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 700 Americans from all parts of the country, and nearly 60 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.
2021 Highlights

Gala Dinner 2021
The 2021 National Committee Gala Dinner honored Ming Hsieh (left), chairman, president, and chief executive officer of Fulgent Genetics, Inc. on November 9. The award was presented by former Transportation Secretary and Labor Secretary Elaine L. Chao.

CHINA Town Hall Features Fareed Zakaria
CNN host and best-selling author Fareed Zakaria was the featured speaker for the nationwide CHINA Town Hall 2021. Conducted virtually with 88 partner organizations around the country, the insightful conversation, moderated by NCUSCR President Stephen Orlins, received some 770,000 online views, in addition to 620,000 views in China, and garnered more than 14 million impressions on social media.

50th Anniversary of Ping Pong Diplomacy
The National Committee marked the 50th anniversary of Ping Pong Diplomacy over the course of the year with activities that included a virtual public event in April and participation in a series of in-person celebrations. NCUSCR Vice President Jan Berris (pictured), who helped organize and accompanied the 1972 visit by the Chinese table tennis team, spoke at a commemorative reception in Houston, held in conjunction with the 2021 World Table Tennis Championships and co-hosted by USA Table Tennis and the Chinese Table Tennis Association.
NCUSCR Programs

National Committee exchanges, dialogues, and conferences bring together and inform policymakers, corporate leaders, nonprofit professionals, academics, military personnel, and students from both sides of the Pacific. Through public outreach and educational events, the National Committee promotes public discussion and the candid exchange of ideas. The four categories below form the foundation of the National Committee’s work, with selected highlights in the following pages.

5

Next Generation
Developing the capacity of future leaders

6

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

8

Policymakers
Informing policy leaders on both sides of the Pacific

9

Public Education
Providing balanced information that contributes to a more thoughtful and nuanced discussion on U.S.-China relations and Greater China
Next Generation

Developing the capacity of future leaders

THE NATIONAL COMMITTEE’S LEADERSHIP development initiatives invest in the future by educating the next generation of Americans and Chinese about each other and the other country. These programs cultivate potential leaders early in their careers and help prepare them for leadership roles in the bilateral relationship.

PUBLIC INTELLECTUALS PROGRAM

Since 2005, the Public Intellectuals Program (PIP) has cultivated leading next-generation China specialists by offering program fellows unique opportunities for media training and exposure, mentoring by senior scholars, briefings and meetings with leading experts and policymakers, and integration into a vital network of some 140 fellows. PIP participants hail from an extensive range of institutions, specializations, and geographical areas. Their careers and ability to serve as public intellectuals are enhanced throughout the two-year fellowship and ongoing affiliation with PIP activities and participants. The current PIP VII cohort of twenty-one fellows had a number of virtual meetings, briefings, and workshops in 2021, including a workshop on giving Congressional testimony, media coaching, op-ed training, briefings with leading China-focused officials at the State Department and the FBI, and informative discussions of the China Initiative, how America’s allies view U.S.-China relations, Taiwan, and firsthand insights of China’s Covid-19 and economic policies.

SCHWARZMAN SCHOLARS PARTNERSHIP

The National Committee’s partnership with the Schwarzman Scholars program at Tsinghua University engages scholars to help prepare them for leadership roles in the U.S.-China relationship. Current Schwarzman Scholars and alumni have opportunities to interact with and learn from the National Committee’s network of policymakers, business leaders, and China experts. Virtual sessions for scholars and alumni in 2021 covered topics including the opioid crisis in the context of U.S.-China relations, China and the Global South, and how the United States and China are addressing climate change. Each year, the Schwarzman Scholars Partnership also provides a one-year fellowship for a graduating scholar to join the National Committee as an integral staff member, working on a range of initiatives.
Dialogues

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

**U.S.-CHINA SECURITY TRACK II DIALOGUE**

One of the National Committee’s longest-running dialogues, the U.S.-China Security Track II Dialogue resumed May 24-25 after a multi-year hiatus. The initiative is conducted jointly with the Preventive Defense Project at Stanford University and the China Foundation for International and Strategic Studies. The dialogue provides a forum for forthright discussion of issues including the Korean Peninsula, South China Sea, Taiwan, crisis prevention, and military cooperation, and furthers the establishment of guiding principles and mechanisms for cooperation and avoiding crises. As with past iterations, participants developed an outcome document with key takeaways, which was circulated to senior National Security Council and State Department officials.

**U.S.-CHINA TRACK II DIALOGUE ON THE RULE OF LAW AND HUMAN RIGHTS**

In the first meeting of the U.S.-China Track II Dialogue on the Rule of Law and Human Rights since December 2019, dialogue participants held virtual discussions on April 16 and 28. Some twenty-eight legal scholars, lawyers, judges and prosecutors from both countries exchanged candid perspectives on a range of topics, including developments in Xinjiang and Hong Kong. The dialogue, conducted in partnership with the China Foundation for Human Rights Development, plays a critical role as the only platform in the field of human rights and rule of law for American and Chinese legal scholars and lawyers to conduct sustained discussion of critical issues.

**U.S.-CHINA TRACK II DIALOGUE ON HEALTHCARE**

In the midst of the Covid-19 pandemic, leading U.S. and Chinese healthcare experts met virtually on July 20 and 21 to discuss a range of subjects, including pandemic response, healthcare system resiliency, and the mutual benefits of data sharing and bilateral cooperation on healthcare. Areas identified for potential collaboration included pursuing Covid-19 vaccine development, re-establishing ties between healthcare agencies, bolstering the medical supply chain, and collaboration among experts from both countries. Conducted in partnership with the National School of Development at Peking
University, the multi-year dialogue has promoted ongoing relationships among healthcare experts and developed recommendations that have been shared with policymakers in both countries.

**U.S.-CHINA ECONOMIC TRACK II DIALOGUE**

Conducted in partnership with the China Center for Economic Research at Peking University, the multi-year U.S.-China Economic Track II Dialogue convenes influential economic and trade experts to analyze key economic issues and develop recommendations to improve economic and trade policies that are shared with both governments. The dialogue was conducted virtually on August 11 and 13, and included some thirty-six participants for the forthright discussions.

**ROUNDTABLE ON U.S.-CHINA RELATIONS**

For the past year, a select group of influential members of academia, think tanks, and government from the United States and China have engaged in a periodic dialogue exploring major issues in the U.S.-China relationship, meeting virtually some six times in 2021. Convened in partnership with the Center for International Strategic and Security Studies at Tsinghua University and China’s National Institute for South China Seas Studies, attendees discuss major issues, global events, and their implications for U.S.-China relations.

**U.S.-CHINA TRACK II DIALOGUE ON THE DIGITAL ECONOMY**

The National Committee’s Dialogue on the Digital Economy brings together experts from both countries to develop recommendations for both governments to consider to improve the environment for multinational business, promote efficiency, and promote economic benefits for both countries. Thirty experts in the digital economy field met virtually on November 17-18, with two working group sessions also conducted in 2021. The dialogue was conducted in partnership with the China Institute for Innovation and Development Strategy.
Policymakers

Informing policy leaders on both sides of the Pacific

THE EDUCATION OF SENIOR POLICYMAKERS — including members of Congress and their staff, business leaders, and military officers — about the nuances of Sino-American relations is central to the National Committee’s mission. Delegations and programs in this area provide opportunities to interact with key officials, learn firsthand about China’s successes and challenges, and develop fruitful working relationships that promote informed decision-making.

CONGRESSIONAL ENGAGEMENT AND EDUCATION

Since 2020, the National Committee has developed a successful series of briefings and in-person programming for Congressional staff and Members, temporarily replacing our regular Congressional delegation trips to China. Members briefings included a session on the EU-China investment deal on April 9 and a meeting on national security and data protection on June 16. Congressional staff briefings included a discussion on forced labor in Xinjiang on February 26 and a series of five meetings on climate and energy from September 27 to October 29.

U.S.-CHINA INVESTMENT PROJECT

The U.S.-China Investment Project, which began in 2016, uses reports, a website, and public events to inform policymakers and the wider public. Following an update report released on January 26, the National Committee and Rhodium Group released a joint report on May 19 showing sharp bilateral foreign direct investment declines due to the COVID-19 pandemic. The report was cited in Bloomberg, Barron’s, South China Morning Post, The Hill, and Asia Times.

SUBNATIONAL

As subnational engagement with China has increased in importance, the National Committee continues to offer programming to inform state and local leaders as part of our Subnational Practicum. Practicum initiatives included a May 12 meeting on Taiwan, a July 1 discussion on higher education and U.S.-China relations, and a September 29 briefing on global supply chains.

CHINA & THE HILL

China & the Hill is a free weekly e-newsletter produced by the National Committee, covering Washington D.C.’s China-focused debates, actions, and reactions. Readers, including current Members of Congress and key staffers, receive a curated digest of this week’s most pressing U.S.-China news and its impact on businesses and policy.
Public Education

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 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 range of American and Chinese perspectives across the political and functional spectrums.
Program Index

NEXT GENERATION

Perspectives from Hong Kong-based Journalists
Public Intellectuals Program
Carnegie Corporation of New York
Jan 28

Sci-Fi, AI, and the Future of New China
Young China Professionals
Jan 28

Public Intellectuals Program with the State Department
Public Intellectuals Program
Carnegie Corporation of New York
Feb 18

U.S.-China Catch-up
Schwarzman Scholars Alumni Discussion
Stephen A. Schwarzman; Schwarzman Scholars
Mar 3

FBI and the China Initiative
Public Intellectuals Program
Carnegie Corporation of New York
Mar 4

China Policies under Biden – Briefing with China Desk Head,
State Department
Public Intellectuals Program
Carnegie Corporation of New York
Mar 16

Perspectives from U.S. Allies
Public Intellectuals Program
Carnegie Corporation of New York
Apr 15

Internal Discussion on China Travel
Carnegie Corporation of New York
May 20

The Opioid Crisis: U.S., China, and the Fentanyl Challenge
Schwarzman Scholars Alumni Discussion
Stephen A. Schwarzman; Schwarzman Scholars
Jun 3

Perspectives from the PRC
Public Intellectuals Program
Carnegie Corporation of New York
Jun 24

Giving Congressional Testimony
Public Intellectuals Program
Carnegie Corporation of New York
Aug 16

Eyewitness to History: Stories from 50 Years on the Front Lines
of the U.S.-China Relationship
Schwarzman Scholars Discussion
Stephen A. Schwarzman; Schwarzman Scholars
Sep 21

Public Intellectuals Program VII - DC #1 Workshop
Public Intellectuals Program
Carnegie Corporation of New York
Oct 21-26; Washington DC

Taiwan Security
Public Intellectuals Program
Carnegie Corporation of New York
Oct 28

China and the Global South
Schwarzman Scholars Discussion
Stephen A. Schwarzman; Schwarzman Scholars
Nov 12

Takeaways from COP 26: How will U.S.-China Great Power
Competition Impact Global Climate Action?
Schwarzman Scholars Discussion
Stephen A. Schwarzman; Schwarzman Scholars
Nov 17

Internal Discussion: Intro to Public Intellectuals Program Media
Coaches
Public Intellectuals Program
Carnegie Corporation of New York
Nov 30

PIP Op-Ed Training
Public Intellectuals Program
Carnegie Corporation of New York
Dec 10

State Department Briefing with Rick Waters
Public Intellectuals Program
Carnegie Corporation of New York
Dec 16
Program Index

POLICYMAKERS

Understanding the Scope: U.S.-China Financial Investment
U.S.-China Investment Project
Steven and Roberta Denning, Mac McQuown, Gary Rieschel, Jack Wadsworth; Rhodium Group
Jan 26

U.S.-China Investment Project
Rhodium Group

U.S. Ramifications of the EU-China Investment Deal
Congressional Staff Briefing
Jan 29

A Conversation with Politburo Member Yang Jiechi
Board Event/Public Event
Feb 1

Forced Labor in Xinjiang: State of Affairs, American Multinationals, and the U.S. Government
Congressional Staff Briefing
Feb 26

Advancing American Interests in a Digital World: National Security, Data Protection, Digital Currency, and a Rising China
Congressional Staff Briefing
Mar 26

The EU-PRC Trade Agreement and More: Implications for the United States
Congressional Staff Briefing
Apr 5

The United States, China, and Taiwan: A Strategy to Prevent War
Congressional Staff Briefing/Subnational Discussion
Apr 30

Pacific Horizons Briefing
Military Briefing
INDOPACOM
May 14; Washington D.C. and Virtual

Two-Way Street 2021 Report Launch
U.S.-China Investment Project
Steven and Roberta Denning, Mac McQuown, Gary Rieschel, Jack Wadsworth; Rhodium Group
May 19

Farewell Visit from Ambassador Cui Tiankai
Board Event
Jun 1; New York

Advancing American Interests in a Digital World: National Security, Data Protection, Digital Currency, and a Rising China
Quarterly Congressional Members Briefing
Jun 16

Higher Education and U.S.-China Relations
Subnational Practicum
University of Michigan Lieberthal-Rogel Center for Chinese Studies, Michigan-China Innovation Center
Jul 1

Digital Economy & Currency
Congressional Staff Delegation
Chinese People’s Institute of Foreign Affairs
Jul 13 - Aug 4

Supply Chains & U.S.-China Relations
Subnational Discussion
University of Michigan Lieberthal-Rogel Center for Chinese Studies, Michigan-China Innovation Center
Aug 12

Welcome Meeting with Ambassador Qin Gang
Board Discussion
Aug 31

Dinner for INDOPACOM Commander John Aquilino
Board Event
Sep 20; New York

Climate & Energy Delegation
Virtual Congressional Staff Delegation Briefing Series
Sep 27 - Oct 29

U.S.-China Relations and the Future of Global Supply Chains
Subnational Practicum
University of Michigan Lieberthal-Rogel Center for Chinese Studies, Michigan-China Innovation Center
Sep 29

DIALOGUES

Rule of Law & Human Rights
Track II Dialogue
April 21, 28

U.S.-China Security Dialogue
Track II Dialogue
China Foundation for International and Security Studies
May 24-25
Program Index

Roundtable on U.S.-China Relations
Track II Dialogue
Jun 4

Roundtable on U.S.-China Relations
Track II Dialogue
Jun 29

Dialogue on Healthcare
Track II Dialogue
Merck, Amgen; National School of Development, Peking University
July 20-21

U.S.-China Economic Dialogue
Track II Dialogue
China Center for Economic Research/National School of Development, Peking University
Aug 11, 13

Roundtable on U.S.-China Relations
Track II Dialogue
Aug 17

Roundtable on U.S.-China Relations
Track II Dialogue
Sep 14

Digital Economy, Semiconductors Working Group
Track II Dialogue
Sep 22

Digital Economy, Enterprise Software Working Group
Track II Dialogue
Sep 27

Roundtable on U.S.-China Relations
Track II Dialogue
Oct 12

Digital Economy Working Group: Semiconductors
Track II Dialogue
Oct 13

Digital Economy Working Group: Enterprise Software
Track II Dialogue
Oct 19

U.S.-China Dialogue on the Digital Economy
Track II Dialogue
Nov 17-18

Roundtable on U.S.-China Relations
Track II Dialogue
Nov 22

Maritime Issues & International Law
Track II Dialogue
Dec 6-7

PUBLIC EDUCATION

Toxic Politics: China’s Environmental Health Crisis Challenges the Chinese State with Huang Yanzhong
Book Talk
Jan 11

Forecast of China’s Economy for 2021 with Hu Yifan, Huang Yiping, and Yao Yang
Economy Series
Chubb, Citigroup, Inc., Invesco, Ltd., VanEck, Xcoal Energy & Resources; China Center for Economic Research/National School of Development, Peking University
Feb 2

Forecast of China’s Economy for 2021 with Huang Haizhou, Liang Hong, Nick Lardy, and Catherine Mann
Corporate Member Series
Feb 3

Rhodium Discussion with Daniel Rosen and Thilo Hanemann
Corporate Member Series
Feb 10

Remembering Ezra Vogel with Graham Allison, Tom Gold, Melinda Liu, and Michael Szonyi
Feb 10

Sixty Years of China Watching with Jerome A. Cohen
Feb 16

The Faces of Fentanyl: China, the United States, and Those In-Between with Ben Westhoof and Vanda Felbab Brown
Feb 24

The Myanmar Coup, China, and the United States with Sun Yun
Mar 5

The Digital War: How China’s Tech Power Shapes the Future of AI, Blockchain, and Cyberspace with Winston Ma
Book Talk
Mar 9
Program Index

Anatomy of a Flop: Why Trump’s U.S.-China Phase One Trade Deal Fell Short with Chad Bown
Mar 10

Our Shared Technological Future: Autonomous Vehicles in the United States and China with John Wall, Michael Yuan, and Karyn Stanley
Digital Technology Series
BlackBerry, Ltd.
Mar 22

Demystifying China’s Economy: The Latest Data with Leland Miller
Mar 25

Recent Developments in Xinjiang: Implications for the United States with James Millward
Mar 31

The Two Sessions and Hong Kong with Fu Hualing
Apr 8

Executive Roundtable Discussion with Rory MacFarquhar
Corporate Members Program
Apr 8

CCP’s 100th Anniversary and Chinese Elite Decision Making with Yuhua Wang
Staff Briefing
Apr 9

Confronting Anti-Asian Racism: Anti-China Foreign Policy and Legislative Change with Judy Chu, Jessica Lee, and Ian Shin
Anti-Asian Racism Series
Apr 12

Stronger: Adapting America’s China Strategy in an Era of Competitive Interdependence with Ryan Hass
Book Talk
Apr 19

U.S.-China Climate Cooperation: The Path Forward with Alex Wang, Angel Hsu, and Jonas Nahm
Climate Series
University of Pennsylvania Center for the Study of Contemporary China
Apr 22

The 50th Anniversary of Ping Pong Diplomacy with Jan Berris, Judy Hoarfrost, and Doug Spelman
People to People Exchange Series
USA Table Tennis, Chinese Table Tennis Association, Chinese People's Institute of Foreign Affairs
Apr 28

China’s Belt and Road: Implications for the United States with Jennifer Hillman, Jacob Lew, Gary Roughead, and David Sacks
May 4

Our Shared Technological Future: Smart Cities in the United States and China with Sarah Tatsis and Zhengzhen Tan
Digital Technology Series
BlackBerry, Ltd.
May 10

Major Power Rivalry in East Asia with Evan Medeiros
May 12

The United States, China, and Taiwan Policy with Arati Shroff and Shelley Rigger
Subnational Practicum
University of Michigan Lieberthal-Rogel Center for Chinese Studies, Michigan-China Innovation Center
May 12

China and the Middle East with Dawn Murphy
Staff Briefing
May 14

Higher Education and U.S.-China Relations with Maggie Lewis, Mary Gallagher, and Rory Truex
Subnational Discussion
University of Pennsylvania Center for the Study of Contemporary China
May 21

U.S.-China Relations: What Lies Ahead? With Thomas Donilon (Off-the-Record)
2021 Annual Members Program
May 25

Reflections on the Strategic Competition Act with Michael Swaine and Rachel Odell
May 27

The Benefits, Challenges, and Long-Term Impact of Educational Exchange with Lenora Chu and Willie Thompson
People-to-People Exchange Series
May 27

Difficult Choices: Taiwan’s Quest for Security and the Good Life with Richard Bush
Book Talk
Jun 8
# Program Index

<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small and Medium-sized Enterprises and the Sino-American Relationship with Amy Celico, Gary Biehn, Ron Bracalente, and Linda Mysiwy Conlin</td>
<td>Subnational Discussion</td>
</tr>
<tr>
<td>Middle Class Shanghai: Reshaping U.S.-China Engagement with Cheng Li</td>
<td>Book Talk</td>
</tr>
<tr>
<td>U.S.-China Professional Exchange: Interview with NCUSCR Professional Fellows Program Alumni with Jo Nelson and Li Sai</td>
<td>People to People Exchange Series</td>
</tr>
<tr>
<td>Communicating about China to American Audiences with Amy Qin</td>
<td>Staff Briefing</td>
</tr>
<tr>
<td>The Chinese Communist Party at 100: How the CCP Tells its Story with Denise Ho, Karrie Koesel, and Maria Repnikova</td>
<td></td>
</tr>
<tr>
<td>High Stakes on the High Seas: The South China Sea under President Biden with Richard Heydarian, Isaac Kardon, and Yan Yan</td>
<td></td>
</tr>
<tr>
<td>The Trip that Changed the World: Commemorating Kissinger’s 1971 Secret Visit to China</td>
<td></td>
</tr>
<tr>
<td>Forecast of China’s Economy for 2021 - Part II with Liang Hong and Xu Gao</td>
<td>Econ Forecast</td>
</tr>
<tr>
<td>China’s Civilian Army: The Making of Wolf Warrior Diplomacy with Peter Martin Wang</td>
<td>Staff Briefing</td>
</tr>
<tr>
<td>Climate Change &amp; National Security with Scott Moore</td>
<td>Climate Series</td>
</tr>
<tr>
<td>Trouble in Afghanistan: U.S.-China Influence in the Heart of Asia with Niva Yau and Derek Grossman</td>
<td></td>
</tr>
<tr>
<td>U.S.-China Space Cooperation with Ian Christensen, Rob Ronci, and Jose Ocasio-Christian</td>
<td>Staff Briefing</td>
</tr>
<tr>
<td>China’s Crackdown on After-School Tutoring and Its Implications with Yu Wenchi</td>
<td></td>
</tr>
<tr>
<td>China’s Leaders: From Mao to Now with David Shambaugh</td>
<td></td>
</tr>
<tr>
<td>Engagement Revisited: Progress Made and Lessons Learned from the U.S.-China Strategic and Economic Dialogue with Tiffany Barron, Rorry Daniels, Dan Jasper, and Susan Thornton</td>
<td></td>
</tr>
<tr>
<td>China’s Population Crisis: Women and Society with Carl Minzner and Liu Ye</td>
<td></td>
</tr>
<tr>
<td>Chinese Students in the U.S. with Qianfeng Lin, Yingyi Ma, and Nicky Shuwo Zhou</td>
<td>People to People Exchange Series</td>
</tr>
<tr>
<td>AI 2041: Ten Visions for Our Future- Kai Fu Lee with Kai-Fu Lee</td>
<td>Book Talk</td>
</tr>
<tr>
<td>Engaging China: Fifty Years of Sino-American Relations with Anne Thurston, Mary Brown Bullock, and David M. Lampton</td>
<td></td>
</tr>
<tr>
<td>Evergrande on the Edge: Implications of a Corporate Crisis with Meg Rithmire</td>
<td></td>
</tr>
</tbody>
</table>
Program Index

China and the CPTPP: What’s the Deal? with Scott Kennedy
Oct 6

The Biodiversity Crisis and Need for U.S.-China Collective Action with Li Shuo
Climate Series
Oct 7

China-Africa and U.S.-China Policy Discussion with Lina Benabdallah, and Naima Green-Riley
Staff Briefing
Oct 8

The Meaning of AUKUS for China, Europe, and the United States with Richard McGregor and Theresa Fallon
Oct 12

CHINA Town Hall with Fareed Zakaria
Oct 19

The Tiger Leading the Dragon with Shelley Rigger
Book Talk
Oct 26

From Trump to Biden and Beyond with Earl Carr and Carolyn Kissane
Book Talk
Nov 12

Analysis of the Sixth Plenum with Diana Fu
Nov 12

Rising to the Challenge: Navigating Competition, Avoiding Crisis, and Advancing U.S. Interests in Relations with China with Ryan Hass and Bruce Jones
Nov 22

Celebrating the 50th Anniversary of Ping Pong Diplomacy
USA Table Tennis, Chinese Table Tennis Association, CPIFA
Nov 23; Houston, Texas

U.S.-China First Strike Showdown: Rising Nuclear Tensions with Taylor Fravel and Tong Zhao
Dec 13

The China Paradox: At the Front Link of China’s Economic Transformation with Taylor Fravel and Tong Zhao
Dec 22

SPECIAL EVENTS

Gala Dinner Honoring Chairman, President, and CEO of Fulgent Genetics Ming Hsieh
Nov 9; New York City

Dinner Honoring NCUSCR Honorary Chair Carla A. Hills
Board Event
Dec 1

Board of Directors Meeting
Governance
Dec 2
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National Committee on U.S.-China Relations
Annual Report 2021
16
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Rong Li
Siyuan Li
Wangsheng Li
Ping & Tim Liang
Lei Liu
Wendy Locks
Winston & Bette Lord
Yingyi Ma
Stephen MacKinnon
Anthony Ho-Yin Mak
Martin Marcus
Patrick McAlloon
Helen McCabe
Michael A. McDevitt
James McGregor
June Mei
David E. Miller
Ervin Edward Mitchell III
Kacie Kieko Miura
Jim Morris
Shirley Lau Mow
Daniel Murphy
Daniel Nieh
Jonathan Noble
Michael Nocera
Patrick M. Norton
Kevin Joseph O'Brien
Armand Pacher
Dwight H. Perkins
David Pietz
Sheridan Prasso
Barry W. Rashkover
Suzanne Reynolds-Bennison
Edward Rhoads
Madelyn C. Ross & Spencer Griffith
Michael J. Ryan
Madeleine H. Schreiber
Michael Schultz
Richard Seldin
Jeffrey & Mary Louise Shafer
Allan Paul Shatkin
Mark Sidel
Haonan Song
Carl Spector
William Speidel
Douglas & Nancy Spelman
Anthony J. Spires
Phillip Stalley
Gerald Stryker
Ronald Suleski
Hugh Sullivan
Michael Swaine
Mandy Ming Ming Tan
Robert Timpson
Frederick S. Tipson
TisBest Philanthropy
Lorraine Toly
David M. Trebing
Huagui Wang
Shawei T. Wang
Martin Weil & Patricia Theiler
Rebecca Weiner
Charles A. Weintraub
Benjamin Westhoff
Norton & Terry Wheeler
Sheree Willis
Sharon L. Woodcock
Xiao-huang Yin
Diane Yowell Montalto
Tristan Zhang
David S. Zweig

MATCHING CONTRIBUTIONS

American Century Investments Foundation
Anonymous
Apple Matching
Aiyin Liu & Yilin Zhu
Freepoint-McMoRan
J. Stapleton Roy
Henry Luce Foundation, Inc
Ling Li
Helena Kolenda
Qualcomm Charitable
Clark T. Randt
Warburg Pincus LLC
Charles R. Kaye
### Condensed Statement of Financial Position January 1 - December 31, 2021

#### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$560,568</td>
<td>$1,159,807</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>6,015,538</td>
<td>4,495,590</td>
</tr>
<tr>
<td>Investments</td>
<td>14,552,770</td>
<td>13,026,821</td>
</tr>
<tr>
<td>Accrued Income</td>
<td>11,479</td>
<td>11,768</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>97,272</td>
<td>48,864</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>88,022</td>
<td>77,821</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$21,325,649</strong></td>
<td><strong>$18,820,671</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$249,915</td>
<td>$257,927</td>
</tr>
<tr>
<td>Grant payable, net</td>
<td>42,465</td>
<td>52,465</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$292,380</strong></td>
<td><strong>$310,392</strong></td>
</tr>
</tbody>
</table>

#### NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td>$13,121,963</td>
<td>$11,790,939</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose and time restrictions</td>
<td>7,911,306</td>
<td>6,719,340</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$21,033,269</strong></td>
<td><strong>$18,510,279</strong></td>
</tr>
</tbody>
</table>

#### TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>$21,325,649</strong></td>
<td><strong>$18,820,671</strong></td>
</tr>
</tbody>
</table>

### Condensed Statement of Activities for Year Ended December 31, 2021

#### SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th></th>
<th>Without Donor</th>
<th>With Donor</th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government grants</td>
<td></td>
<td></td>
<td>$578,223</td>
<td>$583,059</td>
</tr>
<tr>
<td>Contributions</td>
<td>288,488</td>
<td>4,675,439</td>
<td>4,963,927</td>
<td>2,185,246</td>
</tr>
<tr>
<td>Special events (net)</td>
<td>2,263,425</td>
<td></td>
<td>2,263,425</td>
<td>1,917,969</td>
</tr>
<tr>
<td>Investment income and other</td>
<td>(15,170)</td>
<td>(15,170)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>4,061,696</td>
<td>(4,061,696)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td><strong>$6,598,439</strong></td>
<td><strong>$1,191,966</strong></td>
<td><strong>$7,790,405</strong></td>
<td><strong>$5,071,610</strong></td>
</tr>
</tbody>
</table>

#### EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>Without Donor</th>
<th>With Donor</th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$2,521,785</td>
<td></td>
<td>$2,521,785</td>
<td>$2,730,200</td>
</tr>
<tr>
<td>Management and administration</td>
<td>2,255,160</td>
<td></td>
<td>2,255,160</td>
<td>1,923,007</td>
</tr>
<tr>
<td>Fundraising</td>
<td>490,470</td>
<td></td>
<td>490,470</td>
<td>322,394</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$5,267,415</strong></td>
<td></td>
<td><strong>$5,267,415</strong></td>
<td><strong>$4,975,601</strong></td>
</tr>
</tbody>
</table>

#### CHANGE IN NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2021</th>
<th>December 31, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets beginning of year</td>
<td>11,790,939</td>
<td>18,510,279</td>
</tr>
<tr>
<td><strong>Net assets end of year</strong></td>
<td><strong>$13,121,963</strong></td>
<td><strong>$21,033,269</strong></td>
</tr>
</tbody>
</table>

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

The 55th Annual Meeting of the Members was held on May 25, 2021. Members present, or by proxy, elected the board class of 2024 as follows:

Dennis C. Blair
Dan Bryant
Daniel Cruise
Ray Dalio
Robert L. Daly
Elizabeth C. Economy
Barbara H. Franklin
Mary E. Gallagher

Paul T. Haenle
Ming Hsieh
Jon M. Huntsman Jr.
Katherine P. Kaup
David M. Lampton
Kenneth G. Lieberthal
Nancy Yao Maasbach
Jason Rekate

Ernie L. Thrasher
Jan F. van Eck
Richard Verma
Leana S. Wen
Mark Wiedman
Peng Zhao

The term of service for the following directors ended as of May 25, 2021:

Ajay Banga
William E. Ford
M. Taylor Fravel

Ken Miller
Howard P. Milstein
Douglas H. Paal

A. Robert Pietrzak
Robert H. Xiao
James R. Sasser

The 97th Meeting of the Board of Directors was held in New York City on May 26, 2021. Directors elected the following officers of the Committee:

Chair:
Carla A. Hills
Treasurer:
Keith W. Abell
Secretary:
I. Peter Wolff

Executive Vice Chairs:
Maurice R. Greenberg
Henry A. Kissinger
Vice Chairs:
Evan G. Greenberg
Thomas H. Kean
Nicholas R. Lardy
William R. Rhodes
J. Stapleton Roy

President:
Stephen A. Orlins*
Vice Presidents:
Jan Carol Berris
Meredith Mastrella**

*Ex officio on all committees
**Concurrently as Assistant Secretary and Assistant Treasurer

At-large board members Dennis C. Blair, Amy P. Celico, Nelson G. Dong, Elizabeth C. Economy, Jon M. Huntsman Jr., Elizabeth D. Knup, David M. Lampton, Kenneth G. Lieberthal, Evan S. Medeiros, Joshua C. Ramo, and Ernie L. Thrasher joined officers to comprise the executive committee.

Keith W. Abell was appointed chair of the audit & budget committee; Jacob J. Lew, chair of the compensation committee; Ernie L. Thrasher, chair of the development committee; I. Peter Wolff, chair of the nominating committee and external communications committee; Nelson G. Dong, chair of the external funding committee; and Amy P. Celico and Evan S. Medeiros, co-chairs of the program committee.
2021 Staff

**STAFF**

**PRESIDENT**
Stephen A. Orlins

**VICE PRESIDENTS**
Jan Carol Berris
Meredith Mastrella

**DEPUTY VICE PRESIDENTS FOR PROGRAMS**
Margot E. Landman
Jonathan G. Lowet

**SENIOR DIRECTOR**
Development
Yong Lu

**DIRECTORS**
Leadership Programs
Jessica L. Bissett
Track II Dialogues
Haini Guo
Technology
Daya Martin
Communications
Joseph J. Weed
External Relations
Wei Xia

**ASSISTANT DIRECTOR**
Development
Shuwo Nicky Zhou

**SENIOR PROGRAM OFFICERS**
Nitai Deitel
Rosie Levine
Joseph Segar

**SENIOR MANAGERS**
Operations
Carly Biondi
Program Operations
Alexander Guido

**PROGRAM OFFICERS**
Clarinda Blais
Erica Quach
Steven Wagner
Jace White

**MANAGER**
Digital Content
Lauren Kyger

**SCHWARZMAN SCHOLAR FELLOWS**
Christopher Sperrazza
William A. Cullen

**ASSISTANTS**
Development
Oisín Heneghan
Programs
Jason Togut
Communications and Production
Xinyi Willow Wei
Programs
Bernice Xu
Program Operations
Zachary Zubliones

**INTERNS**
Caroline Agsten
Angela Avonce-Malavet
Mingyue “Larissa” Gao
Kexin “Kathy” Huang
i-Ting Lin
Qingwen “Rachel” Lu
Ali Makela
Jacquelyn Morey
James O’Brien
Morgan Peirce
Reed Piercey
Audrey Tohngodo
Wenyu “Candice” Yan

**MANAGERS**
Digital Content
Lauren Kyger
Board of Directors

CHAIR
Jacob. J. Lew

HONORARY CHAIR
Carla A. Hills

EXECUTIVE VICE CHAIRS
Maurice R. Greenberg
Henry A. Kissinger

VICE CHAIRS
Evan G. Greenberg
Thomas H. Kean
Nicholas R. Lardy
William R. Rhodes
J. Stapleton Roy

TREASURER
Keith W. Abell

SECRETARY
I. Peter Wolff

DIRECTORS
Jonathan Auerbach
Dennis C. Blair
Olivier Brandicourt
Dan Bryant
Amy P. Celico
John S. Chen
Peter M. Cleveland
Daniel Cruise
Ray Dalio
Robert L. Daly
Nelson G. Dong
Elizabeth C. Economy
Richard Edelman
Barbara H. Franklin
Mary E. Gallagher
Paul T. Haenle
Benjamin D. Harburg
Ming Hsieh
Jon M. Huntsman Jr.
Merit E. Janow
Katherine P. Kaup
Elizabeth D. Knup

David M. Lampton
Cheng Li
Kenneth G. Lieberthal
Samuel J. Locklear III
Nancy Yao Maasbach
Anja Manuel
Evan S. Medeiros
Sheldon Pang
Yvonne Pei
Joshua C. Ramo
Clark T. Randt, Jr.
Jason Rekate
Daniel H. Rosen
Rob Speyer
Susan A. Thornton
Ernie L. Thrasher
Jan F. van Eck
Richard Verma
Leana S. Wen
Mark Wiedman
Jerry Yang
Peng Zhao