THE NATIONAL COMMITTEE ON UNITED STATES-CHINA RELATIONS is a nonprofit educational organization that encourages understanding of China and the United States among citizens of both countries. The Committee focuses its exchange, educational and policy activities on politics and security, governance and civil society, economic cooperation, media, and transnational issues, addressing these with respect to mainland China, Hong Kong, and Taiwan. The Committee’s programs draw strength from its members, who number more than 900 Americans from all parts of the country, and 70 corporations and professional firms. They represent many viewpoints, but share the belief that productive U.S.-China relations require ongoing public education, face-to-face contact, and the forthright exchange of ideas.

MISSION

IN 2016, we marked the fiftieth anniversary of the founding of the National Committee on U.S.-China Relations. Reflecting on our storied history reveals how far the bilateral relationship has come since our founders helped reopen the debate on China policy in the 1960s. Today, millions of people travel between the United States and China each year for study, tourism, and business; congressional delegations, military-to-military exchanges, Track II dialogues, and other National Committee historic firsts are now routine; and annual bilateral investment flows have reached $60 billion. These realities are a testament to the strength of our founders’ vision.

Four and a half decades of Sino-American engagement, aided by the National Committee, have contributed directly to a more peaceful and prosperous world. From the historic U.S. tour of the Chinese ping-pong team in 1972 to President Xi Jinping’s visit to Seattle last year, the National Committee has been on the front lines of the ever-evolving U.S.-China relationship for half a century, continually laying the groundwork for the future. Over the past 50 years, we have responded to immediate crises and systemic shifts by providing a platform for frank and constructive dialogue, and by creating relevant, high-impact programs that address the changing nature of the bilateral relationship.

Recent developments in the United States and China have ushered in a new era of global uncertainty. This underscores the urgency of our mission and the fact that stable and productive relations between the world’s two greatest economic and military powers are more important than ever before. The National Committee is responding to current and future challenges by establishing innovative new programs and initiatives that tackle issues as diverse as healthcare and cross-border investment, while at the same time bolstering existing programs that have proven to build trust and cooperation between Americans and Chinese. As leaders and citizens in our two countries look for new avenues of engagement, we are both obligated and uniquely positioned to play a leading role in facilitating this process.

The year covered by this report, 2016, has been even busier than usual: while continuing to hold most of our annual programs, we also rolled out a variety of special 50th anniversary events. These included the Leaders Speak series, which featured former cabinet officers and national security advisors, our China & the World lectures focusing on China’s growing global presence and the impact it has had on specific regions around the world; and a reunion reconnecting the National Committee with former staff and program participants.

The National Committee is grateful to its members and partners, as well as those who have contributed to our Now More Than Ever 50th Anniversary Campaign. Your support enables us to continue to strengthen the Sino-American relationship, the success of which will determine whether we live in peace and security in the 21st century.
The National Committee was founded in June 1966 with four basic governing principles, all of which have continued relevance today: education, not advocacy; representation of diverse views, but avoidance of extremism; a membership that represents all facets of American society; and a commitment to reach out to the general public, opinion makers, and government officials. The founders believed it was important to provide space for deliberation on policies toward China that were in the best long-term interest of the United States. They also believed that dialogue with the Chinese would enhance mutual understanding, a basic requirement for stable and productive relations. Over the past five decades, the Committee has continued to follow these precepts while creating programs in response to shifting needs and opportunities.

1960s

THE NATIONAL COMMITTEE WAS FOUNDED IN JUNE 1966 with four basic governing principles, all of which have continued relevance today: education, not advocacy; representation of diverse views, but avoidance of extremism; a membership that represents all facets of American society; and a commitment to reach out to the general public, opinion makers, and government officials. The founders believed it was important to provide space for deliberation on policies toward China that were in the best long-term interest of the United States. They also believed that dialogue with the Chinese would enhance mutual understanding, a basic requirement for stable and productive relations. Over the past five decades, the Committee has continued to follow these precepts while creating programs in response to shifting needs and opportunities.

The National Committee’s earliest efforts focused on increasing public understanding of China and stimulating informed discussion about U.S.-China relations. From 1966 to 1972, the Committee convened over 180 meetings and seminars throughout the United States. As popular interest in China increased, the Committee undertook a growing range of education-related activities, including a radio series, journalist roundtables, community outreach initiatives, and organizing field staffs at ten major universities around the country.

1970s

The National Committee’s successful hosting of the Chinese Table Tennis Team led to a succession of exchanges in the athletic and cultural arenas. These were large-scale, high-profile public events that provided opportunities for Americans and Chinese to reconsider the assumptions they had formed about each other during prior decades, when contact was exceedingly limited, and helped them to look at each other in a new light.

As other platforms for performing arts and sports exchanges became available, the National Committee began to concentrate on bringing together groups of professional colleagues in more substantive areas, such as international relations, education, governance, media, and urban planning.

National Security Adviser Henry Kissinger greets ten-year-old Jet Li, a member of the 1974 WuShu Team, with National Committee staffer (now vice president) Jan Berris and interpreter (now UC-Berkeley professor of sociology) Tom Gold looking on.

NCUSCR President Art Rosen, George H.W. Bush (then-chief of the U.S. Liaison Office in Beijing), and delegation leader Cyrus Vance (vice chairman of the Council on Foreign Relations), meet with Vice Premier Deng Xiaoping at the Great Hall of the People during the 1975 World Affairs Delegation visit.

Members of the 1978 Chinese Municipal Administrators Delegation, the first group of Chinese mayors to visit the United States, inspect a Baltimore Region Rapid Transit System project.

The first delegation from the People’s Republic of China to set foot on American soil — the Chinese Table Tennis Delegation — arrives in April 1972.

The first national convocation of the National Committee, 1969.

The National Committee’s first executive director, Cecil Thomas (second from left), with founding board members Carl Stever, Robert Scalapino, and Doak Barnett, 1966.

The National Committee’s first national convocation, 1969.
1980s

In the 1980s, the National Committee put its energies into organizing and conducting exchanges. Running the gamut from senior government officials to theater directors, these exchanges usually provided the first opportunity for American and Chinese specialists in a wide variety of fields to meet and share information. The media has always been a major component of National Committee programming. Many of its public outreach activities between 1966 and 1972 focused on reporters and editors, and the first Chinese delegation to come to the United States outside the athletic and performing arts arenas was the 1973 Journalists Delegation. Dozens of others followed; while print media predominated, several radio and television broadcasting exchanges took place as well.

Education has also been a long-running focus of the National Committee’s work. American educators comprised the first specialist delegation the Committee sent to China (August 1973). One-third of the approximately 600 exchanges the organization has run since 1972 have been for education professionals.

The Committee launched the Scholar Orientation Program just as Chinese graduate students and scholars started coming to the United States, providing exposure to American history, culture, and society through site visits, homestays, and customized briefings. During the program’s 22-year run, over 1,000 Chinese participants; its success served as a model for the Committee’s Diplomat Orientation Program, Policy Leaders Orientation Program, and U.S. Foreign Policy Colloquium.

1990s

The National Committee organized the first post-Tiananmen visit of a high-level Chinese delegation to the United States: a Mayors’ Delegation, led by Shanghai Mayor Zhu Rongji, provided an opportunity for frank and forthright exchange at a difficult moment in the Sino-American relationship. The delegation was part of a series of over thirty exchanges focused on municipal, state, provincial and regional governance and planning; these began in 1978 with the first group of mayors to visit the United States (photo on page 3), and continue today.

The National Committee runs a vibrant rule of law program that began in 1980. Its focus has changed over the years and has included legislative drafting, judicial reform (including two visits to China by Supreme Court Associate Judge Anthony Kennedy and a return visit by Minister of Justice Xiao Yang), legal aid, labor law, environmental law, and, most recently, the nexus between the rule of law and human rights, maritime legal issues, and the new International NGO Management Law.

The first instance of Track II diplomacy in the Sino-American relationship was the National Committee’s U.S.-China Distinguished Citizens Dialogue, begun in 1984, the brainchild of long-serving board and executive committee member Michel Oksenberg. Over the course of 27 years, this dialogue brought together policymakers, members of the economic and academic communities, and former government officials for discussions held alternately in the United States and China.

The National Committee undertook a three-year project involving field work and personnel exchanges in the Ussuri River watershed along the China-Russia border. The effort brought together American, Chinese, and Russian natural and social scientists, along with public policy specialists, to examine land use patterns and propose viable alternatives for environmentally sustainable development in that contentious region. It was one of several projects the Committee has run that focus on regional cooperation, including activities that have brought together participants from the PRC, Taiwan, and Hong Kong.
The National Committee ushered in the 21st century with new programming that invests in U.S. and Chinese next-generation leaders. By 2005, the Committee had launched several programs that have become its flagship projects: the Young Leaders Forum, U.S. Foreign Policy Colloquium, Student Leaders Exchange, and Public Intellectuals Program—all of which were designed to engage future leaders of both countries, enhance their dialogue with each other, and build lasting ties among them.

Believing it important that the Chinese and American militaries remain in contact despite the break in relations following Tiananmen, the National Committee sent delegations of retired four-star generals and admirals to China, Hong Kong, and Taiwan in 1994 and in 1996, both led by former secretaries of defense. The success of these delegations inspired the U.S.-China Strategic Security Dialogue in 1999 (led by former Secretary of Defense William Perry for nearly two decades), as well as briefings for mid-career and senior officers in various branches of the U.S. armed services, beginning in 2007 and continuing until today. The latter led to the Committee’s unique program that sends active-duty military officers to China.

In the last decade, Track II dialogues have become an increasingly important component of the National Committee’s work, expanding to the areas of economic relations, energy, maritime issues and international law, human rights and the rule of law, and security.

In the 1990s, the National Committee began once again to emphasize its public outreach mission of educating Americans about China and U.S.-China relations. The number of such programs grew dramatically in the early 2010s and today the Committee usually runs three to five public outreach programs per month, along with the annual CHINA Town Hall at 80+ venues across the country. The reach of these programs has been greatly amplified in the last few years by the organization’s growing social media presence and video/podcast distribution.

The National Committee has been honored over the decades to have been a primary host of major events for every senior Chinese leader to visit the United States from Deng Xiaoping in 1979 to Xi Jinping in 2015.
50TH Anniversary Activities

TO MARK ITS 50TH ANNIVERSARY, the National Committee is honoring its rich history while looking toward opportunities and challenges facing the U.S.–China relationship in the future. Celebrations began in January 2016 and will last through December 2017.

LEADERS SPEAK

A variety of people and institutions have shaped the course of Sino-American relations over the past fifty years. Leaders Speak is a series of public forums that highlights the different roles these and other decision-makers have played in determining the path of the most important bilateral relationship of the 21st century. The series consists of seven panels featuring former U.S. cabinet officers, other senior civilian and military officials, and global business leaders, interviewed by National Committee President Stephen Orlins:

Defense Secretaries
Harold Brown, William Cohen, Chuck Hagel, and William Perry

Commerce Secretaries & U.S. Trade Representatives
Barbara Franklin, Carla Hills, and Susan Schwab

National Security Advisors
Richard Allen, Stephen Hadley, and Robert McFarlane

Secretaries of State
Madeleine Albright and Henry Kissinger

Treasury Secretaries*
Michael Blumenthal, Timothy Geithner, Jacob Lew, and Robert Rubin

Business Leaders*
Olivier Brandicourt, Peter Cohen, and Ellen Kullman

U.S. Pacific Command (PACOM) Commanders*
Dennis Blair, Timothy Keating, Samuel Locklear III, and Joseph Prueher

*2017

GALA DINNER

More than 500 guests gathered at Cipriani Wall Street in December to celebrate the National Committee’s 50th anniversary. Bringing in a record $2.5 million, the Gala provided the perfect backdrop to launch the $15-million Now More Than Ever 50th Anniversary Campaign and to announce that $10.5 million had already been raised to expand and enhance the Committee’s work.

Dr. Henry Kissinger and Mr. Maurice Greenberg, two remarkable individuals who have generously given their time and advice to the Committee for several decades and who serve as board vice chairs, received lifetime achievement awards. Also honored were the leaders of two outstanding companies contributing to the bilateral relationship: Mr. Oscar Munoz, CEO of United Airlines, and Mr. Raymond Conner, vice chairman of The Boeing Company.

CHINA & THE WORLD

The National Committee’s 50th anniversary comes at a time of an increased Chinese presence on the global stage. This special series analyzes China’s relations with various parts of the world, and their ramifications for Sino-American relations.

• Africa
• Russia
• India
• Southeast Asia
• Europe

ARCHIVES

The National Committee has sent the majority of its documents accumulated over the past 50 years for processing and storage at the Rockefeller Archive Center in Sleepy Hollow, NY. Most of the materials are now available for scholars seeking greater insight into the last five decades of U.S.–China relations and the National Committee’s role in those events.

REUNION

A 50th anniversary reunion in Washington, D.C., reconnected over 150 past program participants and former staff. The outpouring of support and everyone’s longstanding dedication to the organization was very gratifying, and a goal for the future is to continue to keep members, program participants, funders, and friends engaged in National Committee events and programs for years to come.
By the Numbers

_IN 2016, the National Committee connected with a record number of people through social media, digital media, events, and member and corporate outreach._

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**PolicyMakers**

Informing policy leaders on both sides of the Pacific

**Dialogues & Conferences**

Fostering ongoing dialogue and cooperation around the most sensitive issues facing the bilateral relationship

**Next Generation**

Developing the capacity of future leaders

**Public Outreach & Education Events**

Providing balanced information that contributes to a more thoughtful, nuanced discussion on Sino-American relations and Greater China
CONGRESSIONAL EDUCATION

In 2016, the National Committee sent three congressional staff delegations to China, composed of senior aides from both the Senate and House, and from D.C., state, and district offices. Delegation members met with Chinese and American government officials, business and NGO leaders, journalists, and scholars, to discuss China’s economic development, environmental challenges, renewable energy, trade, and education, along with other key issues in the U.S.-China relationship.

32 congressional staffers to China in 2016
24 states represented
1:1 Democrat to Republican ratio

The Committee has a long history of educating Congress about issues relating to China, having sent the first congressional staff delegation there in 1976.

NEW NEIGHBORS: 2016 UPDATE

BY CONGRESSIONAL DISTRICT

China’s U.S. investment continues to grow, with deals worth over $15 billion executed in 2015, setting a new record. By the end of 2015, Chinese companies extended across more than 80 percent of congressional districts (362 of 435) and employed more than 90,000 Americans. Providing cumulative investment values, numbers of operations, and jobs provision by region, state, and congressional district, this annually-updated report discusses investment trends and identifies areas of the U.S. economy with the potential to attract additional Chinese investment.

THE U.S.-CHINA FDI PROJECT: TWO-WAY STREET

25 YEARS OF U.S.-CHINA DIRECT INVESTMENT

This interactive website and report make use of a new transactions-based proprietary database to unveil a fuller, more accurate picture of two-way direct investment flows between the United States and China, enabling policy and business leaders on both sides of the Pacific to better manage this growing element of the bilateral economic relationship. The authors find the depth of FDI integration to be as much as three times greater than commonly thought, and annual patterns to be evolving rapidly. Chinese annual investment flows in the United States now surpass American investment in China, turning the FDI relationship into a two-way street, driven by a complex mix of players and motives, with a diverse industry and geographic composition.
Fostering ongoing dialogue and cooperation around the most sensitive issues facing the bilateral relationship

**THE NATIONAL COMMITTEE IS A LEADER** in the field of U.S.-China exchanges and dialogues by virtue of its capacity to conduct innovative programs and its ability to respond quickly and flexibly to new and emerging needs and issues. These ongoing programs convene American and Chinese political, business, academic, security, and policy leaders, for closed-door, off-the-record discussions.

Track II dialogue participants engage in lively debate while collaborating to write a consensus agreement, which is shared with both governments. Dialogues are often accompanied by public events and leadership briefings that extend the impact of the discussions and help spread information on outcomes achieved.

**2016 DIALOGUES & CONFERENCES FOCUSED ON**
- Economic Relations
- Energy & Climate Change
- Maritime Affairs & International Law
- Strategic Issues

**NEW/ONGOING DIALOGUES & CONFERENCES FOCUS ON**
- Healthcare
- Rule of Law & Human Rights
- Northeast Asian Strategic Security
NEXT GENERATION

Developing the capacity of future leaders

THE NATIONAL COMMITTEE’S LEADERSHIP

development initiatives are an investment in the future by educating the next generation of Americans and Chinese about each other and about the other country.

These programs cultivate potential leaders early in their careers and help prepare them for leadership roles in the bilateral relationship.

PROFESSIONAL FELLOWS PROGRAM

This two-way capacity building exchange, funded by the U.S. State Department Bureau of Educational and Cultural Affairs, focuses on emerging Chinese and Mongolian NGO leaders in the fields of the environment, legal aid, philanthropy, and community building among marginalized populations.

21 NEW FELLOWS JOIN THE PUBLIC INTELLECTUALS PROGRAM

The National Committee is pleased to announce the selection of 21 new fellows for the fifth round of its Public Intellectuals Program (PIP) and the renewal of a generous grant from Carnegie Corporation of New York that makes the program possible.

PIP nurtures the next generation of American China specialists by encouraging them to think more holistically about China, go beyond their own specialties, and take on more prominent roles informing and engaging with policy makers and the public. The program provides them with the skills, contacts, and opportunities to do so.

2016 PROGRAMS ENGAGED THESE NEXT GENERATION LEADERS

- China Scholars & Specialists
- Emerging NGO Leaders in China, Mongolia, & the United States
- U.S.-based, Mid-career Chinese Diplomats
- U.S. Presidential Scholars & Intel Science Talent Search Finalists
- White House Fellows
- Young Professionals

Gao Wei with one of her two hosts in Boston: Christine Griffin, Executive Director, Disability Law Center

"The Professional Fellows Program was an invaluable experience. Through the one-month internship, I was able to gain a deeper knowledge of my areas of interest, learn from people, build professional networks, and acquire hands-on experience, all of which I brought back to China and put into practice at my workplace. I was impressed by the active role that civil society plays in the United States and I also further realized how challenging the work can be."

-Gao Wei, Fall 2016 Professional Fellows Program

U.S.-based Chinese diplomats tour the Army Heritage and Education Center at the United States Army War College as part of the Diplomat Orientation Program, April 2016

The fifth cohort of Public Intellectuals Program Fellows

Student Leaders Exchange participants pause to catch their breath after an evening of traditional Qiang dancing in Beichuan, Sichuan Province, July 2016

Gao Wei, Fall 2016 Professional Fellows Program
PUBLIC OUTREACH & EDUCATION EVENTS

Providing balanced information that contributes to a more thoughtful, nuanced discussion on Sino-American relations and Greater China

THROUGH PUBLIC EVENTS, roundtable discussions, conference calls, publications, videos, and web and social media offerings, the National Committee provides its membership and the public with timely, relevant information on issues affecting the bilateral relationship and Greater China.

National Committee programs feature a wide range of American and Chinese voices and perspectives across the political and functional spectrums.

China’s rapid development and the course of Sino-American relations have a direct impact on the lives of just about everyone in the United States. CHINA Town Hall is a national day of programming designed to provide Americans across the United States, as well as in the PRC, Hong Kong, and Taiwan, the opportunity to hear from China specialists on topics of interest to their local communities.

This year’s webcast speaker was Dr. Henry Kissinger, who reflected on the past, present, and future of U.S.-China relations with National Committee President Stephen Orlins. It was the most-watched in the CHINA Town Hall’s ten-year history and questioners came from as far away as Scandinavia and Australia.
2016 Program Index
All 2016 programs and events took place in New York City unless otherwise specified.

SPECIAL EVENTS

Experiencing China: Yangzhou Impressions
PARTNER: Consulate General of the People’s Republic of China in New York
March 18, 2016

Dinner Welcoming Premier Li Keqiang to New York
September 20, 2016

50TH ANNIVERSARY ACTIVITIES

Leaders Speak: Defense Secretaries
Program Cohen (1997 - 2001)
Chuck Hagel (2013 - 2015)
Stephen Hadley (2005 - 2009)
Robert McFarlane (1983 - 1985)
William Cohen (1997 - 2001)
Leaders Speak: Defense Secretaries
June 27, 2016; Washington, D.C.

Leaders Speak: National Security Advisors
Richard Allan (1981 - 1982)
Stephen Hadley (2005 - 2009)
Robert McFarlane (1983 - 1985)
June 27, 2016; Washington, D.C.

China & the World: Europe
Philippe Le Corbe, The Brookings Institution
April 10 - 23, 2016; Williamsburg and Jamestown, VA, Washington, D.C., Harrisburg and Hershey, PA, New York, NY

China Briefing for White House Fellows
FUNDERS: Mastercard, The Starr Foundation
FUNDERS: Carnegie Corporation of New York
FUNDERS: The Starr Foundation
FUNDERS: Morgan Stanley
FUNDERS: Van Eck Global
FUNDERS: China Center
FUNDERS: Institute of International Education
FUNDERS: U.S.-Based Chinese Officials
FUNDERS: China Center
FUNDERS: Institute of International Education
FUNDERS: U.S.-Based Chinese Officials

U.S.-China Track II Economic Dialogue
FUNDERS: Xoxao Energy & Resources, Chubb, The Starr Foundation
FUNDERS: Chubb, The Starr Foundation
FUNDERS: Chubb, The Starr Foundation
FUNDERS: Chubb, The Starr Foundation

U.S.-China Track II Energy Dialogue
FUNDERS: The Starr Foundation
FUNDERS: Chubb, The Starr Foundation
FUNDERS: Cornerstone Acquisition & Management Company LLC
FUNDERS: China Energy Fund Committee

Peking University Strategic Issues Forum
FUNDERS: Institute of International and Strategic Studies
FUNDERS: The Starr Foundation
FUNDERS: China Center
FUNDERS: Institute of International Education
FUNDERS: U.S.-Based Chinese Officials

NEXT GENERATION

Young China Professionals Luncheon
Benjamin Liebman, Center for Chinese Legal Studies, Columbia Law School
February 17, 2016

Public Intellectuals Program I-IV Refresher
FUNDERS: Carnegie Corporation of New York
FUNDERS: Carnegie Corporation of New York
FUNDERS: Carnegie Corporation of New York

Does Modern China Need Confucius?
Michael Schuman, Author and Journalist
February 2, 2016

Donors’ Meeting on China’s International NGO Management Law
Elizabeth Knup, Beijing Office, Ford Foundation
Katherine Wilhelm, Beijing Office, Ford Foundation
February 8, 2016

John Birch, China and the Cold War
Terrill Lautz, Syracuse University
NUCSSCR Director
February 11, 2016

One Child: The Story of China’s Most Radical Experiment
Mai Fong, Author, Vice Journalist
March 8, 2016

Roundtable Discussion with Delegation from the Taiwan Democratic Progressive Party
March 10, 2016

Occupational Hazards: Sex, Business, and HIV in Post-Mao China
Elahani Uresty, Elliott School of International Affairs, The George Washington University
Public Intellectuals Program Fellow
March 15, 2016

Teleconference on the Taiwan Election
Daniel Kritenbrink, National Security Council
April 4, 2016

China After the Paris Climate Conference
Mark Clifford, Asia Business Council
April 5, 2016

PUBLIC OUTREACH & EDUCATION EVENTS

Forecast of China’s Economy for 2016
January 7, 2016

Teleconference on the Taiwan Election
Douglas Paal, Carnegie Endowment for International Peace
FUNDERS: NCUSCR Director
Shelley Rigger, Davidson College
January 19, 2016

Policymakers

New Neighbors: 2016 Update Report
FUNDERS: Chubb, Perfect World, The Starr Foundation
PARTNER: Rhodium Group
April 12, 2016

Guangdong Economic and Trade Cooperation Conference in New York
PARTNER: Guangdong Department of Commerce
May 13, 2016

D.C.-Based Congressional Staff Delegation to China
PARTNER: Foreign Affairs Committee of the National People’s Congress
May 28 - June 6, 2016; Beijing, Chengde, Zhangjiakou

National Development and Reform Commission ‘Smart Cities’ Delegation
PARTNER: National Development and Reform Commission
October 25 - 26, 2016; Beijing, Shanghai, China General Chamber of Commerce

U.S.-China Track II Dialogue on Maritime Issues and International Law
FUNDERS: The Starr Foundation
PARTNER: National Institute for South China Sea Studies
June 28 - July 1, 2016

POLICYMAKERS

Leaders Speak: Secretaries of Commerce and U.S. Trade Representatives
Barbara Franklin, Secretary of Commerce (1992 - 1993); NCUSCR Director
Carla Hills, U.S. Trade Representative (1989 - 1993); NCUSCR Chair
Susan Schwab, U.S. Trade Representative (2006 - 2009)
May 24, 2016

China & the World: Southeast Asia
Baihe Gili, Coral Bell School of Asia and Pacific Affairs, Australia National University
Evelyn Goh, Coral Bell School of Asia and Pacific Affairs, Australia National University
Chinhao Huang, Yale - National University of Singapore College
June 20, 2016

50th Anniversary Reunion and Luncheon for Former Staff
June 27, 2016; Washington, D.C.

Leaders Speak: National Security Advisors
Richard Allan (1981 - 1982)
Stephen Hadley (2005 - 2009)
Robert McFarlane (1983 - 1985)
June 27, 2016; Washington, D.C.

China & the World: Europe
Philippe Le Corbe, The Brookings Institution
October 6, 2016

Leaders Speak: Secretaries of State
Madeleine Albright (1997 - 2001)
Henry Kissinger (1973 - 1977); NCUSCR Vice Chair
December 5, 2016

China & the World: India
Anja Manuel, RiceHadleyGates LLC
May 9, 2016

District-Based Congressional Staff Delegation to China
PARTNER: Chinese People’s Institute of Foreign Affairs
November 11 - 20, 2016; Beijing, Guiyang, Chengdu, Zhangjiakou

District-Based Congressional Staff Delegation to China
PARTNER: Chinese People’s Institute of Foreign Affairs
November 11 - 21, 2016; Beijing, Guiyang, and Qing Prefecture (Guizhou)

Two-Way Street: 25 Years of U.S.-China Direct Investment Report
FUNDERS: American Chamber of Commerce Shanghai, China General Chamber of Commerce USA, The Starr Foundation, East West Bank, FushanHilliard
PARTNER: Rhodium Group
November 14, 2016

District-Based Congressional Staff Delegation to China
PARTNER: Chinese People’s Institute of Foreign Affairs
December 3 - 14, 2016; Beijing, Kunming, Jinghong, Xishuangbanna

DIALOGUES & CONFERENCES

U.S.-China Track II Economic Dialogue
FUNDERS: Xoxao Energy & Resources, Chubb, The Starr Foundation

U.S.-China Track II Energy Dialogue
FUNDERS: The Starr Foundation

Peking University Strategic Issues Forum
FUNDERS: Institute of International and Strategic Studies

U.S.-China Track II Dialogue on Maritime Issues and International Law
FUNDERS: The Starr Foundation

Next Generation
Young China Professionals Luncheon
Benjamin Liebman, Center for Chinese Legal Studies, Columbia Law School
February 17, 2016

Public Intellectuals Program I-IV Refresher
FUNDERS: Carnegie Corporation of New York

Professional Fellows Program
FUNDERS: U.S. State Department Bureau of Educational and Cultural Affairs

PARTNERS: China Philanthropy Research Institute, Zorig Foundation

American fellows’ placement at Chinese and Mongolian host organizations
Group 1: April 6 - 20, 2016
Group 2: August 4 - 19, 2016

Chinese and Mongolian fellows’ placement at American host organizations
Group 1: April 26 - June 4, 2016
Group 2: October 11 - November 18, 2016

Diplomat Orientation Program for U.S.-Based Chinese Officials
FUNDERS: Mastercard, The Starr Foundation
April 10 - 23, 2016; Williamsburg and Jamestown, VA, Washington, D.C., Harrisburg and Hershey, PA, New York, NY

China Briefing for White House Fellows
FUNDERS: The Starr Foundation
May 11, 2016; Washington, D.C.

Public Intellectuals Program IV Trip to China
FUNDERS: Carnegie Corporation of New York

PARTNER: Institute of International and Strategic Studies

One Child: The Story of China’s Most Radical Experiment
Mai Fong, Author, Vice Journalist
March 8, 2016

Roundtable Discussion with Delegation from the Taiwan Democratic Progressive Party
March 10, 2016

Ocasional Hazards: Sex, Business, and HIV in Post-Mao China
Elahani Uresty, Elliott School of International Affairs, The George Washington University
Public Intellectuals Program Fellow
March 15, 2016

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Daniel Kritenbrink, National Security Council
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Daniel Kritenbrink, National Security Council
April 4, 2016

China After the Paris Climate Conference
Mark Clifford, Asia Business Council
April 5, 2016
Global Energy Transition & China's Energy Revolution
Joanna Lewis, Edmund A. Walsh School of Foreign Service, Georgetown University; China Energy Group, Lawrence Berkeley National Laboratory, U.S. Department of Energy, Public Intellectuals Program Fellow
Meghan O’Sullivan, Kennedy School of Government, Harvard University
Chen Weidong, Energy Economics Institute, China National Offshore Oil Corporation
Liu Yadong, CEFC Global Strategic Investment Holdings; Young Leaders Forum participant
April 7, 2016

New Neighbors: 2016 Update Report Launch Events
John Balzano, Covington & Burling LLP
David Fagan, Covington & Burling LLP
Thilo Hanemann, Rhodium Group
Daniel Rosen, Rhodium Group
April 12 - 13, 2016; Washington, D.C., New York, NY

History of China’s Foreign Relations
John Garver, The Sam Nunn School of International Affairs, Georgia Institute of Technology
April 14, 2016

Roundtable Discussion with Ira Belkin and Mark Sidel
Ira Belkin, U.S.-Asia Law Institute; Young Leaders Forum participant
Mark Sidel, University of Wisconsin Law School
May 4, 2016

Roundtable Discussion with Kenneth Jarrett
Kenneth Jarrett, American Chamber of Commerce in Shanghai
May 5, 2016

Maoism at the Grassroots
Joel Brinkley, The New Yorker
Fan Jiayang, and Jeffrey Wasserstrom
Roundtable Discussion with Fan Jiayang and Jeffrey Wasserstrom
February 26, 2016; London

Chinese Leadership and the Tide of History
Kerry Brown, Lau China Institute, King’s College, London
November 10, 2016

Women’s Clubs: The Changing Business Environment in China
John Frisbie, US-China Business Council
October 20, 2016

Taiwan’s China Dilemma
Shirley Lin, University of Virginia
November 3, 2016

Rethinking Water Challenges in China
Honggao Liu, China Water Risk
November 7, 2016

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Charitable Foundation
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First Luce Foundation
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Freeport-McMoRan Foundation
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Clark T. Randt, Jr.

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(Agit levels reflect matching contributions)

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Jerry Yang and Aiko Yamazaki

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Charles R. Kaye
Thomas H. Kean
Ken Miller
John Spencer Wadsworth

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Jan Carol Berris
Amy P. Celico
Anita Cheng
Kathryn Christopherson
Loren W. Hershay

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Kenneth Lieberthal
A. Robert Pietrant
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I. Peter Wolf
Helen Xu

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Joseph Fewsmith
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Joel Glassman
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Cheng Li
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Gary Locke
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June Mei
Nicole Mones
Patrick Norton
Jason Rekate
Daniel H. Rosen
Gene Rostov
Piper Stover
Lorraine Toly
Lawrence Weiss

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William Armbruster
Mark Bayuk
Marc Berger
P. Richard Bohr
J. Alan Brewer
John Burns
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Rosalind Daly
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Nancy T. Pickford
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Douglas P. Murray
Kevin O'Brien
Nancy T. Pickford
Governance and Membership

The 91st meeting of the board of directors was held in New York City on May 25, 2016. The 50th annual members meeting was held on May 24, 2016. Members present, or by proxy, elected the board class of 2019 as follows:

- Keith W. Abell
- Richard Edelman
- Samuel J. Locklear III
- Olivier Brandicourt
- Martin S. Feldstein
- Evan S. Medeiros
- Carla A. Hills (Chair)
- Keith W. Abell (Treasurer)
- I. Peter Wolff (Secretary)
- Deborah Bräutigam
- Jimmy Hexter
- Sheldon Pang
- Milton Brice
- Thomas H. Kean
- Clark T. Randt, Jr.
- Maurice R. Greenberg
- Evan G. Greenberg
- Thomas H. Kean
- Henry A. Kissinger
- Nicholas R. Lardy
- Joseph W. Prueher
- William R. Rhodes
- J. Stapleton Roy
- James R. Sasser
- Amy Celico
- Nelson G. Dong
- Elizabeth Knox
- Nicholas R. Lardy
- Maggie Sans
- Stephen A. Orlins
- Jan Carol Berris
- Meredith Mastrella
- Jerry I. Speyer
- Daniel H. Rosen
- Nicholas R. Lardy
- Maggie Sans

The following directors rotated off the board as of May 24, 2016:

- Deborah Bräutigam
- Jimmy Hexter
- Sheldon Pang
- Milton Brice
- Thomas H. Kean
- Clark T. Randt, Jr.
- Amy Celico
- Nelson G. Dong
- Elizabeth Knox
- Nicholas R. Lardy
- Maggie Sans

Directors appointed the following as of May 25, 2016:

- Andrew Bird
- David L. Boren
- Mary Brown Bullock
- Rob Speyer
- Peter M. Cleveland
- Robert A. Levinson
- D. Bruce McMahan
- Daniel H. Rosen
- Jerry I. Speyer

Directors also elected the following officers of the Committee:

- Andrew Bird
- David L. Boren
- Mary Brown Bullock
- Rob Speyer
- Peter M. Cleveland
- Robert A. Levinson
- D. Bruce McMahan
- Daniel H. Rosen
- Jerry I. Speyer

At-large board members Dennis C. Blair, Charles W. Freeman III, Jon M. Huntsman, Jr., David M. Lampton, Cheng Li, Kenneth Lieberthal, Ken Miller, Douglas H. Paal, and Ernie L. Thrasher joined the officers to comprise the executive committee.

Keith W. Abell was appointed chair of the audit & budget committee; Carla A. Hills, chair of the compensation committee; Nelson G. Dong, chair of the development committee; David M. Lampton, chair of the management committee; I. Peter Wolff, chair of the nominating committee; Mary Brown Bullock, chair of the program committee; and Thomas H. Kean and I. Peter Wolff, co-chairs of the 50th anniversary committee.

The 73rd meeting of the executive committee of the board of directors was held in Washington, D.C., on November 29, 2016. Directors appointed the following:

- Yvonne Pei
- Joshua Cooper Ramo
- Jerry Yang

The above information is extracted from the audited financial statements, which are available upon request.

---

Statement of Financial Position


<table>
<thead>
<tr>
<th>ASSETS</th>
<th>December 31, 2016</th>
<th>December 31, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$5,095,391</td>
<td>$4,292,497</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>8,005,970</td>
<td>919,786</td>
</tr>
<tr>
<td>Investments</td>
<td>2,850,285</td>
<td>2,401,713</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>58,771</td>
<td>44,093</td>
</tr>
<tr>
<td>Other assets</td>
<td>13,946</td>
<td>3,757</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>89,549</td>
<td>124,745</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$16,023,935</strong></td>
<td><strong>$7,787,791</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$273,269</td>
<td>$258,752</td>
</tr>
<tr>
<td>Grant payable</td>
<td>92,465</td>
<td>254,465</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>43,290</td>
<td>12,500</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>466,934</strong></td>
<td><strong>365,717</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th>Unrestricted</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Undesignated</td>
<td>3,942,284</td>
<td>3,914,015</td>
</tr>
<tr>
<td>Board-designated</td>
<td>2,198,229</td>
<td>2,657,018</td>
</tr>
<tr>
<td><strong>Total unrestricted</strong></td>
<td><strong>6,140,513</strong></td>
<td><strong>6,571,033</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>8,456,488</td>
<td>691,941</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$16,023,935</strong></td>
<td><strong>$7,787,791</strong></td>
</tr>
</tbody>
</table>

Condensed Statement of Activities for Year Ended December 31, 2016

| SUPPORT AND REVENUE | Unrestricted | Temporarily Restricted | | |
|---------------------|------------------|------------------| | |
| U.S. government grants | - | $580,642 | |
| Contributions | 301,229 | 9,016 | |
| Investment income and other income | 82,845 | - | |
| **Total support and revenue** | 3,781,575 | 7,763,647 | 13,146,122 | 3,814,752 |

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>2,727,761</td>
<td></td>
</tr>
<tr>
<td>Management and administration</td>
<td>1,414,268</td>
<td>1,314,728</td>
</tr>
<tr>
<td>Fundraising</td>
<td>450,166</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>4,692,295</td>
<td>4,327,987</td>
</tr>
</tbody>
</table>

| CHANGE IN NET ASSETS | 589,480 | 7,743,647 | 8,352,927 | (513,235) |
| Net assets beginning of year | 4,571,033 | 691,941 | 2,726,074 | 2,726,074 |
| **Net assets end of year** | **$8,160,513** | **$8,654,688** | **$15,615,001** | **$15,615,001** |

The above information is extracted from the audited financial statements, which are available upon request.
Staff 2016

**PRESIDENT**
Stephen A. Orlins

**VICE PRESIDENTS**
Jan Carol Berris
Meredith Mastrelia

**SENIOR DIRECTOR, EDUCATION PROGRAMS**
Margot E. Landman

**SENIOR DIRECTOR, LEADERSHIP INITIATIVES**
Jonathan G. Lowet

**DIRECTOR OF COMMUNICATIONS**
Joseph J. Weed

**DIRECTOR OF DEVELOPMENT**
Diana B. Roggemann Swarts

**SENIOR PROGRAM OFFICERS**
Haini Guo
Sarah Jessup

**PROGRAM OFFICERS**
Jessica L. Bissett
Maura Elizabeth Cunningham
Amy Saltzman
Emily Tang-Lee

**ADMINISTRATIVE MANAGER**
Daya Martin

**DEVELOPMENT MANAGER**
Jaime Earl

**SPECIAL ASSISTANT TO THE PRESIDENT**
Wei Xia

**COMMUNICATIONS ASSOCIATE**
Nicholas T. Young

**OPERATIONS ASSOCIATE**
Kate McGinnis

**PROGRAM ASSISTANTS**
Virgil Bisio
Shuwo Nicky Zhou

**ADMINISTRATIVE ASSISTANT**
Alexander Guide

**STAFF ACCOUNTANT**
Jeffrey Y. Lee

**INTERNS**
Molly Bodurtha
Chen Yan
Sherman Chu
Duo Wang
Fan Siqi
He Jingyao
Li Yangting
Liang Jialin
Miao Yifeng
Magda Miller
Mary Leah Milnes
Ni Peng
Motlatle Nkhahle
Peng Meng
Charlotte Rothschild
Shirley Wang
Yang Miao
Xia Linjie
Xu Kaiming
Zhao Hangting
Zhu Bingyi

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Carla A. Hills

**VICE CHAIRS**
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Evan G. Greenberg
Thomas H. Kean
Henry A. Kissinger
Nicholas R. Lardy
Joseph W. Prueher
William R. Rhodes
James R. Sasser

**TREASURER**
Keith W. Abell

**SECRETARY**
I. Peter Wolff

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Jeffrey Bider
Ajay Banga
Dennis C. Blair
Olivier Brandicourt
Deborah Brautigam
Milton Brice
Kurt M. Campbell
Amy Celico
John S. Chen
Daniel Cruise
Martin S. Feldstein
Richard Edelman
William E. Ford
Barbara H. Franklin
Kurt M. Campbell
Milton Brice
M. Taylor Fravel
Charles W. Freeman III
Richard L. Gelfond
Kurt M. Campbell
Terrill E. Lautz
Cheng Li
Kenneth Lieberthal
Andrew N. Liveris
Gary Locke
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Evan S. Medeiros
Ken Miller
Howard P. Milstein
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Sheldon Ring
Yvonnie Pei
A. Robert Pietrzak
Joshua Cooper Ramo
Clark T. Randt, Jr.
Anthony James Saich
Maggie Sans
Rob Speyer
James B. Steinberg
Ernie L. Thrasher
Jan F. van Eck
Robert H. Xiao
Jerry Yang
John Young