

The cover features a blue background with a white grid of latitude and longitude lines. A yellow silhouette of the Americas (North and South America) is centered on the map. In the top right corner, there is a semi-transparent grey box containing the organization's name and the report title. The word "Americas" is written in large white letters across the middle of the page.

Americas Society  
Council of the Americas  
ANNUAL REPORT 2015

# 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.<sup>1</sup>

## 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.<sup>2</sup>

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

<sup>2</sup> 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

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## Chairman's Letter

Dear Members and Friends,

It was a great honor to be named Chairman of Americas Society and Council of the Americas, particularly given that 2015 marks the fiftieth anniversary of the founding of these organizations by David Rockefeller. I accepted the position as a result of my many years with AS/COA and seeing firsthand the positive impact it has had for public and private relations across the countries of our hemisphere. My first three months in the position have convinced me that our region and nations need AS/COA to act as a forum for open communications more than ever.

The breadth and depth of AS/COA's current programs are most impressive. In 2015 alone, we organized 317 cultural and public policy programs in 11 countries. Similarly, our Presidents of the Americas Series convened six presidents with our members, leading policy makers, and top officials for intimate roundtables, as well as larger public events. Our webcasts received more than 200,000 live views, and our Latin American Cities series attracted prominent leaders from the public and private sectors to discuss some of the region's most important and timely issues.

Our initiatives continue to grow in prestige and acceptance. The Women's Hemispheric Network, which encourages young professional women to strive for leadership positions, held its first conference in São Paulo and its program videos have garnered over 60,000 hits on YouTube. Our Cuba Working Group has become a strong advocate for restoring normalized relations between the United States and Cuba, meeting with government officials from both countries, Cuban-American leaders, and the U.S. private sector.

Our cultural programs are equally vibrant. Our Visual Arts exhibitions are consistently highly reviewed and the MetLife Foundation Music of the Americas concerts are routinely sold out. It is indeed a rare organization and membership that can span such a wide range of constantly evolving activities.

I would like to express our gratitude to Susan Segal and the AS/COA team for their passion, hard work, and commitment, and to my predecessor and now Chairman Emeritus, Ambassador John Negroponte for his many years of service to the organizations and for helping make them what they are today. Of course, we are all in great debt to our Honorary Chairman, David Rockefeller, for his leadership, vision, and many decades of service.

Finally, I would like to thank all of our members and directors for their involvement, commitment, and support. Without all of you, there could be no AS/COA and none of the great work it does. 2016 is shaping up to be a challenging year for our hemisphere and I am certain that our organizations are up to the task of helping shape that future for the better.

A handwritten signature in black ink, appearing to read 'A. Gluski', with a long horizontal flourish extending to the right.

Andrés Gluski  
Chairman



## President's Letter

Dear Members and Friends,

2015 was another active and exciting year at the Americas Society and Council of the Americas. In October, we welcomed our new Chairman Andrés Gluski, who has already been enthusiastically embraced by our Boards, Chairman's International Advisory Council (CIAC), members, and friends. I want to thank our former Chairman, Ambassador John Negroponte, for his commitment and continued engagement.

We had a record number of activities in 2015. Our Latin American Cities programs took us to eight cities and continued to grow in prestige and audience—both in person and virtually. Our 45th Annual Washington Conference on the Americas was very successful, featuring Honduran President Juan Orlando Hernández and U.S. Secretary of State John Kerry, among many others. We took missions to Paraguay and Uruguay to meet with their respective presidents and key ministers, as well as our third delegation to Havana. Building on the momentum for U.S.-Cuba normalization, our Cuba Working Group continued to brief members on regulatory updates and organized 12 programs, including our first annual Cuba Conference in collaboration with the CAF – Development Bank of Latin America. In conjunction with our CIAC co-chairs, we held our first roundtable on disruptive models for preK–12 education.

Explosive growth in our webcasting and social media presence extended the reach of our programs around the world. Our webcast channel experienced a 266 percent traffic increase, with 440,651 views, and our YouTube channel traffic rose 90 percent, with 230,037 views. Traffic from Facebook rose 121 percent for AS/COA and 329 percent for *Americas Quarterly*.

We revamped the *Americas Quarterly* website and, under the leadership of our new Editor-in-Chief Brian Winter, relaunched the print edition with the publication of The Amazon Today issue. The new magazine showcases a more accessible and journalistic style with greater emphasis on storytelling and images, and an expansion of its coverage of business, culture, and arts.

At our annual Spring Party, we celebrated the fiftieth anniversary of our founding by David Rockefeller. Our two outstanding honorees were Laurence D. Fink, Chairman and CEO of BlackRock, and Miguel Alemán Velasco, Chair of the Board of Trustees of the Miguel Alemán Foundation.

Our Visual Arts program organized three magnificent exhibitions: *Moderno: Design for Living in Brazil, Mexico, and Venezuela, 1940–1978*, which received unprecedented media coverage and traveled to the Blanton Museum of Art in October; *Portraiture Now: Staging the Self*, which marked our first collaboration with the Smithsonian's National Portrait Gallery; and *Boundless Reality: Traveler Artists' Landscapes of Latin America from the Patricia Phelps de Cisneros Collection*. And our Metlife Foundation Music of the Americas Concert Series continues to hold an increasing number of events in outside venues to accommodate growing audiences.

I want to thank our members, constituents, and partners for your ongoing support. I also want to thank our Boards and CIAC for their unwavering confidence and commitment to our organizations. Finally, I want to thank my amazing team who make all of this possible with hard work, commitment, and passion. We look forward to working with you again in 2016 to make it our best year ever.

A handwritten signature in black ink that reads "Susan L. Segal".

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.***

Americas Society and Council of the Americas are the leading organizations dedicated to hemispheric debate and analysis, promoting understanding of the key issues confronting the Western Hemisphere through dynamic and engaging programming. In 2015, we broadened our reach to new audiences across the globe both in person and online, with 317 policy and cultural programs, providing our members unparalleled access in 24 cities around the world.

Our Latin American Cities series brought us to Bogotá, Buenos Aires, Mexico City, San José, Santiago, and São Paulo for public and private events, along with exclusive missions for our members in Paraguay and Uruguay. We hosted programs with numerous heads of state, including the presidents of Chile, Colombia, Costa Rica, Honduras, Paraguay, and Uruguay.


We deepened our impact through our working groups and initiatives, which were active across the Americas. Building on the U.S.-Cuba rapprochement, our Cuba Working Group held meetings in New York, Washington, and Miami, including its first annual Cuba Conference, and brought a delegation to Havana for the third time. The AS/COA Women’s Hemispheric Network held its first conference in São Paulo, as well as events in Mexico City, Miami, and New York city. We copresented at a White House summit on Caribbean energy security that featured U.S. Vice President Joe Biden and Energy Secretary Ernest Moniz.

U.S. Secretary of State John Kerry and President of Honduras Juan Orlando Hernández joined us to mark our 45th Annual Washington Conference on the Americas, focused on sustainable growth and regional integration in the hemisphere.



**L to R: Juan Manuel Santos, President of Colombia • AQ Cover Fall 2015 • Mauricio Macri, Mayor of the City of Buenos Aires • Rodrigo Malmierca Díaz, Minister of Foreign Trade and Investment, Cuba • Christine Lagarde, Managing Director, International Monetary Fund**





Under new editorial leadership, *Americas Quarterly* revamped its print edition and website, unveiling a new design and journalistic style focused on compelling, diverse storytelling. The magazine's 2015 issues explored trade, technology, the Amazon, and foreign policy, and its annual Social Inclusion Index was launched in partnership with the U.S. State Department's Bureau of Western Hemisphere Affairs.

2015 was an exciting year for our cultural programming. The Visual Arts exhibition *Moderno: Design for Living in Brazil, Mexico, and Venezuela, 1940–1978* was reviewed by *The New York Times* and other major news outlets. *Portraiture Now: Staging the Self* represented our first collaboration with the Smithsonian's National Portrait Gallery, and the gallery closed the year with *Boundless Reality: Traveler Artists' Landscapes of Latin America from the Patricia Phelps de Cisneros Collection*. Music of the Americas held 17 concerts, including the U.S. premieres of the opera *Hercules in Mato Grosso* and, in Central Park, an Americas Society-commissioned work by Brazilian composer Valéria Bonafé.

Americas Society celebrated a special milestone in 2015: the fiftieth anniversary of our founding at the 35th Annual Spring Party. The event recognized two outstanding honorees: Laurence D. Fink, Chairman and CEO of BlackRock, and Miguel Alemán Velasco, Chair of the Board of Trustees of the Miguel Alemán Foundation.

In 2016, we look forward to continuing to serve our members and constituents with outstanding programming on the region's most important topics.



**L to R: Luis Videgaray**, Secretary of Finance and Public Credit, Mexico • **John Kerry**, U.S. Secretary of State • **Nelson Barbosa**, Minister of Planning, Budget, and Management, Brazil • **Lilian Tintori**, Venezuelan Human Rights Activist • **Moderno**. Installation view at Americas Society

# Core Programs in the U.S.

## Highlighting the Americas

Our **Core Programs** bring together the public and private sectors to confront some of the most important issues for the Western Hemisphere. In both public forums and private meetings, these events feature senior-level officials, business leaders, academics, diplomats, and leading policy analysts who engage with our other members and constituents. In 2015, our programming focused on a range of themes, including the global economy in the context of the evolving country-specific political and economic situations in the hemisphere; trade and integration, with a focus on the Trans-Pacific Partnership and Pacific Alliance; and topics such as energy, technology, entrepreneurship, and education.

Over the year, we held 83 public panels and presentations and 170 private meetings in New York, Washington, and Miami. Webcasting of our programs broadened our reach around the region and the globe with over 212,000 live views.

**Row 1:** *Venezuela's #6D Elections: What's Next?* **Andres Schipani**, Andes Correspondent, *The Financial Times*; **Luis Vicente León**, Executive Director, Datanalisis; **Francisco Rodríguez**, Bank of America Merrill Lynch; **Daniel Lansberg-Rodríguez**, International Finance Faculty, Northwestern University's Kellogg School of Management

**Row 2:** *Cuba: The Year in Review and a Look to the Future.* **Susan Segal**, President and CEO, AS/COA; **Tom Emmer**, U.S. Representative (R-MN) • *Caribbean Energy Security Summit.* Ambassador **John Negroponte**, Chairman, AS/COA; **Ernest Moniz**, U.S. Secretary of Energy

**Row 3:** *Book Launch—The Shared Society: A Vision for the Global Future of Latin America.* **Alejandro Toledo**, former President of Peru • *Brazil's Economic and Political Scene.* **Mauro Leos**, Sovereign Risk Unit, Moody's Investors Service; **João Augusto de Castro Neves**, Eurasia Group; **Vladimir Werning**, Latin America Research, J.P. Morgan • **Nathan Sheets**, Undersecretary for International Affairs, U.S. Department of Treasury

**Row 4:** *Venezuela: Political, Economic, and Energy Update.* **Patrick Duddy**, Director, Center for Latin American and Caribbean Studies, Duke University; former U.S. Ambassador to Venezuela; **Francisco Monaldi**, Professor of Energy Policy, John F. Kennedy School of Government, Harvard University; **Alejandro Grisanti**, Barclays Capital • *Mexico's 2015 Economic Outlook.* **Alonso Cervera**, FID Economic Emerging Countries, Credit Suisse; **Katia Porzecanski**, Emerging Markets, Americas, Bloomberg News; **Shelly Shetty**, Latin American Sovereigns, Fitch Ratings; **Gerardo Rodríguez**, Emerging Markets Strategy, BlackRock, Inc.







**Row 1:** *The Evolving Economics of Mexico's Drug Cartels.* **Carlos Loret de Mola**, journalist • *Public Presentation on Venezuela.* **Lilian Tintori**, Venezuelan Human Rights Activist; **Isaac Lee**, President of News and Digital, Univision Communications Inc; CEO, Fusion • **Rodrigo Valdés**, Minister of Finance, Chile

**Row 2:** *Central America: Alliance for Prosperity in the Northern Triangle.* **Arturo Corrales**, Minister of Foreign Relations, Honduras; **Julio A. Ligorria**, Ambassador of Guatemala to the U.S. • *Cross-Border E-Commerce as a Driver of Economic Growth in Latin America.* **Marc Mealy**, Vice President of Policy, US-ASEAN Business Council; **Brian Winter**, Vice President of Policy, AS/COA; **Carl W. Asmus**, FedEx Services

**Row 3:** *Mexico: Private Equity Energy Investment.* **Javier Chavarria**, Partners Group; **Marisol González de Cosío**, Utilities and Infrastructure, Standard & Poor's; **Adi J. Blum**, First Reserve; **José Enrique Arrijoa**, Editor-at-Large, Latin America, Bloomberg News

**Row 4:** *Urban Innovations in Latin America.* **Aníbal Gaviria**, Mayor of Medellín, Colombia; Ambassador **Carolina Barco**, Senior Advisor, Emerging Sustainable Cities, Inter-American Development Bank





**Row 1:** *A Conversation on the Regional Economic and Trade Agenda.* **Bruce A. Heyman**, U.S. Ambassador to Canada; **Brian A. Nichols**, U.S. Ambassador to Peru; **Michael A. Hammer**, U.S. Ambassador to Chile

**Row 2:** *North America in Global Energy Markets: Infrastructure and Integration.* **Gerónimo Gutiérrez**, Managing Director, North American Development Bank; **Bob Broxson**, Navigant Consulting; **Eric Farnsworth**, Vice President, AS/COA • *The Trans-Pacific Partnership: What's at Stake for the Western Hemisphere?* **Indira Lakshmanan**, Senior Reporter, Bloomberg News; **Kurt Tong**, Principal Deputy Assistant Secretary, Bureau of Economic and Business Affairs, U.S. Department of State; **Miriam Sapiro**, Principal, Summit Strategies and Nonresident Senior Fellow, Brookings Institution; former Deputy U.S. Trade Representative; **Luis Miguel Castilla**, Ambassador of Peru

**Row 3:** *Argentina's New Leadership: What's Next?* **Juan Cruz Díaz**, Senior Advisor, AS/COA; Cefeidas Group; **Mauro Roca**, Goldman Sachs; **Vladimir Werning**, Latin America Research, J.P. Morgan; **María Victoria Murillo**, Professor of Political Science and International Affairs, Columbia University

**Row 4:** *Mobile Innovation in Latin America: Evolving Business Models.* **Emilio Rubio**, HBO Latin America; **Nancy Anderson Bolton**, Senior Director, AS/COA Miami; **Jorge Ruiz**, Citi Latin America; **Laura Maydon**, Endeavor



# Elite Events

## Connecting the Americas

Our **Elite Events** provide singular opportunities to engage with presidents, ministers, senior officials, and influential business leaders from across the Americas in an intimate, off-the-record setting. Our members convene in New York, Washington, Miami, and throughout the hemisphere to exchange ideas with our distinguished guests on themes such as finance, the global economy, trade, bilateral relations, energy, infrastructure, security, telecommunications, and tourism.

In 2015, our honored guests included:

**Nelson Barbosa**, Minister of Planning, Budget, and Management, Brazil

**Luis Felipe Céspedes**, Minister of Economy, Development, and Tourism, Chile

**Alfredo Cornejo**, Governor of the Province of Mendoza, Argentina

**Isabel de Saint Malo de Alvarado**, Vice President, Minister of Foreign Affairs, Panama

**Jeff Duncan**, U.S. Representative (R-SC); Chairman, Western Hemisphere Subcommittee on Foreign Affairs

**Sergio Fajardo**, Governor of Antioquia, Colombia

**John F. Kelly**, Commander of U.S. Southern Command

**Christine Lagarde**, Managing Director, International Monetary Fund

**Gustavo Leite**, Minister of Industry and Commerce, Paraguay

**Rodrigo Malmierca Díaz**, Minister of Foreign Trade and Investment, Cuba

**Noah Mamet**, U.S. Ambassador to Argentina

**Lourdes Melgar**, Undersecretary for Hydrocarbons, Secretariat of Energy, Mexico

**Ernest Moniz**, U.S. Secretary of Energy

**Máximo Pacheco**, Minister of Energy, Chile

**Phillip Paulwell**, Minister of Science, Technology, Energy, and Mining, Jamaica

**Claudia Ruiz Massieu**, Secretary of Foreign Affairs, Mexico

**Juan Schiaretti**, Governor of the Province of Córdoba, Argentina

**Federico Sturzenegger**, National Deputy, Union PRO Party, Argentina

**Alejandro Toledo**, former President of Peru

**Juan Manuel Urtubey**, Governor of the Province of Salta, Argentina

**Rodrigo Valdés**, Minister of Finance, Chile

**Luis Videgaray**, Secretary of Finance and Public Credit, Mexico

**Kelly R. Welsh**, General Counsel, U.S. Department of Commerce



**Row 1:** Ambassador **James Jones**, ManattJones Global Strategies, LLC; **Jeff Duncan**, U.S. Representative (R-SC); Chairman, Western Hemisphere Subcommittee, U.S. House Committee on Foreign Affairs • **Máximo Pacheco**, Minister of Energy, Chile; **Susan Segal**, President and CEO, AS/COA • **Luis Videgaray**, Secretary of Finance and Public Credit, Mexico

**Row 2:** **Claudia Ruiz Massieu**, Secretary of Foreign Affairs, Mexico • **Gustavo Leite**, Minister of Industry and Commerce, Paraguay • General **John F. Kelly**, Commander of U.S. Southern Command

**Row 3:** **Phillip Paulwell**, Minister of Science, Technology, Energy, and Mining, Jamaica • **Christine Lagarde**, Managing Director, International Monetary Fund • **Nelson Barbosa**, Minister of Planning, Budget, and Management, Brazil

**Row 4:** **Isabel de Saint Malo de Alvarado**, Vice President; Minister of Foreign Affairs, Panama • **Federico Sturzenegger**, National Deputy, Union PRO Party, Argentina; **Ragnhild Melzi**, Vice President, Public Policy Programs and Corporate Relations, AS/COA



# Presidents of the Americas

## Leading the Americas

Over the year, we host heads of state from the region at our U.S. offices and in cities across the Western Hemisphere. These programs provide opportunities for members, leading policymakers, and top officials to dialogue on their countries' investment opportunities and current economic and political environments. This year, we hosted public and private programs with the heads of the state of Chile, Colombia, Costa Rica, Honduras, Paraguay, and Uruguay.



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

Row 2: **Juan Orlando Hernández**, President of Honduras • **Luis Guillermo Solís**, President of Costa Rica • **Horacio Cartes**, President of Paraguay

Row 3: **Tabaré Vázquez**, President of Uruguay



# Latin American Cities

## Engaging the Americas

Our **Latin American Cities** series creates a forum for prominent government and business leaders and investors to discuss and debate some of the most important issues the region faces, including energy, competitiveness, innovation, and the environment. These conversations provide deeper understanding of the political and economic landscape of the host country and the region.

In 2015, the series was active in Bogotá, Buenos Aires, Mexico City, San José, Santiago, and São Paulo. Our distinguished speakers included presidents, ministers, governors, secretaries, ambassadors, senior representatives from multilateral organizations, CEOs, and leading entrepreneurs.

The conferences continue to be highly anticipated events in each city; our six public conferences attracted nearly 2,500 attendees and received over 171,000 live views via webcasting.

**Row 1: Ildefonso Guajardo**, Secretary of Economy, Mexico • **Susan Segal**, President and CEO, AS/COA; **Mauricio Macri**, Mayor of the City of Buenos Aires

**Row 2: Business Environment in Brazil.** **Hélio Magalhães**, Citi Brazil; **José Décurnex**, IBM Latin America; **Rodrigo Santos**, Monsanto Brazil; **Gilberto Peralta**, General Electric Brazil; **Patrice Etlin**, Advent International Corporation

**Row 3: Mauricio Cárdenas**, Minister of Finance and Public Credit, Colombia • **Luis Felipe Céspedes**, Minister of Economy, Development, and Tourism, Chile • **Luis Guillermo Solís**, President of Costa Rica; **Jorge Sequeira**, Managing Director, Costa Rican Investment Promotion Agency; **Ragnhild Melzi**, Vice President, Public Policy Programs and Corporate Relations, AS/COA

**Row 4: Cybersecurity: The Cost to Businesses—Building Public Trust.** **Andrés Rengifo**, Microsoft; **Oliver González Barrales**, General Director for the Specialized Center for Technological Response (CERT), Federal Police, Mexico; **Saúl Padrón Estrada**, Telefónica Mexico; **Lina Ornelas**, Google



# Latin American Cities Elite Events

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

In 2015, our honored guests included:

**Danilo Astori**, Minister of Finance, Uruguay

**Horacio Cartes**, President of Paraguay

**Michael Chertoff**, The Chertoff Group; former U.S. Secretary of Homeland Security

**Carlos Gutierrez**, Albright Stonebridge Group; former U.S. Secretary of Commerce

**Eladio Loizaga**, Minister of Foreign Relations, Paraguay

**Alexander Mora**, Minister of Foreign Trade, Costa Rica

**Rodolfo Nin Novoa**, Minister of Foreign Affairs, Uruguay

**Santiago Peña**, Minister of Finance, Paraguay

**Tabaré Vázquez**, President of Uruguay





**Row 1:** 2015 Latin American Cities Conferences Paraguay: Annual Meeting in Asunción. **Ramón Jiménez Gaona**, Minister of Public Works and Communications, Paraguay; **Santiago Peña**, Minister of Finance, Paraguay; **Susan Segal**, President and CEO, AS/COA; **Eladio Loizaga**, Minister of Foreign Relations, Paraguay; **Gustavo Leite**, Minister of Industry and Commerce, Paraguay; **Mario León**, Vice Minister of Agriculture, Paraguay • **Alexander Mora**, Minister of Foreign Trade, Costa Rica

**Row 2:** **Rodolfo Nin Novoa**, Minister of Foreign Affairs, Uruguay; **Susan Segal**, AS/COA; **Danilo Astori**, Minister of Finance, Uruguay

**Row 3:** **Carlos Gutiérrez**, Albright Stonebridge Group; former U.S. Secretary of Commerce • **Michael Chertoff**, The Chertoff Group; former U.S. Secretary of Homeland Security

# Latin American Roundtable Discussions

## 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 *Americas Quarterly* staff traveled to Bogotá, where, together with local research partners from the Institute of Political Science, they held a high-level roundtable on the effectiveness of the country's *consulta previa* laws. Moderated by Diego García-Sayán, former President of the Inter-American Court of Human Rights and an expert in the field of *consulta previa* in Latin America, the discussion included representatives from a diverse group of stakeholders, including indigenous and Afro-descendent community representatives, policy makers, business leaders, and civil society.

The team also held an off-the-record discussion on *consulta previa* laws in Peru at a roundtable with researchers from Lima's University of the Pacific. The program brought together leading academics, policy makers, and community representatives in an effort to improve and clarify the country's *consulta previa* framework ahead of 2016 presidential elections. Both roundtables were made possible by the Ford Foundation.



**Row 1:** Americas Quarterly Social Inclusion Index Launch in Peru. **Leani García**, Production Editor, *Americas Quarterly*; **Brian Winter**, Editor-in-Chief, *Americas Quarterly*; **Francisco Galarza Arellano**, Professor of Economics, Universidad del Pacífico, Peru; **Julio César Villa Palomino**, Professor of Sociology, Universidad del Pacífico, Peru

**Row 2:** *Advances and Challenges of Consulta Previa in Colombia*. (L) Roundtable. (R) **Adriana Mejía Hernández**, Executive Director, Instituto de Ciencia Política Hernán Echavarría Olózaga; **Diego García-Sayán**, former President, Inter-American Court of Human Rights; **Gabriel Echavarría Obregón**, President of the Board, Instituto de Ciencia Política Hernán Echavarría Olózaga

**Row 3:** *Advances and Challenges of Consulta Previa in Peru*. **Benjamin Russell**, Editor, *Americas Quarterly*; **Brian Winter**, *Americas Quarterly*; **Cynthia Sanborn**, Director of Investigative Center, Universidad del Pacífico, Peru • **Tarcila Rivera Zea**, Founder and Executive Director, Center for Indigenous People's Culture, Peru

# Working Groups

## Analyzing the Americas

The **AS/COA Cuba Working Group (CWG)** provides both a discreet bridge between the private and public sectors in the United States and Cuba and an extraordinary source of policy knowledge for AS/COA's corporate and individual members.

Over the course of 2015, the AS/COA CWG organized 12 programs in New York, Washington, and Miami, including two regulatory briefings with senior U.S. government officials, congressional briefings, our first annual public Cuba Conference in collaboration with the CAF - Development Bank of Latin America, and private meetings with prominent Cubans such as Archbishop of Havana Jaime Lucas Ortega y Alamino, Minister of Foreign Trade and Investment Rodrigo Malmierca Díaz, and North America Director for the Ministry of Foreign Affairs Josefina Vidal. In June, AS/COA took its third delegation to Havana to examine the new U.S.–Cuba relationship and better understand business opportunities on the ground. The agenda included meetings with senior-level Cuban officials, economists, foundation heads, entrepreneurs, the international diplomatic community, journalists, and artists.

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

In 2015, EAG's 16 programs included cohosting a White House summit on Caribbean energy security, featuring U.S. Vice President Joe Biden and U.S. Energy Secretary Ernest Moniz; a conference on North American energy integration in Houston; and 13 programs in New York, Washington, and Miami. EAG hosted the energy ministers from Chile, Guatemala, Jamaica, and Panama, and released a report on the Pacific Alliance.

The **Trade Advisory Group (TAG)** promoted a strategic approach to U.S. trade policy in the Western Hemisphere. In 2015, the TAG convened public discussions and private meetings with senior U.S. administration officials. TAG delegations met with U.S. legislators to discuss the importance of the Trans-Pacific Partnership as a driver of hemispheric trade expansion.





**Row 1:** Cardinal **Jaime Lucas Ortega y Alamino**, Archbishop of Havana, Cuba • *Cuba: The Year in Review and a Look to the Future*. **Kelly R. Welsh**, General Counsel, U.S. Department of Commerce; **Alana Tummino**, Director of Policy, Head of Cuba Working Group, AS/COA; **Alex Lee**, Deputy Assistant Secretary for South America and Cuba, U.S. Department of State • **Rodrigo Malmierca Díaz**, Minister of Foreign Trade and Investment, Cuba

**Row 2:** *An Energy Agenda for the Pacific Alliance*, February 2015 white paper • *Paper Launch: Energy and the Pacific Alliance*. **Christian Gómez, Jr.**, Director of Energy, COA; **David Yanovich**, Cerrito Capital; **Eric Farnsworth**, Vice President, AS/COA • **Ali Moshiri**, Chevron Africa and Latin America Exploration and Production Company

**Row 3:** *Trans-Pacific Partnership: Implications for Latin America*. **Anabel González**, Senior Director, Global Practice on Trade and Competitiveness, World Bank Group; former Minister of Foreign Trade of Costa Rica; **Christopher Padilla**, Governmental Programs, IBM; former U.S. Under Secretary of Commerce for International Trade; **Arturo Sarukhan**, Senior Non-Resident Fellow, Brookings; former Ambassador of Mexico to the U.S.; **Eric Farnsworth**, AS/COA • **David Olsen**, International Trade Specialist, U.S. Department of Commerce; **Stefan M. Selig**, Undersecretary of Commerce for International Trade, U.S. Department of Commerce; **Carin Zisis**, Editor-in-Chief, AS/COA Online; **Kezia McKeague**, Director of Government Relations, COA

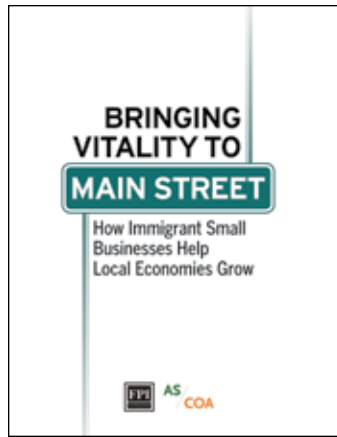
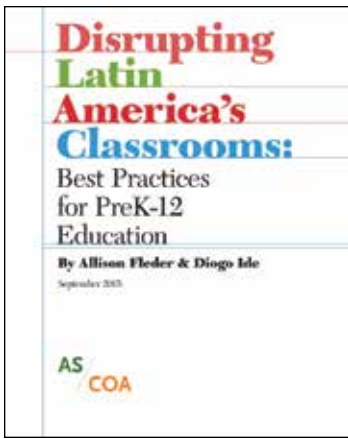
# Initiatives

The **AS/COA Women's Hemispheric Network** encourages rising young professional women to stay in the workforce and reach leadership positions. In 2015, the network expanded its reach by hosting its first-ever conference in São Paulo with a keynote address by former Brazilian Minister of Environment Marina Silva. We also hosted a program in Miami featuring U.S. Representative Debbie Wasserman Schultz and a conference in Mexico City with the General Consul of Mexico in New York Sandra Fuentes-Berain. Our fourth annual conference in New York included a panel of male leaders from the private and public sectors who provided perspectives on the advancement of women professionals. Our programs attracted more than 600 women and related videos have drawn over 60,000 YouTube views.

The **Young Professionals of the Americas (YPA)** network has grown to count over 1,500 young people across its New York and Miami chapters, as well as a Steering Committee of 26 rising leaders. In 2015, YPA hosted 27 programs, including meetings with public- and private-sector leaders, networking cocktails, private art fair tours, a New York Stock Exchange tour and participation in the opening bell ringing, a New York Fashion Week show, and a private party at Andy Warhol's former studio.

In its last year in operation, the **Immigration and Integration Initiative** organized eight public and private meetings in 2015, bringing together business, government, and civil society leaders to discuss strategies to maximize immigrant contributions in U.S. cities. Programs included a New York private roundtable convening immigration advocates from across the country to strengthen cross-sector networks. The Initiative also hosted programs in Denver and Louisville, and team members advised local government and community stakeholders in New Orleans on city-level integration efforts. Conversations with Louisville community leaders helped launch an initiative to make the city more welcoming for immigrant workers. The Initiative published two fact sheets and copublished two comprehensive reports, *Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow* and *Opening Minds, Opening Doors, Opening Communities: Cities Leading for Immigrant Integration*.

In conjunction with the cochairs of our Chairman's International Advisory Council we launched an **Education Initiative** in 2015. We held our first roundtable on disruptive models for preK–12 education with a group of public- and private-sector leaders, entrepreneurs, and education experts from throughout the region. The roundtable's conclusions were published in the white paper *Disrupting Latin America's Classrooms: Best Practices for PreK–12 Education*.



**Row 1:** *Disrupting Latin America's Classrooms*, September 2015 white paper • **Salvador Paíz**, President, FunSEPA; Vice President, FUNDESA; Grupo PDC; **Sandy Speicher**, IDEO

**Row 2:** *Growth in the New West: Maximizing Immigrant Contributions to Denver's Prosperity*. **Michael B. Hancock**, Mayor of the City and County of Denver • *Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow*, January 2015 white paper • *Women's Economic Empowerment in Brazil: Lessons from the Top*. **Marina Silva**, former Minister of Environment, Brazil

**Row 3:** *Inspiring Women to Lead: AS/COA's Second Women's Hemispheric Network Forum in Miami*. **Debbie Wasserman Schultz**, U.S. Representative (D-FL) • *AS/COA Women's Hemispheric Network Annual Conference and*

*Networking Event in New York*. **José Antonio Ríos**, CELISTICS; Ambassador **Antonio de Aguiar Patriota**, Permanent Representative of Brazil to the UN; **Nancy Mahon**, The Estée Lauder Companies, Inc; **Richard Rosenbaum**, Greenberg Traurig, LLP; **Joel Schwartz**, Global New Business Development, EMC Corporation

**Row 4:** *YPA Tour of the New York Stock Exchange*. • *YPA Miami: Celebrating the Value in Failure*. **Ivan Rapin-Smith**, Watsco Ventures; **Mike B. Fernandez**, MBF Healthcare Partners; **Lilia Luciano**, Journalist; Founder, Colnspire



# AS/COA Online

## Linking the Americas

**AS/COA Online** attracted new readers, viewers, and followers at record rates in 2015. The numbers speak for themselves: our webcasts garnered more than 440,000 views, meaning a jump of 730 percent compared to the prior year. Site visits from Facebook increased 121 percent, and YouTube subscriptions rose 83 percent. We reach an average audience of 2.9 million on Twitter each week.

Our digital channels offer the best of coverage from AS/COA programming, along with high-quality content exploring the top issues affecting the Americas. Through updates and explainers, we break down what's behind the news on themes ranging from economics to elections. Interviews with regional experts provide insights on topics such as Colombia's peace talks and warming U.S.-Cuba ties. Our infographics lay out the facts on regional trade, technology, and demographics. And our videos feature regional leaders talking on matters like Mexico's energy reforms and Venezuela's sovereign debt.

Through social media, e-newsletters, and **[www.as-coa.org](http://www.as-coa.org)**, 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](http://as-coa.org/live)**



**[as-coa.org/newsletters](http://as-coa.org/newsletters)**



**[Facebook.com/ASCOA](https://Facebook.com/ASCOA)**



**[Twitter.com/ASCOA](https://Twitter.com/ASCOA)**



**[YouTube.com/ASCOAonline](https://YouTube.com/ASCOAonline)**



**[Instagram.com/ASCOA](https://Instagram.com/ASCOA)**



**[Soundcloud.com/ASCOA](https://Soundcloud.com/ASCOA)**

AS COA Americas Society / Council of the Americas  
 Uniting opinion leaders to exchange ideas and create solutions to the challenges of the Americas today

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LEADERSHIP EVENTS Explore by: ISSUES COUNTRIES ARTS & CULTURE WATCH & LISTEN NEWS ROOM ABOUT US

# LATIN AMERICA IN FOCUS

**LatAm in Focus: Grupo Estado's Ricardo Gandour on Brazil in Crisis Mode**  
 The director of one of the largest Brazilian media groups says the country needs a new constitution.

Upcoming Events

From AS/COA Online

Poll Update: A Look at the Florida Electorate

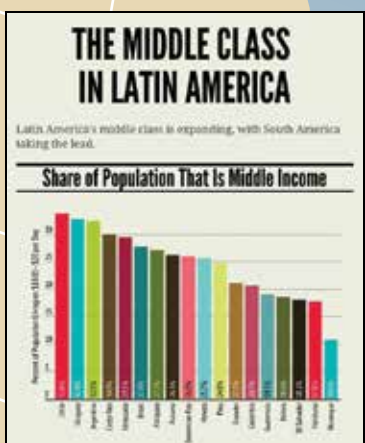
Update: Colombia's To-Do List ahead of the Peace Deadline

COA Americas Society / Council of the Americas as-coa.org

Lilian Tintori  
 Venezuelan Human Rights Activist

AS COA A Conversation with Christine Lagarde  
 Created 173 days ago on ascoa

11:00 COMMENT SHARE



# Americas Quarterly

Engaging the Americas

**Americas Quarterly (AQ)** is the premier publication on business, politics, and culture in the Western Hemisphere with a focus on Latin America. On June 15, AQ unveiled a relaunch under the direction of the new Editor-in-Chief Brian Winter, placing a greater emphasis on storytelling and images while expanding coverage of business, culture, and the arts. The first print magazine reflecting this new style was the Amazon issue, launched in early November.

In 2015, AQ issues covered (The Decline of U.S. Power? Winter 2015); (Technology in Latin America Spring 2015); (Trade Is Back! Summer 2015); and (The Amazon Today Fall 2015).

The fourth annual Social Inclusion Index appeared in the Summer 2015 issue. The Index, which included a new ethnoracial indicator, was presented at the National Press Club at an event co-organized with the U.S. State Department's Bureau of Western Hemisphere Affairs to observe the beginning of the International Decade for People of African Descent.

In May, AQ traveled to Mexico City to launch the Spring 2015 issue on technology and, in November, to the state of Pará, in the Brazilian Amazon, for the launch of the Fall 2015 issue. Following a panel with the governor of Pará, Simão Jatene, AQ staff worked in collaboration with the Amazon Institute of People and the Environment to create a video documenting farmers' and businesses' efforts to cut net deforestation to zero in Pará. AQ will continue to provide full digital access to the magazine with a newly-updated, user-friendly AQ app available for iPhone, iPad, Android, and Kindle.



Row 1: Winter 2015 • Spring 2015 • Summer 2015 • Fall 2015

Row 2: *The Decline of U.S. Influence? Americas Quarterly on Foreign Policy in the Americas.* **Alana Tummino**, Senior Editor, *Americas Quarterly*; **Diana Villiers Negroponte**, Public Policy Scholar, Woodrow Wilson International Center for Scholars; **Russell Crandall**, Professor of American Foreign Policy and International Politics, Davidson College; **Guy Edwards**, Research Fellow, Institute for Environment and Society; Codirector, Climate and Development Lab, Brown University

Row 3: *Americas Quarterly 2015 Spring Launch: Latin America's Tech Revolution.* **James Bosworth**, Partner and Director of Analysis, Southern Pulse; **Rossana Fuentes-Berain**, Founder, Mexico Media Lab S21; **Roberto Wagmeister**, Grupo Assa; **Sean Summers**, Mercado Libre • **Mónica Aspe Bernal**, Undersecretary of Communications, Secretariat of Communications and Transportation, Mexico

Row 4: *Americas Quarterly 2015 Fall Launch: The Amazon Today and How to Protect It.* **Bruno Valente**, Prosecutor, Public Prosecutor's Office in Pará, Brazil; **Simão Jatene**, Governor of Pará, Brazil; **Brian Winter**, Editor-in-Chief, *Americas Quarterly*; **Beto Verissimo**, Senior Researcher, Cofounder, the Amazon Institute of People and the Environment



# 45th Annual Washington Conference on the Americas

Each year, the **Washington Conference on the Americas** brings together senior government officials, thought leaders, and private-sector representatives for a discussion on current issues and trends in hemispheric affairs. Convened at the U.S. Department of State, our 45th Washington Conference explored the theme “Integration and Innovation: The Americas Agenda.”

Speakers discussed issues relating to politics, energy, innovation, connectivity, and migration. U.S. Secretary of State John Kerry discussed how the United States should build on a new era of cooperation between hemispheric countries and promote democracy. U.S. Secretary of Energy Ernest Moniz spoke in favor of a regional energy agenda, pointing to the great promise of Mexico’s energy reforms.

U.S. Secretary of Transportation Anthony Foxx focused his remarks on the role of transportation innovation in the region, using the Panama Canal as an example of infrastructure innovation. The Inter-American Development Bank President Luis Alberto Moreno discussed the connectivity of supply chains across Latin America, pointing to the need for structural reforms.

New Jersey Governor Chris Christie discussed recent trade missions to Canada and Mexico and U.S. policy in the region, stating that North America should be a “first thought, not an after-thought.” A panel discussion on innovation as a driver of development in the Americas featured U.S. Deputy Secretary of Commerce Bruce Andrews, President of George Mason University Ángel Cabrera, Medtronic CEO Omar Ishrak, and Telefónica Hispanoamérica CEO Eduardo Caride. The panelists explored government’s role in infrastructure and regulatory issues, as well as the importance of higher education.

The conference concluded with President of Honduras Juan Orlando Hernández. Former U.S. Ambassador to Honduras and AS/COA Chairman John Negroponte interviewed Hernández on the challenges facing the country, including economic growth, human capital, democracy, and citizen security.

The conference’s opening reception was hosted at the Mexican Cultural Institute, with keynote remarks by U.S. Assistant Secretary of State for Western Hemisphere Affairs Roberta Jacobson.

**Row 1: Ernest Moniz**, U.S. Secretary of Energy • **John Kerry**, U.S. Secretary of State • **Anthony Foxx**, U.S. Secretary of Transportation

**Row 2: Roberta Jacobson**, U.S. Assistant Secretary of State for Western Hemisphere Affairs • **Megan Murphy**, Washington Bureau Chief, *Financial Times*; **Bruce Andrews**, U.S. Deputy Secretary of Commerce

**Row 3: Susan Segal**, President and CEO, AS/COA; **Luis Alberto Moreno**, President, Inter-American Development Bank • **Juan Orlando Hernández**, President of Honduras; Ambassador **John Negroponte**, Chairman, AS/COA

**Row 4: Ángel Cabrera**, President, George Mason University • **Eduardo Caride**, Telefónica Hispanoamérica • **Omar Ishrak**, Medtronic



# 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 2015, COA Vice President Eric Farnsworth provided congressional testimony on two occasions before the U.S. House of Representatives Subcommittee on the Western Hemisphere. At the hearing, on "The Strategic Importance of the Western Hemisphere: Defining U.S. Interests in the Region," the discussion highlighted the region's direct connections to economic well-being and national security in the United States. A second hearing, "Mexico's Energy Reforms: Pursuing North American Energy Independence," analyzed Mexico's transformational reform of its energy sector and the importance of regional energy integration.

In addition, COA leadership held regular meetings on Capitol Hill on a variety of topics, including trade, energy, and foreign policy. The COA Trade Advisory Group advocated for Trade Promotion Authority, which passed the U.S. Congress in June 2015, and promoted the Trans-Pacific Partnership from the perspective of the Western Hemisphere.

Featured speakers at public and private programs included Senator Tim Kaine (D-VA), Cochair of the Friends of the Trans-Pacific Partnership Caucus Gregory Meeks (D-NY), and Chairman of the House Subcommittee on the Western Hemisphere Jeff Duncan (R-SC). Additional public programming in Washington covered topics ranging from the Argentine and Venezuelan elections to U.S.-Brazil relations and U.S. assistance for Central America.





**Row 1:** *The Trans-Pacific Partnership: What's at Stake for the Western Hemisphere?* **Gregory Meeks**, U.S. Representative (D-NY); Cochair, Friends of the Trans-Pacific Partnership Caucus • *Venezuela's Elections: Analysis and Implications.* **Moisés Naím**, Distinguished Fellow, Carnegie Endowment for International Peace; **Jorge Quiroga**, former President of Bolivia; **Andrés Pastrana**, former President of Colombia

**Row 2:** *A Conversation on the U.S.-Brazil Relationship Ahead of Rousseff's Visit.* **Shannon Herzfeld**, Archer Daniels Midland Co; **Monica de Bolle**, Visiting Fellow, Peterson Institute for International Economics; **Brian Winter**, Vice President of Policy, AS/COA; **Eric Farnsworth**, Vice President, AS/COA • **Tim Kaine**, U.S. Senator (D-VA)

**Row 3:** *Interpreting the Results of Argentina's Presidential Election.* **Guillermo Vuletin**, Visiting Economist, Inter-American Development Bank; **Ernesto Calvo**, Associate Professor and Associate Chair, Department of Government and Politics, University of Maryland; **Hector Schamis**, Adjunct Professor, Georgetown University

# Music

In 2015, the MetLife Foundation **Music of the Americas** Concert Series presented 17 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 NY, and Make Music New York. We also expanded our partnership with the Centro de Experimentación del Teatro Colón through the U.S. premiere of the staged opera *Hercules in Mato Grosso* at Dixon Place in May. Mixtec ensemble Orquesta Pasatono kicked off our Fall 2015 season at El Museo del Barrio, where they performed a set inspired by the music curated by Carlos Chávez for the 1940 Mexican art retrospective at the Museum of Modern Art.

Brazilian jazz legend Gilson Peranzetta joined Cliff Korman for a two-piano concert at Americas Society in collaboration with Savassi Festival NY, and Mexican early music ensemble Tembembe Ensamble Continuo performed a program of Baroque *fandangos* as part of New York Early Music's *El nuevo mundo* celebration.

Other season highlights included early music concerts by Bolivian ensemble Arakaendar, led by Ashley Solomon, at The Hispanic Society of America; and in-house vocal ensemble Meridionalis in a collaboration with The Bishop's Band featuring Guatemalan Christmas music as part of the Twelfth Night Festival at Trinity Wall Street.

Colombian vocalist Lucía Pulido presented a special Valentine's set, and the International Contemporary Ensemble premiered an Americas Society commission by Argentine composer Mario Davidovsky. The folk duo Luna Monti and Juan Quintero had their New York debut for a packed house with special guest Miguel Zenón. Music of the Americas returned to Central Park for the premiere of a site-specific commission by Brazilian composer Valéria Bonafé, and Jorge Caballero performed to an enthusiastic crowd 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, and received thousands of views on Americas Society's YouTube channel.

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



Row 1: Ashley Solomon leads Arakaendar at The Hispanic Society of America • Tembembe Ensemble Continuo at Americas Society  
 Row 2: Orquesta Pasatono at El Museo del Barrio  
 Row 3: Lucía Pulido at Americas Society • Meridionalis and The Bishop's Band conducted by Sebastián Zubieta at Trinity Wall Street  
 Row 4: Alejandro Spies in *Hercules in Mato Grosso* at Dixon Place



# Visual Arts

2015 began with *Moderno: Design for Living in Brazil, Mexico, and Venezuela, 1940–1978*, an exhibition that examined how design transformed the domestic landscape in a period marked by major stylistic developments and social political changes. The exhibition brought together a representative group of objects that included furniture, ceramics, metalwork, textiles, and print material. *Moderno* was accompanied by a 200-page hardcover catalogue featuring contemporary essays, as well as newly-translated historical texts on design. The show was reviewed twice in *The New York Times* and a larger version travelled to The Blanton Museum of Art at the University of Texas at Austin.

The spring exhibition, *Portraiture Now: Staging the Self*, was organized by the Smithsonian’s National Portrait Gallery in collaboration with the Smithsonian Latino Center. It featured the work of six contemporary U.S. Latino artists—David Antonio Cruz, Carlee Fernandez, María Martínez-Cañas, Rachelle Mozman, Karen Miranda Rivadeneira, and Michael Vasquez—exploring how identities are constructed and negotiated through portraiture. The show had a review in *The New York Times* and was featured in the television program *NYC-ARTS*.

The year concluded with *Boundless Reality: Traveler Artists’ Landscapes of Latin America from the Patricia Phelps de Cisneros Collection*, organized in collaboration with Hunter College and the Colección Patricia Phelps de Cisneros. Jointly presented in two venues, it focused on Latin American traveler art. Americas Society showcased photography, drawings, and prints centered on Auguste Morisot’s 1886 expedition on the Orinoco River. Works by José María Velasco, Marc Ferrez, Anton Goering, and Ferdinand Bellermann were also on view. The show was reviewed in *The New Yorker* magazine and was visited by Honorary Chairman and founder David Rockefeller.

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





**Row 1:** *Moderno: Design for Living in Brazil, Mexico, and Venezuela, 1940–1978*; 2015 catalogue • *Moderno*. Installation view at Americas Society • *Moderno*. Installation view at the Blanton Museum of Art

**Row 2:** *Boundless Reality: Traveler Artists' Landscapes of Latin America from the Patricia Phelps de Cisneros Collection*. **Gabriela Rangel**, Director and Chief Curator of Visual Arts, Americas Society; **Patricia Phelps de Cisneros**; **David Rockefeller**; **Gustavo Cisneros**; **Susan Segal**, President and CEO, AS/COA • **Jennifer Raab**, President, Hunter College; **Susan Segal**, AS/COA

**Row 3:** *Boundless Reality: Traveler Artists' Landscapes of Latin America from the Patricia Phelps de Cisneros Collection*. Installation view at Americas Society • *Portraiture Now: Staging the Self* organized by the Smithsonian's National Portrait Gallery. Installation view at Americas Society

**Row 4:** Artist **Marta Minujín** holding the book *MINUCODEs* published by Americas Society

# Literature

The **Literature** department, through public programming and publication of *Review: Literature and Arts of the Americas*, presented authors including 2014 Carlos Fuentes Award winner Sergio Ramírez (PEN World Voices); 2013 Presidential Inaugural Poet Richard Blanco; Peruvian-American novelist Daniel Alarcón interviewed by Mexican author Valeria Luiselli; award-winning author Rubén Gallo in conversation with Mexican writer Álvaro Enrigue; and Caribbean authors Robert Antoni, Lorna Goodison, and Caryl Phillips. Additional programs included a tribute to the late Scottish poet, essayist, and translator Alastair Reid, featuring award-winning translators Edith Grossman and Gregory Rabassa; a presentation of Mexican-American author Ilan Stavans' *Quixote: The Novel and the World*; and a celebration of Argentine poet and short fiction writer Silvina Ocampo.

Americas Society's Board decided that 2015 would be the final season for the Literature department's activities. A limited portion of those activities will be integrated into our other cultural programming, as well as *Americas Quarterly*.





Row 1: Rubén Gallo's Proust's Latin Americans. **Caroline Weber**, Associate Professor of French, Barnard College, Columbia University; **Rubén Gallo**, author, Walter S. Carpenter, Jr., Professor in Language, Literature, and Civilization of Spain, Princeton University; **Álvaro Enrique**, author • **Richard Blanco**, poet

Row 2: **Sergio Ramírez**: Divine Punishment. **Sergio Ramírez**, author; **Nick Caistor**, author, translator, and journalist • *Launch of Daniel Alarcón's City of Clowns*. **Daniel Alarcón**, author; **Valeria Luiselli**, author

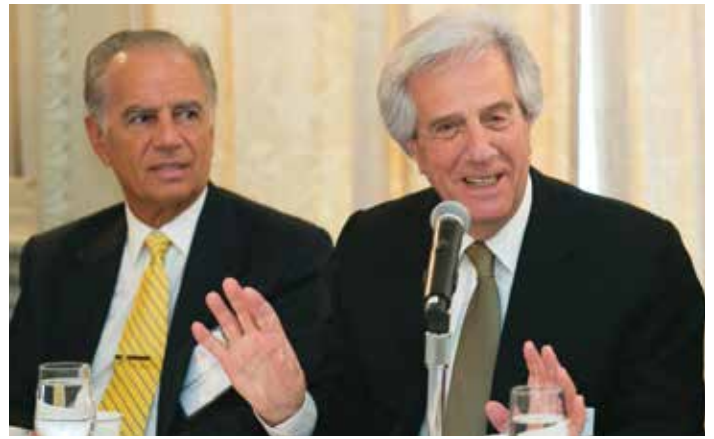
Row 3: **Ilan Stavans' Quixote: The Novel and the World**. **Ilan Stavans**, author, Lewis-Sebring Professor in Latin American and Latino Culture, Amherst College • *Reimagining the Caribbean Legacy*. **Robert Antoni**, author; **Lorna Goodison**, author; **Caryl Phillips**, author

Row 4: *Review 90: Latin America and the Technological Imaginary in the Digital Age*, Spring 2015 cover • *Review 91: A Year in Review*, Fall 2015 cover

# 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 provides 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. In 2015, the CIAC organized its first roundtable focused on disruptive models for preK–12 education, and the group will be an active part of the continuation of the project on a larger scale in 2016.





**Row 1: Gustavo Grobocopatel**, Grupo Los Grobo • **Alejandro Bulgheroni**, Pan American Energy, LLC; **Tabaré Vázquez**, President of Uruguay

**Row 2: Eduardo Elsztain**, IRSA Inversiones y Representaciones S.A.; **Jorge Neuss**, Northern Estates Corp • **Carlos Rodríguez-Pastor**, Interbank • **Eugenio Madero**, Rassini; **Lourdes Aranda**, former Undersecretary of Foreign Affairs, Mexico

**Row 3: Conor McEnroy**, Sudameris Bank, Paraguay; **Conrado Pappalardo**, Grupo Pappalardo • **Juan Pablo del Valle**, Mexichem • **Pedro Nicolás Baridon**, OCSA and Indunor S.A.

# Spring Party

On June 4, the Americas Society hosted its 35th annual Spring Party. The black-tie dinner-dance was held at Cipriani Wall Street. Over 500 guests from the international worlds of business, philanthropy, government, diplomacy, and the arts gathered to celebrate the 2015 Gold Medal recipients: Miguel Alemán Velasco, Chair of the Board of Trustees of the Miguel Alemán Foundation and Laurence D. Fink, Chairman and Chief Executive Officer of BlackRock. The honorees were awarded the Gold Medal in recognition of their commitment to the advancement of education, culture, finance, and entrepreneurship.

**Row 1: Kathleen Barclay; Ned Cloonan • John Moncure; Stephanie Junger-Moat • Carlos Slim; Arturo Sarukhan**

**Row 2: Sarah Gore-Reeves; Richard Burns • John D. Negroponte; William R. Rhodes; Miguel Alemán; Susan Segal; Laurence D. Fink; Terrence J. Checki**

**Row 3: Jorge Dominguez; Sophia Blaquier; Pola Schijman; Mercedes Figueras; Jorge Pepa • Melanie and Peter Munk; Patricia Phelps de Cisneros and Gustavo Cisneros**

**Row 4: Enrique Norton; Alan J. Stoga; Amalia Amoedo; Benjamin Doller • Miguel Alemán; Miguel Alemán Magnani**



# Inaugural Dinner

Americas Society held its annual Inaugural Dinner on October 8 at its landmark building on Park Avenue, marking the beginning of the 2015–2016 program season. The highlight of the evening was the special recognition given to the outgoing Chairman of the Americas Society/Council of the Americas John D. Negroponte, thanking him for his years of leadership for the organization, and the announcement of the new Chairman Andrés Gluski. 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: Saul Zang; Susan Segal; Marcelo Mindlin • John D. Negroponete • Daniel and Camila Rachmanis

Row 2: Renate Rennie; Emilia and J. Pepe Fanjul • Brian J. and Megan Porter; Eduardo S. Elsztain; Patricia Menéndez-Cambó

Row 3: Jorge J. Neuss; Stephanie Junger-Moat • Carlos Lopez Blanco • John D. Negroponete; Gina Díez Barroso de Franklin and Abraham Franklin

Row 4: Carlos Novis Guimarães and Tereza Guimarães; Sandra Fuentes-Berain; Henri Robcis

# BRAVO Symposium & Business Awards CFO Forum Series and CEO Roundtables

In 2016, Council of the Americas assumed control of the Latin Trade Group's successful spectrum of live events, including the Symposium, BRAVO Business Awards, CFO Forum Series, and CEO Roundtables.

Held annually in Miami, the Symposium attracts over 500 leaders, including CEOs, heads of state, and high-level Latin American and Caribbean decision-makers, to share insights and ideas on the region's top issues. The Symposium is followed by the BRAVO Business Awards Gala, a celebration that has recognized excellence and leadership in the public and private spheres for over 20 years. Presidents, policy makers, business leaders, entrepreneurs, and humanitarians representing a wide range of countries and interests are among the awards' distinguished past honorees.

In addition to the incorporation of the BRAVO franchise, COA has assumed control of the CFO Forum Series, an initiative that spans eight cities throughout Latin America and brings together chief financial officers of local companies, multinationals, and multinational corporations to share best practices.

These successful and time-honored events are synergistic to our activities throughout the hemisphere and further consolidate our position as the preeminent organization for private- and public-sector engagement by emphasizing our commitment to Miami, the business gateway to Latin America and the Caribbean.





**Row 1:** Latin Trade's 2015 BRAVO Business Award Honorees. **José Alberto Vélez**, Grupo Argos; **Alejandro Baillères Gual**, Grupo Bal; **Pedro Joaquín Coldwell**, Secretary of Energy, Mexico; **Thilo Mannhardt**, Ultrapar; **Eduardo Belmont**, Belcorp; **Juan Domingo Beckmann**, José Cuervo; **Rodrigo Galindo**, Kroton Educacional; **Tallis Gomes**, EasyTaxi • **Pedro Joaquín Coldwell**, Secretary of Energy, Mexico

**Row 2:** **José Alberto Vélez**, Grupo Argos • **Guillermo Ortiz**, Grupo Financiero Banorte; **Richard Burns**, Latin Trade Group • *CEO Roundtable Breakfast at the Latin Trade Symposium.*

**Row 3:** *Latin America Philanthropy Initiative: Evaluating Effectiveness and Impact.* **Matias Bendersky**, Chief, Partnerships and Resource Mobilization Unit, Office of Outreach and Partnerships, Inter-American Development Bank; **Premal Shah**, President and Co-Founder, Kiva; **Antonio Bara Bresolin**, Economic Evaluation Division, Itaú Social Foundation; **Gustavo Arnavat**, Senior Advisor, Center for International and Strategic Studies; **Angélica Ocampo**, Former Executive Director, Worldfund; **Stefan Stefansson**, Regional Chief for Partnerships, Latin America and the Caribbean Region, UNICEF; **Woods Staton**, Arcos Dorados • **Blanca Treviño**, Softtek (2004 BRAVO Technology Leader of the Year)

**Row 4:** *Panel: Navigating Through Uncertainty.* **Andrés Gluski**, AES Corporation (2012 Bravo International CEO of the Year); **Cynthia J. Arnson**, Director, Latin American Program, The Woodrow Wilson International Center for Scholars; **José Juan Ruiz Gómez**, Chief Economist and Manager, Research Department, Inter-American Development Bank; **Álvaro Pereira**, Director, Country Studies Branch, Department of Economics, Organisation for Economic Co-operation and Development

# Council of the Americas Corporate Members

## As of December 31, 2015

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ACE Group*	Cargill, Incorporated*	FedEx Express*
Advent International	Caterpillar Inc.	FERRERE*
Aeropuertos Argentina 2000*	Catterton Aimara Latin America*	Financial Times*
The AES Corporation*	CELISTICS*	Finepoint Capital*
AIG*	Celulosa Arauco y Constitución (Arauco)	Fintech Advisory, Inc.
Akerman LLP	CEMEX	Fitch Ratings
The Albright Stonebridge Group	Chevron Corporation+	Fluor
American Express Company	The Chubb Corporation	Ford Motor Company *
American Tower Corporation	Cisco Systems, Inc.*	Freeport-McMoRan*
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Banco Ciudad de Buenos Aires	Covington & Burling LLP	GIC*
Banco de la Nación Argentina	Crédit Agricole Corporate and Investment	Goldman Sachs
Banco do Brasil	Bank	Google Inc.*
Banco Santander	Credit Suisse*	Greenberg Traurig, LLP*
Bank of America*	Curtis, Mallet-Prevost, Colt & Mosle LLP	Greylock Capital Management*
Barrick Gold Corporation*	Daimler	Grupo Televisa, S.A.B.*
BBVA	Deutsche Bank	Guardian Industries Corp.
BlackRock*	Danone	Hamburg Sud
Bloomberg*	Diageo plc*	HBO Latin America*
Blue Water Worldwide LLC*	DirecTV Latin America, LLC*	HP Inc
BNY Mellon*	Discovery Communication*	HSBC Securities (USA) Inc.*
The Boeing Company*	DHL Express USA	Hunton & Williams
Braskem S.A.	eBay Inc.	IBM Corporation*
Bridas Corporation*	Elliott Management	IC Power Nicaragua, S.A
Brightness LLC*	EMC Corporation*	INCAE Business School
Bunge Limited*	Empresas CMPC S.A.	IRSA Inversiones y Representaciones S.A.*
	Enel	Itaú Unibanco Holdings, S.A.*
	eni	Japan Bank for International Cooperation



Johnson & Johnson*	Mosbacher Energy Company	Skadden, Arps, Slate, Meagher, & Flom LLP
J.P. Morgan*	MUFG*	Societe Generale Corporate Investment
JTI-Macdonald Corp.	Mylan N.V.	Banking*
Kellogg Co.*	NEC*	Sojitz Corporation of America
Kirkland & Ellis LLP	New York Life	Spinnaker Capital Group
Kroll	News Corp / Fox	Standard & Poor's
Laboratorio de Productos Eticos C.E.I.S.A.*	NEXI	Starwood Hotels & Resorts Worldwide, Inc.
LATAM Airlines Group	Nike, Inc.*	Sudameris Bank*
Latham & Watkins LLP*	Norwegian Cruise Line Holdings, Ltd.*	Sullivan & Cromwell LLP*
Latin Trade Magazine	Odebrecht*	Sumitomo Mitsui Banking Corporation
Libra Capital US, Inc.	Orel Energy Group	TATA Sons Ltd.
LLORENTE & CUENCA	Panedile Argentina S.A.I.C.F. e I.*	Techint Inc.
Lockheed Martin	Partners Group	Telefónica Internacional USA, Inc.*
Manatt, Phelps & Phillips, LLP	Pearson*	Television Association of Programmers*
ManpowerGroup Inc.	PepsiCo*	Temasek
Marathon Asset Management*	Petróleo Brasileiro S.A. - Petrobras	The Estée Lauder Companies Inc.*
Mason Capital Management LLC*	Pfizer Inc*	Time Warner/Turner*
MasterCard	Philip Morris International, Latin America *	Tres Mares Group*
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga	Pluspetrol*	UBS*
Advogados*	Praxair, Inc	UniCredit Group
MBA Lazard	Prisa*	Union Group
McDonald's Corporation*	The Procter & Gamble Company	UPS*
McKinsey Global Institute	Prospectiva Consulting	Viacom*
McLarty Associates	Puente*	Visa International
MeadWestvaco Corporation*	PwC	Wal-Mart Stores, Inc.*
Medtronic, Plc.*	Raytheon Company	The Western Union Company
Mercantil Servicios Financieros, C.A.*	Repsol	White & Case LLP.*
Merck & Co., Inc.*	Riverwood Capital	Yahoo! Inc.
MetLife, Inc.*	Ryder System, Inc.	YPF
Mexichem*	SABMiller	
Microsoft Corporation*	Sancor Seguros	
Millicom	Schneider Electric*	<i>+Patron Corporate Member</i>
Mitsubishi Corporation (Americas)	SC Johnson & Son	<i>*Elite Corporate Member</i>
Mitsui & Co. (USA), Inc.	Scotiabank*	
Mizuho Bank, Ltd	Sempra Energy International*	
Mondelēz International	Shearman & Sterling LLP*	
Monsanto Company*	Shell*	
Moody's*	Simpson Thacher & Bartlett LLP	

# Americas Society Grants and Contributions

## **\$100,000 and above**

Miguel Alemán Velasco and Miguel Alemán  
Magnani  
BlackRock  
Mayor Bill de Blasio, New York City Council,  
Manhattan Borough President Gale Brewer,  
and the New York City Department of  
Cultural Affairs  
David Rockefeller  
Tinker Foundation Inc.

## **\$50,000 to \$99,999**

Aeropuertos Argentina 2000  
Barrick Gold Corporation  
Chevron  
Blanca and Antonio del Valle and  
Barbara and Juan Pablo del Valle  
Mr. and Mrs. Agustín E. Edwards  
Greenberg Traurig, LLP  
J.P. Morgan  
Andrónico Luksic  
Conor McEnroy  
MetLife Foundation  
New York City Department of Cultural Affairs  
in partnership with the City Council  
PHILLIPS  
Power Corporation of Canada  
PRISA / Santillana USA

## **\$25,000 to \$49,999**

Banco Nacional de México  
Citi  
EMC Corporation  
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Genomma Lab Internacional  
Imperative Advisors  
Stephanie Junger-Moat  
Timothy M. Kingston  
Eliás Masri  
McLarty Associates  
Mercantil Servicios Financieros  
National Endowment for the Arts

Jorge J. Neuss  
Alvaro Saieh B.  
Scotiabank  
Seattle International Foundation  
Carlos Slim Helú  
Telefónica  
Blanca Treviño  
UBS  
Welcoming America

## **\$15,000 to \$24,999**

The AES Corporation  
Amalita Amoedo  
Alfonso de Angoitia  
Carlos Julio Ardila  
Pilar Arosemena de Alemán  
AT&T  
Avina Americas  
Alejandro Baillères  
Banco Hipotecario  
Bank of America Merrill Lynch  
Pedro Nicolás Baridon  
Bloomberg Philanthropies  
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Ned Cloonan  
Alejandro Cordero  
Corporación Multi-Inversiones, S.A.  
André Desmarais  
Gina Diez Barroso de Franklin  
Deutsche Asset & Wealth Management  
Henry Eder  
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Eduardo S. Elsztain  
J. Pepe Fanjul  
Ernesto Fernández-Holmann  
Alex Fort Brescia

Freeport-McMoRan Inc.  
Ambassador Antonio O. Garza  
Jaime Gilinski  
Gustavo Grobocopatel  
Sigfrido Gross Brown, Estudio Jurídico  
Gross Brown  
Grupo Argos  
Carlos N. Guimarães  
Nicolas Herrera  
HSBC  
Peter J. Johnson  
Mr. Alejandro Legorreta / Fundación Legorreta  
Hernández  
Eugenio Madero  
Ricardo Villela Marino  
Eliodoro Matte  
MBA Lazard  
Thomas F. McLarty, III  
Mex-Am Cultural Foundation  
Mexichem  
Marcelo Mindlin  
Morgan Stanley  
Robert Mosbacher, Jr.  
MUFG - Bank of Tokyo Mitsubishi UFJ  
Enrique Norten  
Odebrecht/Braskem  
Richard de J. Osborne  
Alec Oxenford  
Salvador Paiz  
Pan American Energy LLC  
Conrado Pappalardo Zaldívar  
PRISA  
Alejandro Reynal  
William R. Rhodes  
Erica Roberts  
Carlos Rodríguez-Pastor  
Alejandro Santo Domingo  
Ambassador and Mrs. Clifford M. Sobel  
Woods W. Staton  
Alan J. Stoga  
Sullivan & Cromwell LLP  
Alexander G. van Tienhoven

José Alberto Vélez  
Weiksner Family Charitable Fund  
White & Case LLP

**\$10,000 to \$14,999**

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Manuel J. Balbontín  
Mr. Alejandro Bulgheroni and Mrs. Bettina  
Bulgheroni  
Chamber Music America  
Patricia and Gustavo Cisneros  
Adriana Cisneros de Griffin and  
Nicholas Griffin  
Valentin Díez-Morodo  
Juan Enriquez Cabot  
Gregory Fage  
Agnes Gund  
The Lauder Foundation – Leonard & Judy  
Lauder Fund  
Leon Lowenstein Foundation, Inc.  
Alejandro Macfarlane  
Carlos Martinangeli  
Ministry of Foreign Affairs / Mexican Agency  
for International Development Cooperation  
(SRE/AMEXCID)  
Mr. and Mrs. Peter and Melanie Munk  
New York State Council on the Arts with  
the support of Governor Andrew Cuomo  
and the New York State Legislature  
Quadrant Capital Advisors  
Martin Rozenblum  
Smart Family Foundation  
Pedro J. Torres  
Alice Walton  
George and Sandra Weiksner

**\$5,000 to \$9,999**

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Douglas Albrecht  
Mr. and Mrs. Jaime Alemán  
Art Agency Partners  
BBVA  
BMW Group Latin America and the Caribbean

Enrique Boilini  
Paul Boskind  
Fernando Burgos  
Cabanellas, Etchebarne, Kelly Abogados  
Juan C. Cappello  
The Christopher Reynolds Foundation  
Ferrere Abogados  
Ivonne Fleitas-Frank  
Thomas Gardner  
Grupo ICA S.A. de C.V.  
Harpo Foundation  
Brandon Haw  
Howard Kaneff  
Linklaters LLP  
Raul Lynch  
Fernando Masjuan Millet  
John C. McIntire  
Mr. Eduardo Mestre  
Mexico National Council for Culture and  
the Arts - National Institute of Fine Arts  
(CONACULTA - INBA)  
Mid Atlantic Arts Foundation  
Mr. and Mrs. Stanley Motta  
Ramón Moyano  
Jorge A. Piedrahita Ardohain  
Pablo and Luisa Pulido  
Aldo Rubino  
Oscar V. Scavone  
Ralph Schlosstein and Jane Hartley  
Jacky Teplitzky  
José Urtubey  
Mr. and Mrs. Alberto Weisser  
The Western Union Company

**\$1,000 to \$4,999**

Airbus Mexico  
Nelson M. Almanzar  
Richard A. Anderson  
Julio Germán Arias Castillo  
Jorge and Rosa Bolaños  
Jay Brickman  
Ricardo Cervantes  
Doris Cramer

Cuba Travel Network  
Margaret J. Cushing  
Santiago Dañino-Beck  
Mr. and Mrs. Jorge Domínguez  
Matt Doup  
Peggy Dulany  
Emily A. Engel  
Estee Lauder Companies Inc.  
Maria Estrany-y-Gendre  
Rachel Fagiano  
Federal Express  
Maria Teresa Ferris Pulido  
Financial Times  
Furthermore: a program of the  
J.M. Kaplan Fund  
Jaime and Raquel Gilinski  
Goldman Sachs  
Hotel Americano  
Isabella Hutchinson  
Lucila Imperiale  
Inter-American Development Bank  
George W. Landau  
Robert Licalzi  
Carolina G. Martínez  
Eduardo R. Márquez  
Adriana Merida-Jedlicka  
Mexican Cultural Institute of New York  
NACCO Industries, Inc.  
Juan Navarro-Staicos  
Mr. and Mrs. Douglas Paul  
Jorge and Mercedes Pepa  
Monica Ramírez de Arellano  
Ashley Rivera  
Margaret Rohrmann  
Rodolfo de Rothschild  
Agatha Ruiz de la Prada  
Joseph Safra  
Isander Santiago-Rivera  
Colin Serling  
James Stranko  
Enrique Umaña  
Lorraine White  
Elizabeth F. Wintle

# Leadership

## **Americas Society Chairman's International Advisory Council**

As of December 31, 2015

### **Co-Chairmen**

Juan Pablo del Valle, Mexico  
Carlos Rodríguez-Pastor, Peru

### **Honorary Co-Chairman**

David Rockefeller, United States

Amalita Amoedo, Argentina  
Carlos Julio Ardila, Colombia  
Emilio Azcárraga Jean, Mexico  
Alejandro Baillères, Mexico  
Pedro Nicolás Baridon, Uruguay  
Roberto Bonetti, Dominican Republic  
Felipe Bosch, Guatemala  
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Patricia Phelps de Cisneros, Venezuela  
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Peggy Dulany, U.S.A.  
Henry Eder, Colombia  
Eduardo S. Elsztain, Argentina  
Juan Enriquez Cabot, Mexico  
Ernesto Fernández-Holmann, Nicaragua  
Alex Fort Brescia, Peru  
Angélica Fuentes Téllez, Mexico  
Jaime Gilinski, Colombia  
Gustavo Grobocopatel, Argentina  
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  
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**

Eduardo Amadeo, Argentina  
Juan Manuel Santos C., Colombia

## **Board of Directors Council of the Americas**

As of December 31, 2015

### **Founder & Honorary Chairman**

David Rockefeller

### **Officers**

Andrés Gluski, Chairman  
Alan J. Stoga, Vice Chairman  
Susan L. Segal, President and CEO  
Sergio J. Galvis, Secretary  
George B. Weiksner, Treasurer

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John D. Negroponte

### **President Emeritus**

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### **Directors**

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President, South America  
Ford Motor Company

Guillermo Azuero  
Regional President, Latin America  
Pfizer

Donald Baker  
Partner and Latin America Head  
White & Case LLP

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Managing Director  
Merck Brazil

Jordi Botifoll  
President of the Latin America Theater  
Cisco

Daniel Calhman de Miranda  
Partner  
Mattos Filho, Veiga Filho, Marrey Jr. E  
Quiroga Advogados

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Regional President  
FedEx Express Latin America and  
Caribbean Division

Andrés Cerisola  
Managing Partner  
FERRERE

Terrence J. Checki  
Former Executive Vice President  
Federal Reserve Bank of New York

Ned Cloonan  
President  
Ned Cloonan Associates

Antonio Del Pino  
Partner  
Latham & Watkins

Dirk Donath  
Senior Partner  
Catterton Aimara Latin America

Sonia Dulá  
Vice Chairman of Latin America  
Bank of America Merrill Lynch

Barry Engle  
President  
General Motors South America

Jose W. Fernandez  
Partner  
Gibson, Dunn & Crutcher

Antonio Ferreira  
International Vice President, Janssen Latin  
America  
Johnson & Johnson

Jane Fraser  
CEO Latin America  
Citigroup

Sergio J. Galvis  
Partner  
Sullivan & Cromwell

Reinaldo A. Garcia  
President and CEO  
GE Corporate – Latin America

Andrés Gluski  
President and CEO  
The AES Corporation

Nicolas Grabar  
Partner  
Cleary Gottlieb Steen & Hamilton LLP

Evan G. Greenberg  
Chairman, President and Chief Executive  
Officer  
ACE Limited and ACE Group

Susan Greenwell  
SVP & Head of International Government  
Relations  
MetLife, Inc.



Boris Hirmas Said  
Chairman  
Tres Mares Group

Donna Hrinak  
President, Latin America and Caribbean  
Boeing

W. Russell King  
Senior Vice President International Relations  
and Federal Affairs  
Freeport-McMoRan

Adriano Koelle  
Chairman of Latin America and Country  
Executive, Brazil  
BNY Mellon

Carlos Lopez Blanco  
Global Head, Public and Regulatory Affairs and  
Member of the Executive Committee  
Telefonica S.A.

Brian Malnak  
Vice President Government Relations Americas  
Shell

Martin Marron  
Chief Executive Officer, Latin America  
JPMorgan

Gerardo Mato  
Chief Executive Officer  
HSBC Global Banking of the Americas

Thomas F. McLarty, III  
Chairman  
McLarty Associates

Maria Fernanda Mejia  
President, Kellogg Latin America  
Kellogg Company

Patricia Menendez-Cambo  
Vice President and Secretary  
Greenberg Traurig LLP

John M. Moncure  
Director for Latin America  
Financial Times

Ali Moshiri  
President, Chevron Africa and Latin America  
Exploration and Production Company  
Chevron Corporation

Edgardo Navarro  
President  
McDonald's Latin America

John D. Negroponte  
Vice Chairman  
McLarty Associates

Richard de J. Osborne  
Chairman (Retired)  
ASARCO Incorporated

Enrique Ostalé  
President and CEO  
Walmart Latin America

Erik Oswald  
Vice President, Americas  
ExxonMobil Exploration Company

Christopher A. Padilla  
Vice President, Governmental Programs  
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Brian J. Porter  
President and CEO  
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Daniel Rachmanis  
Senior Vice President Latin America  
Estée Lauder International, Inc.

William R. Rhodes  
President & CEO, William R. Rhodes Global  
Advisors, LLC  
Professor-at-Large, Brown University

Hernán Rincón  
President  
Microsoft Latin America

Diego Ruiz  
Vice President, Government Affairs  
PepsiCo

Robert S. Schimek  
Executive Vice President and Chief Executive  
Officer of Commercial  
AIG

Susan L. Segal  
President and CEO  
Council of the Americas/Americas Society

Octávio M. C. Simões  
Senior Vice President, Sempra International  
President, Sempra LNG

Tony Sirianni  
Global Trade Leader  
EY

Alan J. Stoga  
President  
Zemi Communications LLC

Antonia E. Stolper  
Partner  
Shearman & Sterling LLP

G. Richard Thoman  
Managing Partner  
Corporate Perspectives LLC  
Former CEO, Xerox Corporation

Javier Vargas  
Managing Director, Investment  
Banking Division  
Credit Suisse

Alberto Weisser  
Former Executive Chairman  
Bunge Limited

**Honorary**  
George W. Landau

**Board of Directors**  
**Americas Society**  
As of December 31, 2015

**Founder & Honorary Chairman**  
David Rockefeller

**Officers**  
Andrés Gluski, Chairman  
Alan J. Stoga, Vice Chairman  
Susan L. Segal, President and CEO  
George B. Weiksner, Treasurer

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William R. Rhodes  
John D. Negroponte

**President Emeritus**  
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Ned Cloonan  
Gina Diez Barroso de Franklin  
J. Pepe Fanjul  
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Enrique Norten  
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Alejandro F. Reynal  
Erica Roberts  
Alejandro Santo Domingo  
Arturo Sarukhan  
Clifford Sobel  
G. Richard Thoman  
Alexander G. van Tienhoven

**Temporary Leave While in  
Public Office**  
Pilar Arosemena de Aleman

# Financials – Americas Society

## Statement of Financial Position

December 31, 2015

(with comparative amounts at December 31, 2014)

<b>ASSETS</b>	<b>2015</b>	<b>2014</b>
Cash and cash equivalents	\$ 1,107,616	\$ 1,175,297
Pledges and contributions receivable	1,656,110	949,410
Prepaid expenses and other assets	620,082	494,061
Investments	36,861,223	39,741,961
Property and equipment, net	3,570,943	3,628,194
	<u>\$ 43,815,974</u>	<u>\$ 45,988,923</u>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable and accrued expenses	\$ 419,863	\$ 484,404
Due to related organization	591,773	585,806
Capital lease obligations	233,972	238,593
Deferred income	30,386	25,738
Total Liabilities	<u>1,275,994</u>	<u>1,334,541</u>
Net Assets		
Unrestricted	3,051,705	3,047,355
Temporarily restricted	22,633,700	24,752,452
Permanently restricted	16,854,575	16,854,575
Total Net Assets	<u>42,539,980</u>	<u>44,654,382</u>
	<u>\$43,815,974</u>	<u>\$44,988,923</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 2015, audited by PKF 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, 2015  
(with summarized totals for year ended December 31, 2014)

	<u>Unrestricted Operating</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total 2015</u>	<u>Total 2014</u>
<b>OPERATING SUPPORT AND REVENUE</b>					
Contributions					
Foundations	\$ 83,100	\$ 587,710	\$ -	\$ 670,810	\$ 747,750
Corporations	528,000	235,000	-	763,000	709,000
Individuals	722,585	36,941	-	759,526	791,485
Government	-	610,500	-	610,500	255,435
In-kind services	-	72,732	-	72,732	14,150
Special event, net of direct costs	1,357,982	-	-	1,357,982	1,344,135
Membership dues	292,760	-	-	292,760	216,303
Other	417,690	-	-	417,690	279,731
Investment return designated for operations	74	2,181,000	-	2,181,074	1,671,072
Spend rate allocation	1,887,538	(1,887,538)	-	-	-
Net assets released from restrictions	1,074,359	(1,074,359)	-	-	-
Total Operating Support and Revenue	<u>6,364,088</u>	<u>761,986</u>	<u>-</u>	<u>7,126,074</u>	<u>6,029,061</u>
<b>OPERATING EXPENSES</b>					
Program Services					
Public policy	2,443,144	-	-	2,443,144	2,237,578
Visual arts	980,089	-	-	980,089	905,329
Literature	444,456	-	-	444,456	462,996
Music	499,783	-	-	499,783	433,231
Communications and website	396,896	-	-	396,896	365,442
Total Program Services	<u>4,764,368</u>	<u>-</u>	<u>-</u>	<u>4,764,368</u>	<u>4,404,576</u>
Supporting Services					
Management and general	872,927	-	-	872,927	794,714
Fundraising	722,443	-	-	722,443	752,588
Total Supporting Services	<u>1,595,370</u>	<u>-</u>	<u>-</u>	<u>1,595,370</u>	<u>1,547,302</u>
Total Operating Expenses	<u>6,359,738</u>	<u>-</u>	<u>-</u>	<u>6,359,738</u>	<u>5,951,878</u>
Excess of Operating Support and Revenue Over Operating Expenses	<u>4,350</u>	<u>761,986</u>	<u>-</u>	<u>766,336</u>	<u>77,183</u>
<b>NONOPERATING REVENUE</b>					
Investment income return in (deficit) excess of spending rate for operations	-	(2,880,738)	-	(2,880,738)	913,482
Change in Net Assets	<u>4,350</u>	<u>(2,118,752)</u>	<u>-</u>	<u>(2,114,402)</u>	<u>990,665</u>
<b>NET ASSETS</b>					
Beginning 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>
End of year	<u>\$ 3,051,705</u>	<u>\$22,633,700</u>	<u>\$16,854,575</u>	<u>\$ 42,539,980</u>	<u>\$44,654,382</u>

# Financials – Council of the Americas

## Statement of Financial Position

December 31, 2015

(with comparative amounts at December 31, 2014)

<b>ASSETS</b>	<b>2015</b>	<b>2014</b>
Cash and cash equivalents	\$ 1,119,217	\$ 2,731,279
Accounts receivable	510,620	237,104
Certificates of deposit	1,287,154	-
Prepaid expenses and other assets	20,396	38,289
Due from related organization	591,773	585,806
Property and equipment, net	772,860	724,861
	<u>\$ 4,302,020</u>	<u>\$ 4,317,339</u>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable and accrued expenses	\$ 93,766	\$ 83,321
Capital lease obligations	11,701	15,210
Deferred rent	98,632	106,905
Deferred sponsorships	331,445	410,750
Deferred membership dues	1,990,500	1,945,085
Total Liabilities	<u>2,526,044</u>	<u>2,561,271</u>
Net Assets, unrestricted	<u>1,775,976</u>	<u>1,756,068</u>
	<u>\$ 4,302,020</u>	<u>\$ 4,317,339</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 2015, audited by PKF 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, 2015  
(with comparative amounts for year ended December 31, 2014)

<b>REVENUE AND SUPPORT</b>	<u>2015</u>	<u>2014</u>
Membership dues	\$4,004,667	\$ 3,782,833
Sponsorships	2,722,650	3,044,950
Programs and conferences	81,829	84,199
Investment income	4,270	85
Total Revenue and Support	<u>6,813,416</u>	<u>6,912,067</u>
<b>EXPENSES</b>		
Program	4,849,555	4,851,670
Membership services	1,210,429	1,274,490
Management and general	733,524	738,722
Total Expenses	<u>6,793,508</u>	<u>6,864,882</u>
Change in Net Assets	19,908	47,185
<b>NET ASSETS</b>		
Beginning of year	<u>1,756,068</u>	<u>1,708,883</u>
End of year	<u>\$ 1,775,976</u>	<u>\$ 1,756,068</u>



*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

### **Susan L. Segal**

President and Chief Executive Officer

### **Eric P. Farnsworth**

Vice President

### **Ragnhild Melzi**

Vice President, Public Policy Programs  
and Corporate Relations

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



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