mexico can take advantage of natural gas as a source of power generation and develop renewables over the next 25 years, as well as the government approach to doing so in the framework of recent energy reforms. At a program supported by the Inter-American Development Bank in Bogota, the group convened members of the diplomatic community along with public- and private-sector representatives to explore conventional and renewable energy cooperation in the Pacific Alliance, including challenges presented by dropping oil prices.



Row 1: Mexico City: *Opportunities in Natural Gas and Renewable Energy*. **Jesús López de Andrés**, Gas Natural Fenosa; **Fabiola Ortiz**, Corporate Group, Standard & Poor's; **Tania Ortiz Mena**, IEnova; **Juan Ignacio Rubiolo**, AES Mexico, Central America, and the Caribbean; **Ramón Espinasa**, Lead Oil and Gas Specialist, Inter-American Development Bank

Row 2: **Máximo Pacheco**, Minister of Energy, Chile • *Panel Discussion: Energy in the Pacific Alliance*. **David Yanovich**, Cerrito Capital; **Federico Echavarría**, AES Chivor; **José Ramón Gómez**, Senior Energy Specialist, Inter-American Development Bank

Row 3: *Consulta Previa and Renewable Energy Production: Ensuring Community Participation and a Clear Framework for Investment*. **Ángela Acevedo**, Specialist, Ministry of Culture, Peru; **Christian Santana**, Head of Renewable Energy Division, Ministry of Energy, Chile; **Ramiro Alfonsín**, Endesa, Chile • **Vladimiro Huaroc**, High Commissioner, Office of Dialogue and Sustainability, Peru; **Mari Hayman**, Policy Associate, AS/COA; **Alana Tummino**, Director of Policy, AS/COA

Row 4: **Rocío Avila**, Regional Coordinator, Extractive Industries Program, Oxfam America; **Tarcila Rivera**, Executive Director, Center for Indigenous Peoples' Culture, Peru

Working Groups

Analyzing the Americas

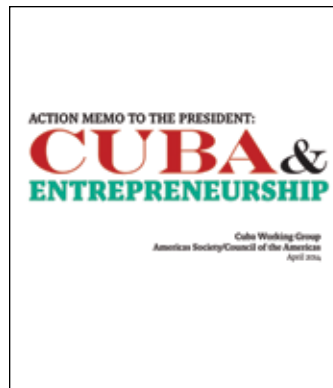
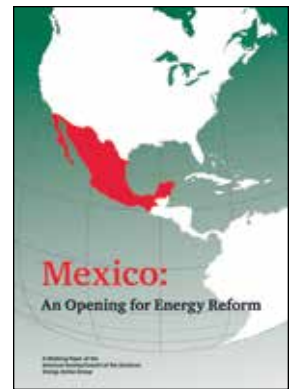
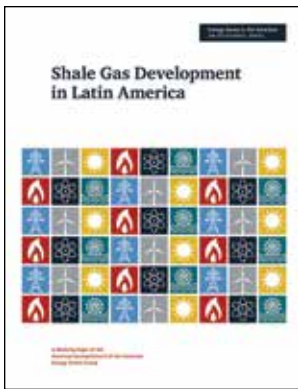
The **Cuba Working Group (CWG)** connects senior-level representatives from the U.S. and Cuban governments, corporate and foundation leaders, and Cuba experts to discuss U.S.-Cuba ties and the potential for future policy changes. This effort has produced a series of white papers and news articles on regulations affecting U.S. business activity in Cuba under the U.S. embargo.

CWG applauded the historic policy shift announced by U.S. President Barack Obama in December, which incorporated several recommendations made in CWG's 2014 report, *Action Memo to the President: Cuba and Entrepreneurship*, and in a prior 2013 memo, *Seven Steps the U.S. President Can Take to Promote Change in Cuba by Adapting the Embargo*.

During the year, the CWG organized 12 programs in New York, Washington DC, and Miami on Cuba's economy, U.S.-Cuba policy, entrepreneurship, and business relations. In April, AS/COA took its second senior-level delegation to Havana to examine the Cuban economy, the growing non-state sector, entrepreneurship, and investment opportunities. The agenda included meetings with top government officials, leading economists, foundations, entrepreneurs, diplomats, journalists, and artists.

The **Energy Action Group (EAG)** brings together the public and private sectors to develop strategic energy policies for the Americas. The group hosts forums in cities across the Americas and publishes working papers and recommendations on key energy topics. The EAG's objective is to promote and support more effective integration and collaboration among the countries and public and private companies of the Americas in the energy sector, as well as to promote the use of clean sources of energy, including natural gas, throughout the region.

In 2014, the EAG organized conferences, roundtables, and private meetings in Bogota, Mexico City, and Santiago. These events focused on issues such as North American energy integration, natural gas, energy reforms, and the Pacific Alliance. The EAG was also active in Washington DC and New York, including meetings on topics such as the price of oil, Venezuelan energy, and Asian energy investment in the Americas.



Row 1: *Shale Gas Development in Latin America*, September 2014 white paper • *Asian Energy Investment in the Americas*. **Hidehiro Muramatsu**, Japan Oil, Gas, and Metals National Corporation; **Eric Farnsworth**, Vice President, COA; **Erica Downs**, Fellow, John L. Thornton China Center, Brookings Institution; **David Manning**, Representative to the United States, Government of Alberta, Canada • *Mexico: An Opening for Energy Reform*, July 2014 white paper

Row 2: *North American Energy Integration: Mexico and Canada*. **Christian Gómez, Jr.**, Director of Energy, COA; **Isidro Morales Moreno**, Professor, Graduate School of Public Policy and Administration, Tecnológico de Monterrey; **Graham Campbell**, President, Energy Council of Canada; **Erik Milito**, Director of Upstream and Industry Operations, American Petroleum Institute

Row 3: Ambassador **Jeffrey DeLaurentis**, Chief of Mission, U.S. Interests Section, Havana, Cuba • *Action Memo to the President: Cuba and Entrepreneurship*, April 2014 white paper • U.S. Representative **Gregory Meeks** (D-NY)

Row 4: **Peter Johnson**, Associate, Rockefeller Family & Associates; **Ben Rodríguez-Cubeñas**, Program Officer, Rockefeller Brothers Fund; **Susan Segal**, President and CEO, AS/COA

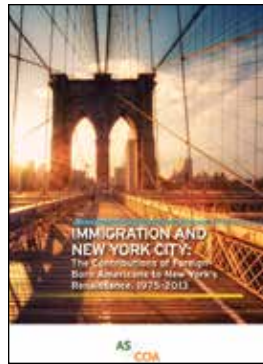
Initiatives

The **AS/COA Women's Hemispheric Network** creates a space where successful women in the public and private sectors share insights that inspire the next generation of female leaders. Through high-level networking workshops and roundtables across the Americas, AS/COA encourages rising female professionals to establish paths for career advancement. Video materials from the events have drawn over 32,000 views. For more information, visit as-coa.org/women.

2014 highlights included events in Panama City and Santiago, as well as our first-ever conference in Mexico City. Our third annual conference in New York showcased a diverse group of female leaders who discussed the challenges and opportunities women face in the workplace. Keynote speaker and *Financial Times* U.S. Managing Editor Gillian Tett advised audience members to “get out of groupthink” and reassess their professional experience to boost their careers.

The **Immigration and Integration Initiative** organized nine public and private meetings in 2014 that brought together leaders in business, government, and civil society to discuss local strategies that support immigrant integration and maximize economic growth. The year's programs included a private roundtable and public event in Nashville, a first-ever private roundtable focused on statewide efforts to leverage the economic contributions of immigrants in Minnesota, stakeholder meetings in Charlotte and Atlanta to inform city government integration efforts, and public events in New York and Washington DC. These events led to significant policy achievements: in September the mayors of Atlanta and Nashville accepted recommendations that came out of AS/COA's roundtables and created a Mayor's Office of Immigrant and Multicultural Affairs and a Mayor's Office of New Americans, respectively. Additionally, we published four fact sheets and the report *Immigration and New York City: The Contributions of Foreign-Born Americans to New York's Renaissance, 1975–2013*.

Council of the Americas' **North American Border and Competitiveness Initiative** seeks to foster a public-private dialogue on deepening economic integration within North America and on improving management of the U.S.-Mexico border. In 2014, the Initiative featured private meetings and public programs with relevant officials and COA members in Washington DC. In addition, the Initiative promoted a vision of North America as a shared economic space through congressional testimony and published articles.



Row 1: *Women's Economic Empowerment in Panama: Private Luncheon.* **Aimee Sentmat**, Banistmo; **Susan Segal**, President and CEO, AS/COA; **Ilya R. Espino de Marotta**, Executive Vice President for Engineering and Programs Management, Panama Canal Authority • *AS/COA Women's Hemispheric Network Conference in New York.* **Gillian Tett**, U.S. Managing Editor, *Financial Times*

Row 2: *Women's Economic Empowerment in Mexico: Lessons from the Top.* **Reyna Torres Mendivil**, Director General for the Protection of Mexicans Abroad, Ministry of Foreign Relations, Mexico • *Women's Economic Empowerment in Chile: Private Luncheon.* **Esperanza Cueto**, President, Comunidad Mujer; **Monica Duwe**, HSBC; **Ximena Rincón González**, Minister-Secretary General, Chile

Row 3: *Immigration and the Economic Revival of New York City.* **Carlos Menchaca**, Council Member, New York City Council; Chair, Committee on Immigration; **Robert Sampson**, Henry Ford II Professor of the Social Sciences, Harvard University • *Immigration and New York City*, April 2014 white paper • *The New 'It' City: How Immigrants Contribute to Nashville's Growing Success.* U.S. Representative **Jim Cooper** (D-TN)

Row 4: **R. Gil Kerlikowske**, Commissioner, U.S. Customs and Border Protection • *Migration and Commerce at the Border Private Luncheon.* **Thomas S. Winkowski**, Principal Deputy Assistant Secretary, U.S. Immigration and Customs Enforcement

AS/COA Online

Linking the Americas

AS/COA Online expanded its reach as a top source of information for news about the Americas, attracting new audiences at record rates in 2014. While the website continued covering critical issues in explainers and country updates, fresh content offerings, such as regular infographics and charts, helped multiply our audience. Our 2014 Election Guide was a top-clicked page, thanks to ongoing coverage of presidential votes, poll updates, and electoral issues in Latin America's seven presidential elections. We launched a video series, AS/COA Online Explains, featuring interviews with analysts, officials, and business leaders on topics defining hemispheric affairs. And a new podcast series known as the LatAm Minute shares quick updates on regional trends with expert interviews. The results are in the numbers: when it comes to **as-coa.org** traffic, pageviews grew by over 30 percent and the number of unique visitors rose by almost 40 percent compared to 2013.

We also reached readers and viewers on a variety of platforms and in new ways. Our broadcasting channel at livestream.com garnered 142,500 views, an increase of more than 80 percent over the prior year. Well over a dozen news sites from across the hemisphere carried our live webcasts, including Argentina's *La Nación*, Brazil's *Folha de São Paulo* and *O Estado de São Paulo*, Mexico's *El Universal* and CNN Expansión, and U.S. outlet Bloomberg. YouTube channel subscriptions jumped 88 percent, while views rose by 48 percent. Twitter also grew as a traffic source by 43 percent.

Through social media, e-newsletters, and our website, there are a number of ways you can access content and interact with Americas Society and Council of the Americas. We invite you to join the AS/COA Online community:



as-coa.org/live



as-coa.org/newsletters



Facebook.com/ASCOA



Twitter.com/ASCOA



YouTube.com/ASCOAonline



Instagram.com/ASCOA



Soundcloud.com/ASCOA



Americas Quarterly

Engaging the Americas

Americas Quarterly is the premier journal dedicated to policy analysis and debate on economics, finance, politics, and social development in the Western Hemisphere. AQ has gained a reputation as a balanced, authoritative, and accessible journal that responds to issues facing the region and brings a diverse set of key players to the table. In 2014, AQ issues covered Sustainable Cities: Our Cities, Our Future (Winter 2014); Consulta Previa and Investment (Spring 2014); Higher Education and Competitiveness, plus the Social Inclusion Index (Summer 2014); and Cuba and Colombia (Fall 2014).

The third edition of the annual Social Inclusion Index appeared in the Summer 2014 issue, identifying 21 variables, including access to markets; social services; formal jobs; popular attitudes toward the government and personal empowerment; participation in civil society by race/ethnicity and gender; and political, civil, women's and LGBT rights. In 2014, AQ also examined and ranked countries along two new measures: disability rights and access to justice.

In the spring of 2015, *Americas Quarterly's* website, AQ Online (**www.AmericasQuarterly.org**) debuts a revamped, mobile-friendly new look that will better showcase the website's exclusive multimedia content, news updates, and daily blog posts from around the hemisphere, as well as experiment with new ways to engage readers in virtual debates on the most pressing topics in the region. In addition, AQ will continue to provide full digital access to the magazine on the AQ app, available for iPhone, iPad, Android, and Kindle.

Row 1: Winter 2014 • Spring 2014 • Summer 2014 • Fall 2014

Row 2: *Freedom of Expression in the Americas: A Discussion with the 2014 Moors Cabot Award Winners.* **Paco Calderón**, Political Cartoonist, Grupo Reforma, Mexico; **Giannina Segnini**, Investigative Editor, *La Nación*, Costa Rica • *Private Technology Roundtable and Luncheon.* **Ellery Roberts Biddle**, Director, Global Voices Advocacy; **Renate Rennie**, Chairman and President, The Tinker Foundation • AQ app for iPad and iPhone

Row 3: *Americas Quarterly Spring 2014 Launch: The Perils and Promise of Consulta Previa.* **Francisco Borin Graziano**, Construções e Comércio Camargo Corrêa S.A.; **Francisco Veloso**, Antofagasta Minerals; **Andrée Viana Garcés**, former Director of Consulta Previa, Ministry of the Interior, Colombia; Professor, Pontificia Universidad Javeriana; consultant, Instituto de Estudios Sociales y Culturales (PENSAR); **Alberto Chumil Julajuj**, Mayor, Indigenous Ancestral Mayan Authority Sololá, Guatemala; **Lucio Alcalón Sotoy**, Treasurer, Indigenous Ancestral Mayan Authority, Sololá, Guatemala; **Luis Enrique Coc**, Secretary, Indigenous Ancestral Mayan Authority, Sololá, Guatemala; **Ivan Lanegra**, former Vice Minister of Intercultural Affairs, Peru; Professor of Political Science, Pontificia Universidad Católica del Perú and Universidad del Pacífico

Row 4: *Americas Quarterly Winter 2014 Launch: Sustainable Cities in Latin America.* **Horacio Terraza**, Sector Coordinator, Infrastructure and Environment Sector, Inter-American Development Bank; **Shaun Abrahamson**, Urban.Us; **Jordi Botifoll**, Cisco Systems, Inc; **Alana Tummino**, Senior Editor, *Americas Quarterly* • *Americas Quarterly Summer 2014 Launch: Is Latin America Becoming More Socially Inclusive?* **Kevin Casas-Zamora**, Secretary for Political Affairs, Organization of American States; non-resident Senior Fellow, Latin America Initiative, Brookings Institution



44th Annual Washington Conference on the Americas

The **Washington Conference on the Americas** offers an opportunity for leaders from the public and private sectors to engage in substantive analysis of timely themes affecting the Western Hemisphere. Held at the U.S. Department of State, COA's 44th Washington Conference explored the theme "Looking to the Americas: The United States in 2015."

Speakers addressed trade promotion, energy security, innovation, and North American integration, among other issues. U.S. Secretary of State John Kerry opened the conference with praise for strides made across the hemisphere in the reduction of inequality and poverty, the expansion of economic and educational opportunities, and the assurance of financial and human security. In an interview with Ambassador John Negroponte, U.S. Senator Tim Kaine (D-VA) discussed immigration reform, border issues, and NAFTA, as well as broader commerce and trade concerns. Massachusetts Governor Deval Patrick shared insights drawn from his trade mission in the hemisphere in an interview with Mónica Pinzón, Colombia's Consul General in Boston.

U.S. Secretary of Homeland Security Jeh Johnson expressed optimism about the U.S. government's relationship with its counterparts in Mexico and Canada, and noted that cross-border cooperation is ever more important to monitor immigration and cybersecurity issues. In a Davos-style conversation, Vice President for Latin America and the Caribbean at the World Bank Jorge Familiar and author and scholar at the Carnegie Endowment Moisés Naím touched on the expanding middle class in the Americas, crime and security, the innovation agenda, and energy. Edward Luce of the *Financial Times* conducted the keynote lunch interview with U.S. Secretary of Commerce Penny Pritzker, during which she highlighted the importance of free trade agreements in the Americas.

The opening reception was hosted by the Ambassador of Mexico to the U.S. Eduardo Medina Mora, with keynote remarks from Chairman of the House Foreign Affairs Committee Ed Royce (R-CA).

Row 1: U.S. Representative **Ed Royce** (R-CA); Chairman, U.S. House Committee on Foreign Affairs • **John Kerry**, U.S. Secretary of State • **Eduardo Medina Mora**, Ambassador of Mexico to the U.S.

Row 2: **Penny Pritzker**, U.S. Secretary of Commerce • **Roberta Jacobson**, Assistant Secretary of State for Western Hemisphere Affairs • **Tim Kaine**, Senator and Chairman, U.S.-Mexico Interparliamentary Group

Row 3: *The Opportunity Agenda in the Americas.* **Jorge Familiar**, Vice President for Latin America and the Caribbean, The World Bank; **Moisés Naim**, Scholar, Carnegie Endowment; Author and Contributing Editor, *The Atlantic*; **Eric Farnsworth**, Vice President, COA

Row 4: *Creating Growth and Opportunity at Home and in the Americas.* **Deval Patrick**, Governor of Massachusetts; **Mónica Pinzón Bueno**, Consul General of Colombia • *Facilitating Legal Flows of Goods and People.* **Jeh Johnson**, U.S. Secretary of Homeland Security; **Susan Segal**, President and CEO, AS/COA



Education and Advocacy

Through briefings, private meetings, testimony, public panel discussions, and direct interaction with administration and congressional leaders, Council of the Americas represents our members' collective interests by promoting a deeper understanding of the Western Hemisphere and its importance to the U.S. agenda.

In 2014, the Council worked closely with the U.S.-Mexico Interparliamentary Group, providing recommendations on bilateral energy cooperation and hosting its members during meetings in Washington. We submitted formal comments to the U.S. government on the U.S.-Mexico High Level Economic Dialogue, which we strongly support as a means to enhance North America's global competitiveness. In testimony to the U.S. House of Representatives Subcommittee on Western Hemisphere Affairs, COA Vice President Eric Farnsworth argued that the NAFTA has proven to be an economic success and should now be modernized to boost North American competitiveness. Regarding the broader trade agenda, the Council's Trade Advisory Group highlighted the importance of regenerating a U.S. trade agenda in the Western Hemisphere and continued to advocate for modernized Trade Promotion Authority as an important tool for pursuing pending and future negotiations.

Council leadership held regular meetings on Capitol Hill on a wide variety of topics, including trade, energy, foreign policy, and immigration reform. In testimony before the U.S. Senate Committee on Homeland Security and Government Affairs, Eric Farnsworth discussed the root causes of the crisis of unaccompanied minors migrating to the United States from Central America. In op-eds and letters to Senate leadership, the Council called for confirmation of pending ambassadorial nominations in the Americas. We also hosted members of the U.S. Congress during their travel to the region, including a bipartisan delegation from the U.S. House of Representatives in Lima.



Row 1: **Bill Ichord**, International Government Affairs, ConocoPhillips; U.S. Representative **Michael McCaul** (R-TX), Chairman, U.S. House Committee on Homeland Security; Ambassador **John Negroponte**, Chairman, AS/COA

Row 2: **Thomas A. Shannon, Jr.**, Counselor, U.S. Department of State; **Eric Farnsworth**, Vice President, COA • U.S. Representative **Matthew J. Salmon**, (R-AZ) • *Strengthening North American Supply Chains*. **Maria Contreras-Sweet**, Administrator, U.S. Small Business Administration; **Eduardo Medina Mora**, Ambassador of Mexico to the U.S.

Row 3: **Brian Nichols**, U.S. Ambassador to Peru • *The Quest for Competitiveness: Higher Education and Workforce Development in the United States and Mexico*. **Evan Ryan**, Assistant Secretary, Education and Cultural Affairs, U.S. Department of State; **Sergio Alcocer**, Undersecretary for North America, Ministry of Foreign Affairs, Mexico; **Eric Farnsworth**, COA

Literature

For nearly 50 years, the **Literature** Department, through public programming and publication of *Review: Literature and Arts of the Americas*, has been recognized for its leadership in presenting the finest writing from throughout the Americas, featuring iconic authors and emerging voices, as well as covering historical figures. This year, writers and scholars read from their work and engaged in readings, conversations, and book presentations that examined seminal topics. The respective program seasons culminated in the publication of two timely issues of *Review*.

The Literature department's 20 events featured authors including 2014 Presidential Medal of Freedom awardee Isabel Allende, interviewed by *Democracy Now!* host Amy Goodman; celebrated Colombian novelist Juan Gabriel Vásquez (Alfaguara Prize); renowned Puerto Rican writer Esmeralda Santiago, interviewed by *New York Times* writer Mireya Navarro; acclaimed Argentine author Luisa Valenzuela; and *Review* 89 guest-editor Nicolás Kanellos in conversation with authors Carmen Boullosa and Rolando Hinojosa-Smith. Additional events included a presentation celebrating the centennial of Octavio Paz's birth; a special panel with Patricia Ariza (co-founder, Teatro La Candelaria) and actress Miriam Colón; a bilingual reading headlined by U.S. poet Anne Waldman; and an event highlighting Dalkey Archive Press.

The latest print/digital issues of *Review* 88 (Beyond Violence: Toward Justice in Latin American Writing/Arts, Spring 2014) and *Review* 89 (The Americas in New York: Writing and Arts in *La Gran Manzana*, Fall 2014) showcased texts by established and younger writers from throughout the Americas, including Héctor Abad, Juan Gelman, Yuri Herrera, Tato Laviera, and Elena Poniatowska; a host of noted Latino writers; and memorial pieces on Oscar Hijuelos and Alvaro Mutis.

Learn more about Literature programming and *Review* at:
www.as-coa.org/literature



Row 1: Peru's Underground/American Avant-Garde: *Kloaka* and the Beat Generation. **Anne Waldman**, poet • **Isabel Allende**, author; **Amy Goodman**, Host and Executive Producer, *Democracy Now!* • **Patricia Ariza**, co-founder, Teatro La Candelaria; **Miriam Colón**, actress

Row 2: Dalkey Archive Press: A Reading and Celebration. **José Negroni**, Assistant to Director of Literature, Americas Society; **Álvaro Enrigue**, writer; **Alejandro Branger**, translator; **Rowan Ricardo Phillips**, translator; **Eduardo Lago**, writer; **Daniel Shapiro**, Director of Literature, Americas Society

Row 3: *Review 88: Beyond Violence, Toward Justice*, Spring 2014 cover • *Review 89: Writing & Arts in La Gran Manzana*, Fall 2014 cover • *Texas and Mexico in New York*. **Rolando Hinojosa-Smith**, writer; **Carmen Boullosa**, writer; **Nicolás Kanellos**, Director and Founder, Arte Público Press; Professor, Brown Foundation of Hispanic Studies, University of Houston; **Will Evans**, Deep Vellum • **Juan Gabriel Vásquez**, author

Row 4: **Mireya Navarro**, Metropolitan News Writer, *The New York Times*; **Esmeralda Santiago**, writer

Music

During 2014, the MetLife Foundation **Music of the Americas** Concert Series presented 19 events in New York. We held a variety of concerts through ongoing collaborations with the Instituto Superior de Arte del Teatro Colón, Mannes School of Music at the New School, Gotham Early Music Scene, Savassi Festival New York, and Make Music New York. We also established a new partnership with the Centro de Experimentación del Teatro Colón through the U.S. premiere of the chamber opera *Gallos y huesos* at HERE Arts Center in June. Legendary Brazilian multi-instrumentalist Egberto Gismonti kicked off our Fall 2014 season at Symphony Space, where he performed a two-hour set for solo guitar and piano as the final night of the Savassi Festival New York. Banff International String Quartet Competition winners Dover Quartet performed works by Vivian Fung, Dvořák, and Mozart to an entranced audience in October, and young singers from the Teatro Colón joined us once again for an evening of opera favorites.

Other season highlights included early music concerts by Spanish vocal group Musica Ficta at the Hispanic Society of America in what became our second commercially released CD; the 14-piece wind band Symphonie des Dragons, led by Argentine oboist Gonzalo X Ruiz, in a French baroque program; and an encore performance of the Codex de Trujillo by the Bishop's Band as part of the Twelfth Night Festival at Trinity Wall Street. Montreal-based Ensemble Paramirabo presented a program of new music as part of the mise-en music festival, featuring an award-winning work by young Brazilian composer Rodrigo Bussad. A cast of over 30 flutists, led by Americas Society Music Director Sebastián Zubieta, performed Canadian composer Henry Brant's *June 16* in Central Park in our outdoor concert of the season during Make Music New York, while Brazilian soloist Fábio Zanon performed to a packed house as part of our collaboration with the New York Guitar Seminar at Mannes.

Music of the Americas artists were featured throughout the year on WKCR, WBAI, and WQXR, and we continued to post new content online and cultivate our social media audience.

Get access to video, audio, upcoming events, and more at:
www.as-coa.org/music



Row 1: Dover Quartet • Hernán Vuga, baritone; Maximiliano Agatiello, tenor •
Symphonie des Dragons
Row 2: Meridionalis, conducted by Sebastián Zubieta, Director of Music, Americas
Society at HERE Arts Center
Row 3: Furio Zanasi, baritone; Eduardo Egüez, lute • Flutists in Central Park at
Make Music New York • Fábio Zanon
Row 4: Egberto Gismonti at Symphony Space

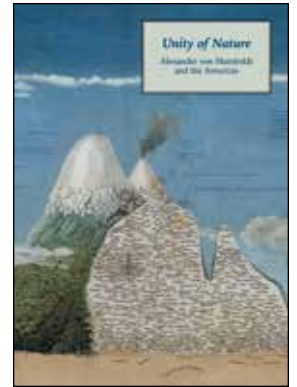
Visual Arts

2014 began with *Within the Light Trap: Cruz-Diez in Black and White*, an exhibition that gathered a selection of photography by the Venezuelan artist Carlos Cruz-Diez since the 1940s. Inspired by street photographers who worked in local plazas, Cruz-Diez was intensely interested in the research of documentary photography. He traveled with his camera to capture folkloric rituals and the vernacular culture of Venezuela's rural villages, as well as the demographic transformations and new real estate developments taking place in Caracas due to the rapid process of modernization brought by oil wealth. This important yet little-known chapter of Cruz-Diez's practice was displayed for the first time in the United States at Americas Society and featured in *The New York Times* LENS Blog.

The spring exhibition *Unity of Nature: Alexander von Humboldt and the Americas* focused on the intrepid Prussian explorer, scientist, diplomat, and author, who, from 1799 to 1804, journeyed through the Spanish American colonies (modern-day Colombia, Cuba, Ecuador, Mexico, Peru, and Venezuela). Included in the exhibition were rare books, scientific instruments, paintings, letters by Simón Bolívar and Humboldt, along with a cabinet by contemporary artist Mark Dion, as his response to the tradition of scientific drawing and the systematic categorization of species. Nearly 30 museums and private collectors from Europe and the United States lent to the exhibition, and the accompanying publication was nominated for the Alice Award for outstanding exhibition catalogue.

The year concluded with *Spatial Acts: Americas Society Commissions Art*, an exhibition that featured works by artists and finalists Esvin Alarcón Lam, Elena Damiani, Marcius Galan, and Jorge Pedro Nuñez for the David Rockefeller Atrium's site-specific installation. After a multi part, six-month process undertaken by nominating and selection committees, the art commission was ultimately awarded to Damiani. The fall season also marked the first Americas Society Cultural Achievement Award, given to Gabriel Orozco for his extraordinary global artistic contribution to contemporary art. The evening, sponsored by the international auction house Phillips, included a conversation between Orozco and Pulitzer Prize winning author Dr. Siddhartha Mukherjee.

For more information about Visual Arts programs, exhibitions, and publications, visit: www.as-coa.org/visualarts



Row 1: *Within the Light Trap: Cruz-Diez in Black and White*. Installation view • Photograph by **Carlos Cruz-Diez** featured in *Within the Light Trap: Cruz-Diez in Black and White*

Row 2: "Humboldt" cabinet by artist Mark Dion featured in *Unity of Nature: Alexander von Humboldt and the Americas* • **Patricia Phelps de Cisneros**, Fundación Cisneros; **Gustavo Cisneros**, Cisneros Group • *Unity of Nature: Alexander von Humboldt and the Americas* 2014 catalogue

Row 3: *Spatial Acts: Americas Society Commissions Art*. **Misi Breisacher Moshiri**, philanthropist; selection committee member; **Esvin Alarcón Lam**, artist; **Gabriela Rangel**, Director and Chief Curator of Visual Arts, Americas Society; **Jorge Pedro Nuñez**, artist; **Elena Damiani**, artist; **Taina Caragol**, curator; selection committee member; **Marcus Galán**, artist • Artist Elena Damiani's installation project wins the Americas Society's Commission as part of *Spatial Acts: Americas Society Commissions Art*

Row 4: *Americas Society Cultural Achievement Award*. **Edward Dolman**, Phillips; **Gabriel Orozco**, artist and honoree; **Susan Segal**, President and CEO, AS/COA; **Boris Hirmas Said**, Tres Mares

Chairman's International Advisory Council

Americas Society's **Chairman's International Advisory Council (CIAC)** is a network of distinguished business leaders, entrepreneurs, eminent cultural luminaries, philanthropists, and other opinion leaders who share a strong commitment to their countries and the hemisphere, as well as to Americas Society's mission. The CIAC is an integrated part of the organization, and we provide multiple opportunities for our members to focus on issues of particular hemispheric interest through our conferences, elite private meetings, working groups and new initiatives, cultural programs, and special events throughout the Americas. We consider CIAC critical to enhancing our mission and moving forward on common agendas.



Row 1: Juan Pablo del Valle, Mexichem; **Javier Lozano Alarcón** (PAN), President, Communications and Transportation Commission, Mexico • **Gustavo Leite**, Minister of Industry and Trade, Paraguay; **Conor McEnroy**, Sudameris Bank, Paraguay

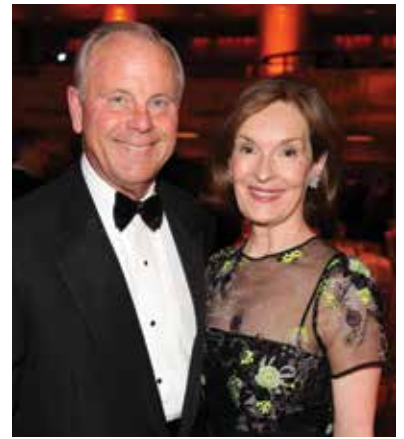
Row 2: Ernesto Fernández-Holmann, Grupo Ayucus • **Carlos Rodríguez-Pastor**, Interbank; **Juan Manuel Santos**, President of Colombia • **Jaime Gilinski**, JGB Financial Holding Company; **Gonzalo Gutiérrez**, Minister of Foreign Affairs, Peru • **Carlos R. de la Vega**, President, Cámara Argentina de Comercio; **Conrado Pappalardo**, Grupo Pappalardo

Row 3: Jaime Arimany, Director, FUNDESA; **Felipe A. Bosch Gutiérrez**, Corporación Multi-Inversiones • **Alejandro Bulgheroni**, Pan American Energy LLC; **Manuel Medina-Mora**, Citigroup Inc; • **Salvador Paiz**, President, FunSEPA; Vice President, FUNDESA; Grupo PDC

Spring Party

On June 3rd, Americas Society hosted its **34th Annual Spring Party**. The black-tie dinner-dance was held at the Waldorf Astoria New York's Grand Ballroom in New York City.

Over 500 guests from the international worlds of business, philanthropy, government, diplomacy, and the arts gathered to celebrate the 2014 Gold Medal recipients: **Antonio del Valle**, Honorary Chairman of the Board of Directors of Grupo Empresarial Kaluz; **Enrique García**, President and CEO of CAF – Development Bank of Latin America; and **Francisco González**, Chairman and CEO of BBVA. The honorees were awarded the Gold Medal in recognition for their significant impact in the spheres of business, entrepreneurship, philanthropy, and education through their leadership, commitment, and vision.



Row 1: Manuel Medina-Mora; Lily and Alex Van Tienhoven • Juan Pablo and Barbara del Valle • Thomas F. McLarty III and Donna McLarty
 Row 2: Carmen and Martin Marron • Alan Stoga; Francisco González; Susan Segal; Enrique García; William R. Rhodes; Antonio del Valle; Thomas F. McLarty III
 Row 3: Sara Gore and Enrique Norten • Susan Segal; Clifford and Barbara Sobel • Emilia and J. Pepe Fanjul
 Row 4: Pablo Granifo; Andrónico Luksic

Inaugural Dinner

Americas Society held its annual **Inaugural Dinner** on October 2 at its landmark building on Park Avenue, marking the beginning of the 2014–15 program season. The special guest for the evening was **William C. Dudley**, president and CEO of the Federal Reserve Bank of New York. He is also a permanent member and vice chairman of the Federal Open Market Committee, the group responsible for determining the course of U.S. monetary policy. Mr. Dudley spoke on the challenging economic and social issues facing businesses and political leaders today.

The event was attended by members of the Board, the Chairman's International Advisory Council, the President's Circle, and the New York diplomatic community.



Row 1: Frans Boetes; Donna Hrinak • William C. Dudley • Ambassador Sandra Fuentes-Berain; John Moncure

Row 2: Sergio J. Galvis; Ragnhild Melzi; Alan J. Stoga • George B. Weiksner Jr.; Richard de J. Osborne; William R. Rhodes

Row 3: Terrence J. Checki; Ambassador Cristián Barros • Boris and Rocio Hirmas • Teresa and Luis Abril; Susan Segal

Row 4: Antonia Stolper; Patricia Menéndez-Cambó

Young Professionals of the Americas

The **Young Professionals of the Americas (YPA)** is a network of young leaders united by an interest in policy, culture and innovation across the Americas. Our robust, international membership, with more than 200 paying members and over 1,200 young professionals in our database, includes entrepreneurs, venture capitalists, arts professionals, policy specialists, bankers, and lawyers. Founded in New York City in 2013, we expanded and launched our Miami chapter in 2014.

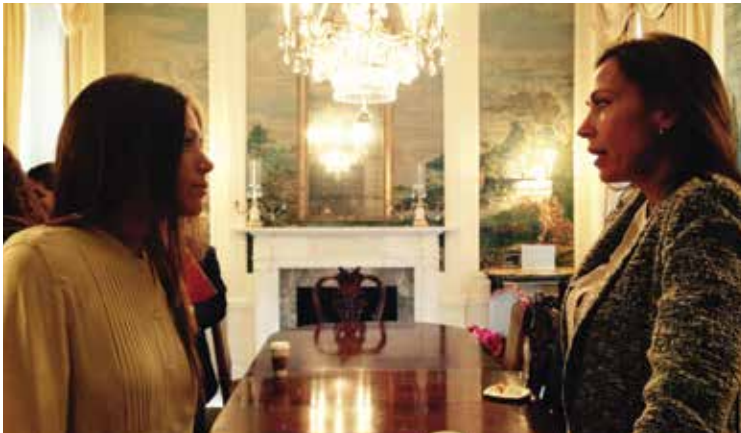
The YPA organizes *cafecitos*, panels, annual parties, and joint forums with COA corporate members. *Cafecitos* connect YPA members with prominent leaders from various fields through small, invitation-only conversations. Panel discussions allow for larger audiences to engage on important issues and are followed by cocktail and networking receptions. Annual parties, held in-house and at local venues, encourage connections among YPA members and our extended network. Joint forums with COA members focus on technology and sustainability and facilitate rich, unique conversations across generations.

YPA Steering Committee members are critical leaders for the network, committed to advancing the YPA's core mission and supporting the development of our programs. Current members come from a range of backgrounds, such as fashion, tech entrepreneurship, international trade, consulting, and finance. This broad spectrum of professional experience in our leadership allows the network to continually grow and offer a variety of entertaining and enriching programs.

The YPA organized 35 events in 2014 between the New York City and Miami chapters.

Highlights include:

- *Cafecito* with Lisa Schineller of Standard & Poor's
- Brunch on the roof of the HôtelAmericano with Mexican architect Enrique Norten
- Private tour of a Latin American art collector's home
- Panel on art collecting with a young curator and New York and Miami art collectors
- Malbec tasting and class at the Argentine Consulate
- Internet Week panel on tech entrepreneurship between Silicon Alley and Latin America
- Joint COA-YPA forum on supply chain integrity and sustainability



Row 1: #NuevaYork to Latin America: Building Bridges for Entrepreneurs, Investors, and Companies. **Lisa Besserman**, Startup Buenos Aires; **Laura Pastrana**, QVIt; **Aldo Álvarez**, Aporta • YPA Launch Event in Miami. **L. Andrew Riccio**, Assouline & Berlowe, P.A.; **Allie Fleder**, Manager, Office of the President, AS/COA; **Maria Cristina Álvarez**, JP Morgan; **Madeleine K. F. Johnson**, Director, AS/COA Miami; **Wifredo Fernandez**, CREATE Accelerator, Miami Dade College; **Enrique A. Conde**, Greenberg Traurig, LLP

Row 2: YPA Miami: Art Collecting for the Young Collector. • Exploring Malbec: A Private Class and Wine Tasting in New York

Row 3: **Stephanie Stanley**, YPA Steering Committee member; **Catalina Escobar Restrepo**, President, Juan Felipe Gómez Escobar Foundation • Private Tour of a Latin American Collector's Home

Row 4: Audience at YPA's #NuevaYork to Latin America: Building Bridges for Entrepreneurs, Investors, and Companies

Council of the Americas Corporate Members

As of December 31, 2014

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Aeropuertos Argentina 2000*
The AES Corporation*
AIG*
Akerman Senterfitt LLP
The Albright Stonebridge Group
American Express Company
American Tower Corporation
Amgen, Inc
Andes Energia plc*
Andrade Gutierrez S.A.*
Apple Inc.
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Baker & McKenzie LLP
Banco Bradesco S.A.
Banco Ciudad de Buenos Aires
Banco de la Nación Argentina
Banco do Brasil
Banco Santander
Bank of America*
The Bank of Nova Scotia*
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Blue Water Worldwide LLC*
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The Boeing Company*
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CA Technologies
Camargo Correa*
Cargill, Incorporated
Caterpillar Inc.
CELISTICS*
Celulosa Arauco y Constitución (Arauco)
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Credit Suisse*
Curtis, Mallet-Prevost, Colt & Mosle LLP
Daimler
Darden Restaurants Inc
Deutsche Bank
Diageo plc*
DirecTV Latin America, LLC*
Discovery Communications*
Eastman Chemical Latin America, Inc.
eBay Inc.

Eli Lilly and Company
Elliott Management
EMC Corporation*
Empresas CMPC S.A.
Enel
eni
Ernst & Young LLP*
Estée Lauder*
Eulen America
European InterAmerican Finance, LLC
Exxon Mobil Corporation*
FedEx Express*
FERRERE*
Financial Times*
Finepoint Capital*
Fintech Advisory, Inc.
Fitch Ratings
Fluor
Ford Motor Company*
Freeport-McMoRan Copper and Gold Inc.*
FTI Consulting, Inc.*
Fundación Angélica Fuentes
gA – Grupo ASSA
General Electric Company*
General Motors South America*
Genneia S.A.
Genomma Lab*
GeoPark*
Gibson, Dunn & Crutcher*
Goldman Sachs
Google Inc.*
Greenberg Traurig, LLP*
Grupo Empresarial Kaluz*
Grupo Televisa, S.A.B.*
Guardian Industries Corp.
Hamburg Sud
HBO Latin America*

Hewlett-Packard Company	Mitsui & Co. (USA), Inc.	Skadden, Arps, Slate, Meagher, & Flom LLP
HSBC Securities (USA) Inc.*	Mizuho Bank, Ltd	SNC-Lavalin
IBM Corporation*	Mondelēz International	Sojitz Corporation of America
IRSA Inversiones y Representaciones S.A.*	Monsanto Company*	Spinnaker Capital Group
Itaú Unibanco Holdings, S.A.*	Moody's*	Standard & Poor's
Japan Bank for International Cooperation	Mosbacher Energy Company	Starwood Hotels & Resorts Worldwide, Inc.
JGB Financial Holding Company*	Motorola Solutions	Sudameris Bank*
Johnson & Johnson*	Mylan Inc.	Sullivan & Cromwell LLP*
J.P. Morgan*	NEC*	Sumitomo Mitsui Banking Corporation
Kellogg Co.*	New York Life	TATA Sons Ltd.
Kirkland & Ellis LLP	News Corp / Fox	Techint Inc.
Kroll	Nike, Inc.*	Telefónica Internacional USA, Inc.*
Laboratorio de Productos Eticos C.E.I.S.A.*	Odebrecht*	Television Association of Programmers
LATAM Airlines Group	Orel Solutions	Latin America*
Latam Securities	Panedile Argentina S.A.I.C.F. e I.*	Temasek
Latham & Watkins LLP*	Partners Group	Time Warner/Turner*
Latin Trade Magazine	PepsiCo*	Tres Mares Group*
Libra Capital US, Inc.	Petróleo Brasileiro S.A. - Petrobras	Union Pacific Railroad
Manatt, Phelps & Phillips, LLP	Pfizer Inc*	UPS*
ManpowerGroup Inc.	Philip Morris International,	Viacom*
Marathon Asset Management*	Latin America and Canada*	Visa International
Mason Capital Management LLC*	Pluspetrol*	Wal-Mart Stores, Inc.*
MasterCard	Prisa*	The Western Union Company
Mattos Filho, Veiga Filho, Marrey Jr. e	The Procter & Gamble Company	White & Case LLP*
Quiroga Advogados*	Progress	Xela Enterprises Ltd.
MBA Lazard	Prospectiva Consultoria	Yahoo! Inc.
McDonald's Corporation*	Puente	YPF
McLarty Associates	PwC	Zemi Communications, LLC
MeadWestvaco Corporation*	Raytheon Company	
Medtronic, Inc.	Repsol	
Mercantil Servicios Financieros, C.A.*	Riverwood Capital	<i>+Patron Corporate Member</i>
Merck & Co., Inc.*	Ryder System, Inc.	<i>*Elite Corporate Member</i>
MetLife, Inc.*	SABMiller	
Michels Corporation	Sempra Energy International*	
Microsoft Corporation*	Shearman & Sterling LLP*	
Millicom	Shell*	
Mitsubishi Corporation (Americas)	Simpson Thacher & Bartlett LLP	

Americas Society

Grants and Contributions

\$50,000 and above

Aeropuertos Argentina 2000
 Banco de Chile
 BBVA
 Beusa Energy
 BNY Mellon
 Chevron
 Mayor Bill de Blasio, New York City Council,
 and the New York City Department of
 Cultural Affairs
 Adolfo del Valle
 Ford Foundation
 Fundación Angélica Fuentes
 Jaime and Raquel Gilinski
 Carlos Hank
 J.P. Morgan
 Kaluz
 KPMG
 MetLife Foundation
 Divo Milan Haddad
 New York City Department of Cultural Affairs,
 in partnership with the City Council
 Open Society Foundations
 Power Corporation of Canada
 David Rockefeller
 Rockefeller Brothers Fund
 Telefónica
 Tinker Foundation Inc.

\$25,000 to \$49,999

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 Anonymous
 Banamex
 Citi
 Credit Suisse
 Deloitte

Mr. and Mrs. Agustín E. Edwards
 Mr. and Mrs. J. Pepe Fanjul
 Fundación Lala
 Greenberg Traurig, LLP
 Stephanie Junger-Moat
 Marian Goodman Gallery
 Mason Capital Management LLC
 Elías Masri
 McLarty Associates
 Mercantil Servicios Financieros, C.A.
 MetLife
 Morgan Stanley
 National Endowment for the Arts
 New York State Council on the Arts with the
 support of Governor Andrew Cuomo and
 the New York State Legislature
 Odebrecht/Braskem
 PHILLIPS
 Seattle International Foundation

\$10,000 to \$24,999

Eduardo Amadeo
 Amalita Amoedo
 Alfonso de Angoitia
 Carlos Julio Ardila
 Pilar Arosemena de Aleman
 Emilio Azcárraga Jean
 Alejandro Baillères
 Manuel J. Balbontin
 Banco Bradesco
 Banco Hipotecario
 Bank of America Merrill Lynch
 Bank of Tokyo-Mitsubishi UFJ
 Pedro Nicolás Baridon
 BBVA Compass
 Bloomberg

Mr. and Mrs. Roberto Bonetti
 Roberto Bonetti
 CaixaBank
 Juan Luis Cebrián
 Jean Chagnon
 Gustavo A. Cisneros
 Patricia and Gustavo Cisneros
 Patricia Phelps de Cisneros
 Ned Cloonan
 Alejandro Cordero
 Corporación Multi-Inversiones, S.A.
 André Desmarais
 Gina Diez Barroso de Franklin
 Henry Eder
 Agustín E. Edwards
 Eduardo S. Elsztain
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 Ernesto Fernández-Holmann
 Alex Fort Brescia
 Francisco Freitas de Oliveira
 Ambassador Antonio O. Garza
 Genomma Lab USA, Inc.
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 Jaime Gilinski
 Goldman Sachs International
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 Gross Brown
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 HSBC
 Peter J. Johnson
 Timothy M. Kingston
 Israel Klabin
 Maria Elena Lagomasino

Alejandro Legorreta / Fundación Legorreta
Hernández
Leon Lowenstein Foundation, Inc.,
on behalf of Lynn Thoman
John A. Luke, Jr.
Andrónico Luksic
Alejandro Macfarlane
Eugenio Madero
Marathon Asset Management
Gustavo Marturet
Eliodoro Matte
MBA Lazard
Ricardo Villela Marino
Conor McEnroy
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Mex-Am Cultural Foundation
Mexichem
Marcelo Mindlin
Robert Mosbacher, Jr.
Jorge J. Neuss
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Occidental Chemical Corporation
Odebrecht
Richard de J. Osborne
Salvador Paiz
Pan American Energy LLC
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Promontory Financial Group, LLC
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Erica Roberts
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Alvaro Saieh B.
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Fernando Burgos
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Jan and Beta Popper Professorship in Opera
at University of California at Davis
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Eduardo Mestre
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Conrado and Marite Pappalardo
Jorge A. Piedrahita Ardohain
Jacky Teplitzky
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Richard A. Anderson
Rita Bar-Or
Estrellita and Daniel Brodsky

Richard Burns
Adriano Cauhi de Oliveira
Colección Patricia Phelps de Cisneros
Carlos A. Cordeiro
Doris D. Cramer
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Mr. and Mrs. Jorge Domínguez
Peggy Dulany
Emily A. Engel
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Andreína Fuentes
Isabella Hutchinson
Randy Lampert
George W. Landau
William Lockwood Benet
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O. Fournier Wine Group
PcW
Jader Alberto Pazinato
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Maurice Sonnenberg
Gabriel Szpigiel
Eduardo Luiz Teixeira Da Silva
Tequila Casa Dragones
The Aaron Copland Fund for Music, Inc.
The Amphion Foundation, Inc.
Thursday Evening Club
Pedro Torres
Enrique Umaña
Norris David Wolff

Leadership

Americas Society Chairman's International Advisory Council

As of December 31, 2014

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Juan Pablo del Valle, Mexico
Marcelo Odebrecht, Brazil
Carlos Rodríguez-Pastor, Peru

Honorary Co-Chairman

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Eduardo Amadeo, Argentina
Amalita Amoedo, Argentina
Carlos Julio Ardila, Colombia
Emilio Azcárraga Jean, Mexico
Alejandro Baillères, Mexico
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Roberto Bonetti, Dominican Republic
Felipe Bosch, Guatemala
Alejandro Bulgheroni, Argentina
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Jean Chagnon, Canada
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Patricia Phelps de Cisneros, Venezuela
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Ernesto Fernández-Holmann, Nicaragua
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Sigfrido L. Gross Brown, Paraguay
Nicolás Herrera, Uruguay
Maximo Juda, Argentina
Alejandro Legorreta, Mexico
Andrónico Luksic Craig, Chile
Eugenio Madero, Mexico
Ricardo Villela Marino, Brazil
Eliodoro Matte, Chile
Conor McEnroy, Paraguay
Marcelo Mindlin, Argentina
Salvador Paiz, Guatemala
Conrado Pappalardo, Paraguay
Alvaro Saieh B., Chile
Oscar Vicente Scavone, Paraguay
Woods W. Staton, Argentina
Blanca Treviño, Mexico
José Alberto Vélez, Colombia
Gustavo Vollmer, Venezuela

Honorary

Agustín E. Edwards, Chile
Malú Edwards, Chile
Israel Klabin, Brazil
Gustavo A. Marturet, Venezuela
Eugenio A. Mendoza, Venezuela
Luisa E. M. de Pulido, Venezuela
Pablo Pulido, Venezuela
Enrique Umaña, Colombia
Milú Villela, Brazil

Temporary Leave While in Public Office

Juan Manuel Santos C., Colombia

Deceased

Oscar de la Renta, Dominican Republic
(October 2014)

Board of Directors

Council of the Americas

As of December 31, 2014

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David Rockefeller

Officers

John D. Negroponte, Chairman
Alan J. Stoga, Vice Chairman
Susan L. Segal, President and CEO
Sergio J. Galvis, Secretary
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Chairman Emeritus

William R. Rhodes

President Emeritus

George W. Landau

Directors

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President, GM South America Division
General Motors South America

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Citigroup

Steven Armstrong
President, South America
Ford Motor Company

Guillermo Azuero
Regional President, Latin America
Pfizer

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Partner and Latin America Head
White & Case LLP

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Merck Brazil

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Cisco

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Quiroga Advogados

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Division

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Managing Partner
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Former Executive Vice President
Federal Reserve Bank of New York

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President
Ned Cloonan Associates

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America
Johnson & Johnson

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President and CEO
GE Corporate – Latin America

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President and CEO
The AES Corporation

Nicolas Grabar
Partner
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Chairman, President and Chief Executive
Officer
ACE Limited and ACE Group

Boris Hirmas Said
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Tres Mares Group

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Affairs
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Senior Vice President International Relations
and Federal Affairs
Freeport-McMoRan

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Executive, Brazil
BNY Mellon

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Semptra Energy International

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Member of the Executive Committee
Telefonica S.A.

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Shell

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JPMorgan

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HSBC Global Banking of the Americas

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McLarty Associates

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Kellogg Company

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Greenberg Traurig LLP

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Director for Latin America
Financial Times

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President, Chevron Africa and Latin America
Exploration and Production Company
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Council of the Americas/Americas Society

Tony Sirianni
Global Trade Leader
Ernst & Young

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Zemi Communications LLC

Antonia E. Stolper
Partner
Shearman & Sterling LLP

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Managing Partner
Corporate Perspectives LLC
Former CEO, Xerox Corporation

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Vice Chairman
Credit Suisse

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William J. Wheeler
President, The Americas
MetLife, Inc.

Wendell L. Willkie
Senior Vice President, General Counsel &
Secretary
MeadWestvaco Corporation

Honorary
George W. Landau

Deceased
John E. Avery (March 2015)

Board of Directors
Americas Society
As of December 31, 2014

Founder & Honorary Chairman
David Rockefeller

Officers
John D. Negroponte, Chairman
Alan. J. Stoga, Vice Chairman
Susan L. Segal, President and CEO
George B. Weiksner, Treasurer

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William R. Rhodes

President Emeritus
George W. Landau

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Patricia Phelps de Cisneros
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Timothy M. Kingston
María Elena Lagomasino
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Thomas F. McLarty, III
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Enrique Norten
Richard de J. Osborne
Alejandro Quentin
Renate Rennie
Alejandro F. Reynal
Erica Roberts
Alejandro Santo Domingo
Arturo Sarukhan
Clifford Sobel
G. Richard Thoman
Alexander G. van Tienhoven

Deceased
John E. Avery (March 2015)

Financials – Americas Society

Statement of Financial Position

December 31, 2014

(with comparative amounts at December 31, 2013)

ASSETS	2014	2013
Cash and cash equivalents	\$ 1,175,297	\$ 1,393,055
Pledges and contributions receivable	949,410	847,125
Prepaid expenses and other assets	494,061	307,391
Investments	39,741,961	38,828,479
Property and equipment, net	3,628,194	3,578,556
	<u>\$ 45,988,923</u>	<u>\$44,954,606</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$ 484,404	\$ 424,543
Due to related organization	585,806	792,007
Capital lease obligations	238,593	53,639
Deferred income	25,738	20,700
Total Liabilities	<u>1,334,541</u>	<u>1,290,889</u>
Net Assets		
Unrestricted	3,047,355	3,168,418
Temporarily restricted	24,752,452	23,640,724
Permanently restricted	16,854,575	16,854,575
Total Net Assets	<u>44,654,382</u>	<u>43,663,717</u>
	<u>\$44,988,923</u>	<u>\$44,954,606</u>

Americas Society is a tax-exempt charity described in Sections 501(c)(3) and 509(a)(1) of the Internal Revenue Code.

The Society is supported by membership dues and contributions from foundations, public agencies, corporations, and individuals: donations are tax-deductible to the extent permitted by law.

A complete set of financial statements for 2014, audited by O'Connor Davies, LLP, can be obtained by sending a written request to the Chief Financial Officer, Americas Society/Council of the Americas, 680 Park Avenue, New York, NY 10065.

Statement of Activities
Year Ended December 31, 2014
(with summarized totals for 2013)

	Unrestricted Operating	Temporarily Restricted	Permanently Restricted	Total 2013	Total 2013
OPERATING SUPPORT AND REVENUE					
Contributions					
Foundations	\$ 66,250	\$ 681,500	\$ -	\$ 747,750	\$ 688,083
Corporations	589,000	120,000	-	709,000	776,000
Individuals	695,121	96,364	-	791,485	1,325,743
Government	-	255,435	-	255,435	637,625
In-kind contributions	-	14,150	-	14,150	65,300
Special event, net of direct costs	1,289,257	54,878	-	1,344,135	1,336,751
Membership dues	216,303	-	-	216,303	215,048
Other	279,731	-	-	279,731	354,785
Investment return designated for operations	72	1,671,000	-	1,671,072	1,596,087
Spend rate allocation	1,671,000	(1,671,000)	-	-	-
Net assets released from restrictions	1,024,081	(1,024,081)	-	-	-
Total Operating Support and Revenue	<u>5,830,815</u>	<u>198,246</u>	<u>-</u>	<u>6,029,061</u>	<u>6,995,422</u>
OPERATING EXPENSES					
Program Services					
Public policy	2,237,578	-	-	2,237,578	2,358,941
Visual arts	905,329	-	-	905,329	831,229
Literature	462,996	-	-	462,996	453,086
Music	433,231	-	-	433,231	491,326
Communications and website	365,442	-	-	365,442	333,079
Total Program Services	<u>4,404,576</u>	<u>-</u>	<u>-</u>	<u>4,404,576</u>	<u>4,467,661</u>
Supporting Services					
Management and general	794,714	-	-	794,714	795,509
Fundraising	752,588	-	-	752,588	911,084
Total Supporting Services	<u>1,547,302</u>	<u>-</u>	<u>-</u>	<u>1,547,302</u>	<u>1,706,593</u>
Total Operating Expenses	<u>5,951,878</u>	<u>-</u>	<u>-</u>	<u>5,951,878</u>	<u>6,174,254</u>
Excess (Deficiency) of Operating Support and Revenue Over Operating Expenses	<u>(121,063)</u>	<u>198,246</u>	<u>-</u>	<u>77,183</u>	<u>821,168</u>
NONOPERATING REVENUE					
Investment income return in excess of spending rate for operations	-	913,482	-	913,482	4,256,760
Change in Net Assets	<u>(121,063)</u>	<u>1,111,728</u>	<u>-</u>	<u>990,665</u>	<u>5,077,928</u>
NET ASSETS					
Beginning of year	<u>3,168,418</u>	<u>23,640,724</u>	<u>16,854,575</u>	<u>43,663,717</u>	<u>38,585,789</u>
End of year	<u>\$ 3,047,355</u>	<u>\$ 24,752,452</u>	<u>\$ 16,854,575</u>	<u>\$ 44,654,382</u>	<u>\$ 43,663,717</u>

Financials – Council of the Americas

Statement of Financial Position

December 31, 2014

(with comparative amounts at December 31, 2013)

ASSETS	2013	2013
Cash and cash equivalents	\$ 2,731,279	\$2,220,909
Accounts receivable	237,104	280,500
Prepaid expenses and other assets	38,289	21,431
Due from related organization	585,806	792,007
Property and equipment, net	724,861	561,214
	<u>\$ 4,317,339</u>	<u>\$ 3,876,061</u>
 LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$ 83,321	\$ 76,359
Capital lease obligations	15,210	892
Deferred rent	106,905	56,760
Deferred sponsorships	410,750	330,750
Deferred membership dues	1,945,085	1,702,417
Total Liabilities	<u>2,561,271</u>	<u>2,167,178</u>
Net Assets, unrestricted	<u>1,756,068</u>	<u>1,708,883</u>
	<u>\$ 4,317,339</u>	<u>\$ 3,876,061</u>

Council of the Americas is recognized by the Internal Revenue Service as a tax-exempt business league under Section 501(c)(6) of the Internal Revenue Code.

A complete set of financial statements for 2014, audited by O'Connor Davies, LLP, can be obtained by sending a written request to the Chief Financial Officer, Americas Society/Council of the Americas, 680 Park Avenue, New York, NY 10065.

Statement of Activities
Year Ended December 31, 2014
(with comparative amounts for year ended December 31, 2013)

REVENUE AND SUPPORT	2014	2013
Membership dues	\$ 3,782,833	\$ 3,302,167
Sponsorships	3,044,950	2,440,150
Programs and conferences	84,199	109,304
Investment income	85	78
Total Revenue and Support	6,912,067	5,851,699
 EXPENSES		
Program	4,851,670	4,173,382
Membership services	1,274,490	926,653
Management and general	738,722	622,313
Total Expenses	6,864,882	5,722,348
Change in Net Assets	47,185	129,351
 NET ASSETS		
Beginning of year	1,708,883	1,579,532
End of year	\$ 1,756,068	\$ 1,708,883

Detail of hand-blocked scenic wallpaper "Les Incas" printed by A. Leroy, Paris, 1832. This romantic interpretation of Pizarro's conquest of Peru in 1513 decorates Americas Society's Incas Room.



Senior Team

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President and Chief Executive Officer

Eric P. Farnsworth

Vice President

Peter J. Reilly

Vice President and Chief Financial Officer

Nancy E. Anderson

Senior Director, Miami

Ana Gilligan

Senior Director, Corporate Sponsorship and Strategic Engagement

Ragnhild Melzi

Senior Director, Public Policy Programs
and Corporate Relations

Pola Schijman

Senior Director, Special Events

Carin Zissis

Editor-in-Chief, AS/COA Online

Adriana La Rotta

Director, Media Relations

Gabriela Rangel

Director, Visual Arts

Daniel Shapiro

Director, Literature

Sebastián Zubieta

Director, Music

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Project Coordinators: Kariela Almonte, Carin Zissis

Please note: Professional titles used throughout this report refer to individuals' titles at the time of the event and/or photo.

Americas Society

680 Park Avenue
New York, NY 10065
212.249.8950
212.249.5868 fax
www.as-coa.org

Council of the Americas

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AS/COA Miami

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Coral Gables, FL 33134
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