

# Annual Report

**2018**

# New America's Reach

## BY THE NUMBERS

New America is pioneering a new kind of think and action tank: a civic platform that connects a research institute, technology lab, solutions network, media hub and public forum. Our big, bold ideas for change have expanded our audience beyond the Beltway and around the world.



Produced  
**88**  
research  
publications

**7,022**  
attendees to  
**172**  
events

Authored  
**707**  
articles  
and op-eds

**434,747**  
total downloads  
of the Better Life Lab  
podcast on Slate

**311,780**  
viewers over  
livestream, who  
engaged an average  
of 8:44 minutes

Were cited  
twice by  
U.S. Senators in  
floor speeches

Were quoted in  
**1,780**  
articles  
by reporters

PUBLIC  
ENGAGEMENT

IN 2018

NEW AMERICANS ...

OUR WORLD-CLASS

EVENTS

BROUGHT IN ...

**PUBLIC RECOGNITION  
OF EXCELLENCE**

IN 2018  
NEW AMERICANS ...

TechCongress  
founder Travis Moore  
collected

**1,500**

signatures from current  
and former Hill staff  
to end sexual harassment  
on Capitol Hill

Won

**28**

awards (including  
one Emmy!)

Received

**4**

prestigious  
fellowships

Honorable Mention:  
We're nominated for  
an Emmy for Outstanding  
Politics and Government  
Documentary, for  
*Legion of Brothers*

**LEADERS IN  
TRANSPARENCY**

NEW AMERICA RECEIVED THE HIGHEST POSSIBLE  
TRANSPARENCY RATINGS FROM INDEPENDENT ASSESSORS ...

**POLICY  
ENGAGEMENT**

OUR STAFF AND  
FELLOWS DELIVERED ...



from Charity  
Navigator, America's  
largest and most-utilized  
independent evaluator  
of charities



from Transparify, which  
provides ratings for  
transparency of think  
tanks globally

**381**

speeches, including  
talks at UNGA, SXSW,  
West Point, the United  
Nations, and Code  
for America

**8**

congressional  
testimonies

# Contents

**2**

Letter from Chief Executive  
Officer Anne-Marie Slaughter

**21**

Thriving families, individuals,  
and communities with the  
time, stability, and opportunity  
to lead self-directed lives

**46**

New America National  
Fellows, Class of 2019

**4**

Letter from Board Chair  
Lenny Mendonca

**27**

Equitable, accessible,  
high-quality education,  
learning, and training  
over a lifetime

**48**

New America  
Board of Directors

**6**

Our Visions + our people  
in the spotlight

**32**

Equal representation  
in politics and participation  
in accountable governance

**50**

Donors, Councils,  
and Corporate Circle

## OUR VISIONS

**9**

Universal access to digital  
technology and its benefits  
across all communities

**39**

A secure, prosperous  
America that lives up to  
its values and commitments  
at home and abroad

**56**

Financial Summary

**14**

A society that promotes  
economic opportunity  
for all

**44**

Books and  
Documentaries

**58**

Mission Statement



# Letter from the CEO

ANNE-MARIE SLAUGHTER

When I stand on the sidewalk in front of New America's offices on 15th and H in Washington, D.C., just a block from the Treasury Department, I look up at the 1907 granite building and admire the cornices and columns, the solidity and gravitas of a building meant to last for centuries. When I come out of the elevator on the 9th floor, I similarly look down at the colorful old floor tiles, up at the pressed tin ceiling, and across to the old brick wall in our conference room. But I also take pleasure in a completely renovated space, one that looks more like a start-up than a traditional Washington think tank, as open and cool and collaborative as we could make it.

This is new America growing out of old America. Indeed, the offices on the 8th floor have the Corinthian capitals of the building's exterior

decorative columns outside their windows like sculpture. And on the 10th floor we are treated to a wrap-around terrace, which was added in an earlier renovation of the building. Old and new together, ripping out what is ugly or no longer serves, but keeping the foundation and frame, while renewing old spaces to adapt them to present needs.

This same renewal is happening in the downtowns of so many American towns: old movie theaters turned into co-working spaces, old banks turned into restaurants, old factories into tech incubators. The developers, architects, and builders *preserve* brick and stone walls, wood banisters and masonry moldings, lacy iron railings and stained glass chandeliers. They *replace* what has not stood the test of time. And as New America's founding board chair and continuing board member James Fallows and his wife

Deborah documented in their 2018 best-selling book *Our Towns: A 100,000-Mile Journey into the Heart of America*, towns and cities are coming together to reinvent themselves economically and socially as well.

Renewal can also mean a new commitment to old ideals. Just as couples can renew their vows to enter a new phase in their marriage, nations can renew their ideals to enter a new phase in their history. We recommit ourselves to equality, liberty, justice, democracy, and tolerance, knowing that even if we can never fully attain them, we can continually improve.

New America was founded in 1999 as the New America Foundation, an organization dedicated to bold and visionary thinking from the "radical center" in an age of transformative



**As New America enters our twentieth year, we are proud to catalyze and support American renewal, from local communities across the country, reinventing ourselves at home and in the world.**

technological change. But renewal was part of our DNA from the beginning. As two of our co-founders, Ted Halstead and Michael Lind, wrote in 2001, “America will be reinvented again,” driven by the forces of “technological and economic progress, along with demographic change.”

In 2017 we adopted a new mission statement committing ourselves to American renewal by continuing the question to realize our nation’s highest ideals in an age of rapid technological and social change. A grand vision! But not an abstract one. We also adopted six broad goals that aggregate and distill the work of our many programs and initiatives and define our vision of what a renewed America can look like.

In 2018, as this report illustrates, we continued conducting and publishing world-class research and writing, in books, blogs, reports, articles, op-eds, films, and even virtual reality. We are knitting together a *big* vision of what this country could look like, a vision of sweeping reform of our democracy: an educational system from cradle to career, our lives better at work and at home, access to and protection from technology, an economic and social foundation, and our national and resource security informed by accurate data.


We also continued our experiments with *doing*, with pioneering new ways of solving public problems that fall under the heading of “thinking plus.” Thinking plus technology creation and adoption, leading to our efforts to create an ecosystem for public interest technology and technologists that mirrors the ecosystem for public interest law and lawyers. In 2018, we welcomed the creation of *The Commons*, a public interest tech newsletter that was listed as one of the top 10 influencers for innovation in government.

We also saw the beginnings of the University Network for Public Interest Technology to grow the pipeline of computer scientists, engineers, designers, data scientists, ethicists, and others who want to spend all or part of their careers developing, applying, or regulating technology in the public interest. We announced the network in January 2019 with the Ford and Hewlett Foundations: it includes vitally important national universities such as Stanford, Harvard, MIT, Carnegie Mellon, CUNY, Florida International University, Howard, Miami-Dade Community College, and Arizona State University.

Another example of our *doing* is building: building networks and coalitions, like the Partnership to Advance Youth Apprenticeship (PAYA), a multi-year, collaborative, national

initiative that will support the success of efforts in states and cities to expand access to high-quality apprenticeship opportunities for high school-age youth. Still another is bringing business, education, union, civic, and public leaders together in Indianapolis, Phoenix, and Detroit to talk about—and, more importantly, *plan* for—the future of work in their towns, based on tailored research predicting the likely impact of automation and AI on their economies. Yet another is building out a civic architecture in Chicago, serving as a connector and community concierge in ever wider circles radiating outward from Indianapolis, and supporting social entrepreneurs in California.

Turn the page to find out more on all these initiatives. And join us this year as we celebrate our 20th anniversary with as many of you and in as many ways as possible. Welcome and meet Tyra Mariani, formerly our Executive Vice President, as she now takes the reins as President and COO, working closely with me every day. Take your place alongside us in our ever-growing community of partners, collaborators, and fellow-travelers on the journey of American renewal, at home and in the world. We have never needed it more.

  
**Anne-Marie Slaughter**  
 Chief Executive Officer

# Letter from the Board Chair

LENNY MENDONCA

## What a difference a year makes. What a difference 20 years make!

A year ago, I wrote this note worried this country was entering a new Gilded Age, but confident that New America could be a part of a new Progressive Era, and play a role in a passion of mine, progressive federalism. We were poised to help further a vision of a renewed America, one where ideas emanated from places outside of Washington, D.C., where those ideas were forged and shared by a network of thinkers and doers. I was humbled and excited to be the new Chair of the Board.

As I look back on the past year, New America has taken concrete steps to surface, share, and support innovation and experimentation

happening in communities across the country. We have brought together communities to discuss the future of work. We have helped journalists across the country interrogate policy innovation, and we have done the hard research work to advise leaders on what policy ideas are most effective to address our country's most pressing challenges.

And, personally, much has changed. As I write this, I am preparing to step aside as Chair for a year to join as Chief Economic and Business Advisor in Gov. Gavin Newsom's new administration in California, giving me a chance to pursue my passion for progressive federalism, and be a part of bringing civic innovation to

a state I love. It also happens to be the fifth-largest economy in the world, making it a great place to test and scale big ideas.

Twenty years ago, the founders of New America were also worried about the country, but confident that they could find bold, bright ideas from all points on the political spectrum—they called it the “radical center”—and that these ideas would lead to a change in our politics and policy.

In the past two decades, New America has also evolved. Of course, many of the core principles underpinning the concept of the radical center have moved from big, bold ideas to a part of our political discourse. Dozens of other ideas incubated here—including the individual mandate, child savings accounts, and a database of domestic terrorism—have influenced the public discourse and had tremendous impact



**New America has taken concrete steps to surface, share, and support innovation and experimentation happening in communities across the country.**

on the lives of citizens across the country, leading to the kind of equitable society we envision in our mission statement.

But, we have broadened and deepened our impact. We now act as convenor, bringing together civic leaders to forecast how technology will affect a community's job growth and need for certain skills. We brought together a coalition of 17 local governments, universities, and nonprofits that meet monthly to share how they use data to combat the growing opioid crisis facing communities across the country. Our fellows are connecting citizens to social services and working to provide education for homeless children in California.

Having been a part of this journey at New America since I joined the board in 2004, I watch with pride as this organization grows and evolves to meet the challenges

of the moment. From a group of groundbreaking fellows writing books full of big, bold ideas to a collection of scholars and programs that are working to connect those ideas to policy practice. From a radical center to progressive federalism. From a small office to a robust, well-managed, financially sound organization having an impact and changing lives.

For the next 20 years, we are poised to take the next step

**From a group of groundbreaking fellows writing books full of big, bold ideas to a collection of scholars and programs that are working to connect those ideas to policy practice.**

to extend that model across the country, to surface, share and scale those ideas by connecting civic leaders in communities with the ideas that can change lives. I'm proud to be part of the latest era of a renewing America.

See you soon,



**Lenny Mendonca**  
Chairman, New America  
Board of Directors

# Our + our people in the spotlight

# Visions

p9/ Universal access to digital technology and its benefits across all communities

p14/ A society that promotes economic opportunity for all

p21/ Thriving families, individuals, and communities with the time, stability, and opportunity to lead self-directed lives

p27/ Equitable, accessible, high-quality education, learning, and training over a lifetime

p32/ Equal representation in politics and participation in accountable governance

p39/ A secure, prosperous America that lives up to its values and commitments at home and abroad







# Universal access to digital technology and its benefits across all communities

AFUA  
BRUCE  
DIRECTOR OF ENGINEERING/  
PUBLIC INTEREST  
TECHNOLOGY PROGRAM

“Technology is one of the many tools that can be used to improve people’s lives, but when government hasn’t developed the tech and policies to deliver essential services and keep people safe, it can leave millions of people vulnerable and without access to critical resources. In our work, we’re connecting technologists with those responsible for delivering these services, to ensure that government is efficiently delivering services to all its constituents.



# OTI and the Fight to Protect Net Neutrality

Despite the Federal Communications Commission’s decision to repeal net neutrality in 2017, New America’s team of technologists, analysts, and lawyers aren’t giving up the fight. The Open Technology Institute was one of the first

parties to challenge the repeal, filing a protective petition for review in the D.C. Circuit to ensure it would be considered as a possible venue to hear the case. Now, the OTI Open team, led by Deputy Director **Sarah Morris**, is

helping to lead the pro-net neutrality coalition of petitioners and intervenors that includes public interest groups, internet companies, trade associations, and state attorneys general. ●



PHOTO:  
NEW AMERICA

New America hosted a conversation featuring FTC Commissioner Terrell McSweeney, pictured with OTI Director Kevin Bankston, following the Cambridge Analytica scandal with Facebook, asking: What’s next, and what can be done to protect our privacy?

PHOTO:  
COURTESY  
OF FLORIDA  
INTERNATIONAL  
UNIVERSITY

Future Tense, a partnership of *Slate* and Arizona State University, hosted a show-and-tell with New America National Fellow Nonny de la Peña about the potential of virtual reality—along with a hands-on demonstration and pop-up—to show the transformative potential of the technology.

PHOTO:  
NEW AMERICA



# From Cyber Policy to Cyber Implementation Through Partnerships

## LOCAL IMPACT

The **Resilient Communities** team completed installations of their final five portable network kits in the New York City neighborhoods of Far Rockaway, Gowanus, Hunts Point, East Harlem, and Sheepshead Bay.

Partnerships are a key, and often overlooked, element of successful cybersecurity policy implementation.

New America's Cybersecurity Initiative, led by **Ian Wallace**, is home to several crucial university partnerships, including an important alliance with Florida International University (FIU). Working side-by-side with FIU, New America has become a leading voice

in cybersecurity workforce discussions, and, together with the university, New America now runs the Department of Commerce's National Initiative on Cybersecurity Education (NICE) annual conference.

New America's cybersecurity partnerships with universities also include DigiChina, a collaboration with the Harvard Berkman Center and MIT Media Lab, to translate

Chinese technology policy documents, and Leiden University in the Netherlands to share DigiChina's findings around the world. DigiChina was cited by the Congressional-Executive Commission on China seven times in its report on China, more than any other organization on the technology issues.

Finally, strategist **Peter W. Singer** and UCLA professor and Cybersecurity Fellow **Kal Raustiala** ran a series of cybersecurity events with leaders from the entertainment industry, with the aim of driving the creation of more informed cybersecurity-related entertainment projects. The events and participants included Hollywood agents and executives responsible for movies like *The Hunger Games* and TV shows like *American Crime Story*. ●

At the NICE Conference, hosted in partnership with Florida International University, New America shared new research on innovative ways of teaching cybersecurity with over 600 of the country's leading cybersecurity workforce experts. Ian Wallace (right) moderates a panel with FIU President Mark B. Rosenberg and José-Marie Griffiths, president of Dakota State University.

# Are the Most Powerful Tech Companies Meeting Their Human Rights Responsibilities?

In April, the Ranking Digital Rights (RDR) initiative published its third annual Corporate Accountability Index. The *2018 Corporate Accountability Index* benchmarks 22 of the world's most powerful tele-

communications, internet, and mobile companies whose products and services are used by over half of the world's 4.2 billion internet users.

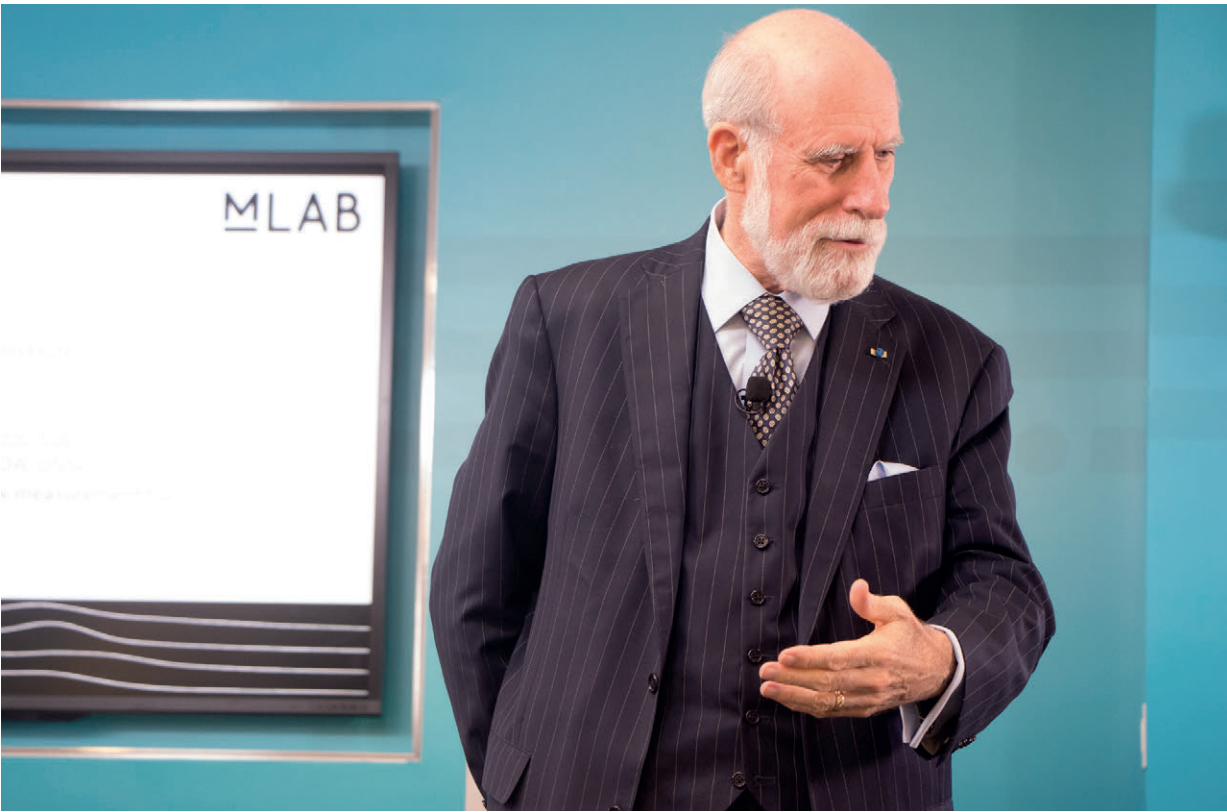
At the global launch of the index, RDR Director **Rebecca**

**MacKinnon** explained that while some companies have improved since 2017, in general, companies lack transparency about policies and practices affecting freedom of expression and privacy, exposing users to undisclosed risks. ●

**Rebecca MacKinnon directs the Ranking Digital Rights initiative at New America.**



PHOTO:  
NEW AMERICA



Vint Cerf, known as one of the “fathers of the internet,” spoke at the M-Lab conference.

PHOTOS:  
NEW AMERICA

At a two-day M-Lab conference, several New Americans hosted workshops and spoke on panels, including Georgia Bullen, Sarah Morris, Chris Ritzo, Afua Bruce, Ross Schulman, and Nathan Kinkade.



## M-Lab Celebrates 10 Years

In 2018, Measurement Lab (M-Lab) celebrated its tenth anniversary of measuring internet speed and providing data to the world. M-Lab’s impact has been felt

worldwide; the platform has been used to conduct more than 1 billion internet speed tests since its launch, and currently supports approximately 2 million

measurements per day. In July, broadband comparison company cable.co.uk released a report ranking country-by-country internet speeds, using data collected by M-Lab. ●

# A society that promotes economic opportunity for all

DIRECTOR/  
NEW AMERICA  
INDIANAPOLIS

MOLLY  
MARTIN

“ We’re preparing people—and cities—for automation. It’s not just truck drivers or someone working on a factory floor; no matter what your job is, everyone is going to have to make a shift in how they earn a living. The important thing is creating a sense of opportunity and self-worth, access to a living wage, and helping people recognize that they are not alone.





# Automation, Apprenticeships, and the Future of Work

New technologies have made our jobs easier and more efficient, and will create new jobs and opportunities in the future that may not exist today. But advances in automation and artificial intelligence are a growing threat to some established industries. To prepare for the economy of the future, and ensure that the next generation has the right skills for the modern workforce, New America is tackling the future of work from all sides.

The program on Work, Workers, and Technology (WWT), led by **Kristin Sharp**, works with cities facing the pressure of automation. In three cities, WWT organized community-led design “ShiftLabs” to bring together local and national leaders and help them put into action new ways to prepare for the impact of automation on the workforce.

Along with reskilling and retraining existing workers for the future economy, the future of work will also be defined by the next generation of workers. New America’s Center on Education and Skills (CESNA), led by **Mary Alice McCarthy**, is grappling with how to meet the educational needs of “gig” workers who often lack access

## LOCAL IMPACT

**As a result of ShiftLabs and New America’s data and report about automation’s impact on jobs in Phoenix, the city will use federal workforce funds for the first time to upskill and reskill retail workers (according to the data, the group most vulnerable to job loss from automation). Because of ShiftLabs in Indianapolis, city partners are incorporating New America analysis and advising into the implementation of neighborhood-based workforce development programs.**

to skill-building opportunities through their jobs. CESNA is also paving the way for new partnerships between schools and employers that make it easier for students combine work and learning.

Under the FIU-New America Cybersecurity Partnership, led by Cybersecurity Initiative Director **Ian Wallace**, New America also explores apprenticeship—and other unconventional pathways—as viable entry points for cybersecurity jobs (of which millions are currently vacant).

The U.S. Department of Labor invited the Cybersecurity Initiative and CESNA to host a convening of the top experts in cybersecurity apprenticeship to discuss policies that could help clear the path forward for apprenticeship to fill cybersecurity jobs. ●



In Phoenix, Ariz., with the support of National Network Director of Growth Megan Garcia, the convening included then-Phoenix Mayor Greg Stanton, and Arizona State University President Michael Crow.



PHOTOS:  
JAMIE ELL,  
ARIZONA STATE  
UNIVERSITY



In Indianapolis, a ShiftLab organized with New America Indy Director Molly Martin convened leaders in technology, industry, policy, philanthropy, and culture to consider the impact of automation on work in the Indianapolis region. They developed a long-term vision for opportunity, resulting in a new technical assistance network on “future-proofing” workers in Indiana.



PHOTOS: MOLLY CONNER

The year is 2030...

**Worst Case**

|           |         |
|-----------|---------|
| WORK      | LIFE    |
| COMMUNITY | SOCIETY |

*In Brief*

Income: Low — High

Stability: Low — High

Reliance on Tech: Low — High

Degree of Change: Low — High

Scenario Title: **TRIAM LOYALTY DIGITAL**

**Moonshot**

|           |         |
|-----------|---------|
| WORK      | LIFE    |
| COMMUNITY | SOCIETY |

*In Brief*

Income: Low — High

Stability: Low — High

Reliance on Tech: Low — High

Degree of Change: Low — High

Scenario Title: **What can we build to engineer social capital?**

**Optimal Outcome**  
(Not Knowing is Optimal)

A TYPICAL DAY: Work-Life Balance

INCOME SOURCE: Service/Core-Based / Nursing

FREQUENTLY USED SKILLS: Self directed / people skills / assets

SATISFACTION WITH WORK LIFE: High (kids OK, she's doing something)

INCOME GROWTH POTENTIAL: More than liveable, path for future

WHY IS THIS OPTIMAL: PURPOSEFUL NEEDS MET

*In Brief*

Income: Low — High

Stability: Low — High

Reliance on Tech: Low — High

Degree of Change: Low — High

Scenario Title: **Microfinance Support orgs Experience w/ Career Saw pathways INTECH/corp \$**

*Handwritten notes and sticky notes on the board include:*

- Worst Case:** "has no child", "Childcare", "A child parent", "Wage & Quality of Work", "What responsibility is it placed on them?", "Financial, Soc Mental Health BVA Dreamkeepers", "TRIAM LOYALTY DIGITAL"
- Moonshot:** "Loving Biology", "Digital", "Healthcare", "Medical miracle", "INHP boost", "System to give state-based entity way to have results of program", "What can we build to engineer social capital?", "WVCI multi-gen (2017)"
- Optimal Outcome:** "Monique FAST FOOD", "Service/Core-Based / Nursing", "Self directed / people skills / assets", "High (kids OK, she's doing something)", "PURPOSEFUL NEEDS MET", "GET TO \$ as measure", "KIDS DO WELL! BETTER", "Aging + bleed out of talent -> HOW TO SOURCE CORPORATE", "INHP boost", "Narrative of Automation must still REACH 'average'", "Indy Chamber inclusive growth -> TEAMS across metro area / id questions that show what is two years top priority", "Assign 'Thread-style' member/proxy parent", "Series of analysis"



The Center on Education and Skills at New America (CESNA), directed by Mary Alice McCarthy, launched the Partnership to Advance Youth Apprenticeship (PAYA), a multi-year, multi-partner, \$4.5 million initiative that will support the success of efforts in states and cities to expand access to high-quality apprenticeship opportunities that start in high school and provide young people access to high-quality work experience, on-the-job learning, and a college degree.

PHOTO:  
COURTESY  
OF FLORIDA  
INTERNATIONAL  
UNIVERSITY





# Thriving families, individuals, and communities with the time, stability, and opportunity to lead self- directed lives

DIRECTOR/  
BETTER  
LIFE LAB  
  
BRIGID  
SCHULTE

“Everyone feels the tension of dividing our scarce time between work, life, and family. The often unconscious assumptions we make about gender roles, as well as outdated workplace policies, often drive that. So the fundamental question energizing my work at New America is this: How do we create a world where people can make real and meaningful choices about how to combine their work and life, freed from the expectations of those limiting, traditional gender roles?”

PHOTO:  
NEW AMERICA



New America invited experts for a workshop to explore new ways of bringing women into and up through cybersecurity careers. The Cybersecurity Initiative team continues this work in their Humans of Cybersecurity project, which elevates the stories of the people and ideas that are securing our digital lives.



# A Better Life at Work and at Home

Overworked? Stressed out? No time for life? You're not alone. These are among the issues tackled by Better Life Lab Director **Brigid Schulte** and her team on the Better Life Lab Podcast, released in 2018 on *Slate's* podcast platform.

The show explored how work shapes our lives, and featured interviews with psychologists, employers, academics, attendees of Workaholics Anonymous groups, and everyday people who struggle with work-life balance.

The topic resonated with listeners; the six-episode series, released in June, hit the top 50 of the Apple Podcast Charts, with 434,747 downloads at the end of 2018. ●

# How Public Interest Technology Can Help Reunite Immigrant Families

As the debate around immigration in the United States grew more heated at the U.S.-Mexico border, there was one idea almost everyone could agree on: separating children from their parents had to stop. The Public Interest Technology (PIT) program, led by **Cecilia Muñoz**, partnered with

the Vera Institute of Justice to launch the Immigration Connection Project (ICON), a service to help immigrant families connect with legal service providers in order to reunite them with their children as quickly as possible. The project was praised on Twitter by musician John Legend,

*Hamilton* composer and star Lin-Manuel Miranda, and Chelsea Clinton. Additionally, PIT Director of Strategy **Vivian Graubard** traveled to the border to work with a migrant respite center, building a digital version of their intake process that has since helped them process over 22,500 people. ●

# Lifting Up Local Journalism

We believe that in communities across America, problem-solvers are finding and testing solutions to many of the challenges our nation faces.

Recognizing that we have the power to support new ideas and share them with a wider audience, New America launched two new projects aimed at elevating local voices.

RiseLocal, led by **Hana Passen** and **Brandon Tensley**, is a storytelling project of the New America National Network that lifts up the stories of everyday Americans who are doing extraordinary things to solve public problems in their communities. In 2018, RiseLocal supported 38 stories by reporters at local outlets by providing financial resources and a channel to reach local and national audiences. The project built partnerships with *Belt Magazine* in Chicago and with *City Limits* and *Gothamist* in New York to reach targeted local audiences.

In partnership with RiseLocal, the Resource Security program, led by **Sharon Burke**, created the Weather Eye Award. This one-year writing award was granted to three local reporters with a strong commitment to reporting on disaster resilience in their communities, and sharing those lessons of resilience to communities across the country. Among others, the award allowed reporter **Simón Rios** from NPR's Boston affiliate to conduct an in-depth two-part story about a precarious beach community on the front lines of climate change in Massachusetts. ●



## LOCAL IMPACT

**Former New America National Fellow Trymaine Lee won an Emmy in the Category of “Outstanding News Discussion and Analysis” for his reporting on the segment “All in America: Chicago” for MSNBC’s *All in with Chris Hayes*. His reporting focused on the causes and impact of gun violence in Chicago.**



PHOTO:  
IKE HAYMAN

**Autumn McDonald leads the New America CA office in Oakland, Calif., where the five California fellows share innovative ideas that help families, individuals and communities thrive across the state.**





# Equitable, accessible, high-quality education, learning, and training over a lifetime

MARY ALICE  
MCCARTHY  
DIRECTOR/CENTER  
ON EDUCATION  
& SKILLS

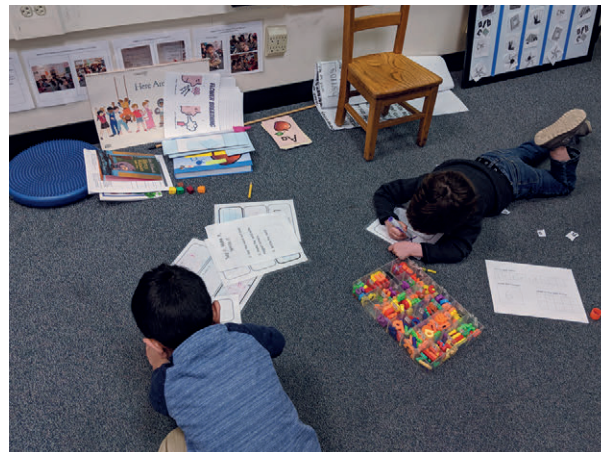
🗣️ We are reimagining how education can be delivered. How do we create more ways for people to learn? How can we make workplaces places of learning, and nurture a learning society? There need to be new and different ways of accessing opportunity that don't burden young people in mountains of debt.

# Who Benefits from Higher Education?

Higher education is vital to the promise of an equitable and prosperous America. But our higher education system is not delivering on its promises. Too many colleges and universities fail their students, particularly the students most in need of the boost higher education is supposed to provide. New America's Higher Education initiative, led by **Amy Laitinen**, spent 2018 working on a research agenda focused on the needs of an increasingly diverse student body. This

work included a co-authored report with uAspire, *Decoding the Cost of College*, which found that financial aid is insufficient to cover the cost of college for many low-income students, and that financial aid offer letters lack consistency and transparency. As a result of this work, there is renewed interest on the Hill in tackling this issue, including new co-sponsors for the Understanding the True Cost of College Act, a Senate bill that aims to standardize financial aid award offers across colleges.

Through an active advocacy agenda, New America's higher education team compelled the Department of Education to implement a regulation with important oversight implications for colleges, built bipartisan momentum for legislation that will provide students with critical information about the colleges they're considering attending, and challenged broad deregulatory efforts of for-profit colleges by the Trump administration. ●



PHOTOS: LAURA BORNFREUND

**The Early Education team visited classrooms in Boston to learn about the innovative approach Boston Public Schools are taking to support children transitioning from kindergarten to first and second grade.**



(Left to right) Deputy Director of Education Policy Lisa Guernsey, Vice President for Knowledge Management and Education Policy Kevin Carey, and Class of 2013 New America National Fellow Amanda Ripley at the New America 2019 Fellows Day.



PHOTO:  
IKE HAYMAN



PHOTO:  
NEW AMERICA

Elena Silva (left), director of PreK-12 Education at New America, moderates a discussion with students and apprentices at the launch of the Partnership to Advance Youth Apprenticeship (PAYA).



**Kristina Ishmael and Sabia Prescott attend a #GoOpen Summit at Broken Arrow Public Schools in Broken Arrow, Okla. The summit convened preK-12 education leaders for a day of discussion around launching and sustaining open educational resources across districts.**

PHOTO:  
COURTESY  
OF BROKEN  
ARROW PUBLIC  
SCHOOLS

## LOCAL IMPACT

In November, **Kristina Ishmael** and New America's Early and Elementary Education team successfully advised the Boston Public Schools Department of Early Childhood to openly license its district-created preK-2 curriculum. This is a significant contribution to the preK-2 community because of the ability for people across the country to reuse and modify the content for their own preK-2 programs.

# Open Educational Resources Can Make a Difference

In April, Public Interest Technology and Education Policy program fellow **Kristina Ishmael** convened a vibrant mix of state leaders, district administrators, teachers, researchers, and foundations to commit to action items advancing

open educational resources (OER). These are openly licensed materials that are free for educators to download, modify, and use, providing a viable alternative to expensive, out-of-date textbooks. As part of her work, Ishmael created an online resource for states

and districts and mapped the 110 U.S.-government recognized “#GoOpen” districts and 135 additional districts using OER, creating a valuable network of resources for states and districts to expand their access to these resources. ●

# Giving English Learners a Voice

Students from preschool to high school who have a native language other than English and are in the process of developing English language proficiency are a fast-growing population in communities and schools across the country. For schools and teachers to support these English

learners, policy and practice action must be taken. Deputy Director of English Learner Education **Amaya Garcia** led her team in releasing policy reports and commentary on a range of policies that impact English learners. The team published a report highlighting Washington

state’s efforts to develop its bilingual educator workforce, which was shared widely among state policymakers and informed the state’s Professional Educator Standards Board recommendations for developing and diversifying the teacher workforce. ●

# Equal representation in politics and participation in accountable governance

CHAYENNE  
POLIMÉDIO  
DEPUTY DIRECTOR/  
POLITICAL  
REFORM PROGRAM

“ America is a racially, culturally, ethnically, and ideologically diverse country. When I think about equal representation, I think about seeing representatives who reflect all facets of the people they represent, in a position to make a difference and to share power equitably.









New America NYC and the Fellows program hosted a conversation on “Architecting Community,” which paired MacArthur Fellows and New America National Fellows in a cross-sector dialogue. The conversation explored how race, class, legal status, and other forms of marginalization inform how individuals experience the city.

PHOTO: MIKE  
KAMBER/BRONX  
DOCUMENTARY  
CENTER

## Innovation in Government Is Not Just About Technology

Public interest technology can be described in many ways, one of which is: using technology to make constituents’ interaction with their government better suit their needs. **Cecilia Muñoz**, vice president of Public Interest Technology (PIT) and Local Initiatives at New America, spoke at the 2018 Code for America Summit on user-informed policymaking, expanding the message on how to ensure government technology improves policy and outcomes. PIT fellows **Sara**

**Hudson** and **Hana Schank** held a breakout talk at the Code for America summit called “Getting the Work Done.” Their report of the same name focused on the results from their interviews with over 70 thought leaders, and provided a blueprint for policymakers on how to effectively lead civic tech teams. PIT is amplifying the voices of government and government-adjacent innovators working to improve everyday services through their recently launched publication, *The Commons*. ●



PHOTO:  
IKE HAYMAN

# After #MeToo, #NowWhat?

The Hollywood scandal that brought down Harvey Weinstein and implicated other high-powered men for sexual harassment empowered thousands who had experienced sexual harassment to speak up. The next step is making sure their voices are heard in government to enact policy change, and in organizations to change culture and practice in order to create civil and respectful work environments where all workers can thrive.

In 2017, TechCongress' founder **Travis Moore** organized 1,500 former Congressional staff to sign a letter advocating for survivors of sexual harassment and violence in Congress and co-founded

Congress Too, helping over 50 staff tell stories of abuse and harassment while on Capitol Hill. The letter and stories were the basis for a reform push in the House and the Senate, both of which unanimously passed measures to address sexual harassment and discrimination in their chambers. In 2018, Rep. Jackie Speier (D-Calif.) brought Travis Moore to the State of the Union address.

New America California 2017 Fellow **Ann Ravel** briefed the California legislature in February 2018 on sexual harassment and what changes can be made as legislators draft new policies and procedures regarding harassment claims.

Finally, the Better Life Lab program, led by **Brigid Schulte**, released a major report on the factors that contribute to sexual harassment in the workplace, finding that it exists in every sector of the economy, from low- to high-wage and male- to female-dominated workplaces. An accompanying #NowWhat toolkit, featured in the *Washington Post*, outlined approaches workplaces can take and policy changes that could prevent sexual harassment and support survivors. Team members presented their work at a summit for federal agencies and at the National Academies of Sciences, Engineering and Technology. ●

**TechCongress' founder Travis Moore organized 1,500 former Congressional staff to sign a letter advocating for survivors of sexual harassment and violence in Congress and co-founded Congress Too, helping over 50 staff tell stories of abuse and harassment while on Capitol Hill.**

**Left: New America CA Fellow Nicolas Heidorn drafted a bill (Senate Bill 1018) that authorized every local government in California to create an independent redistricting commission. The bill was signed into law by then-Governor Jerry Brown on September 17, 2018.**



PHOTO:  
SARAH GONZALEZ

# Policy Change From Beyond the Beltway

In an increasingly divisive political environment, New America is committed to American renewal. New America's founding board chair **Jim Fallows** and his wife **Deborah Fallows** published the book *Our Towns*, collecting the notes, interviews, and

observations from their travels across the country. As they talked to people in towns all over America. They found that people everywhere can come together to work on local issues—even when they may be politically divided on national issues.

CEO **Anne-Marie Slaughter** and Vice President of Public Interest Technology and Local Initiatives **Cecilia Muñoz** attended the Heartland Summit in Bentonville, Ark., to speak about American renewal and why the center of the country has so much to offer. ●



PHOTO:  
NEW AMERICA

New America founding board chair Jim Fallows and his wife Deborah Fallows discuss their new book *Our Towns: A 100,000-Mile Journey Into the Heart of America*.



PHOTO:  
NEW AMERICA

**Are Americans giving up on democracy?** A packed room listened to the findings from two major studies of public attitudes, presented by Lee Drutman of New America and Jocelyn Kiley from Pew Research Center, that tackled this question.

# Advancing Experimentation in the Laboratories of Democracy

## LOCAL IMPACT

The Political Reform team conducted a study of civic engagement projects in Philadelphia, where **Hollie Russon-Gilman**, **Elena Souris**, and **Chayenne Polimédo** explored the ways in which the city's existing political power structure and its bureaucracy responded to a new push to engage citizens in decisions.

state- and, eventually, local-level experimentation. This evolving online resource allows advocates and citizens alike to examine states that seek to lower the barriers to political participation with reforms like same-day registration, ranked-choice voting, and partial public campaign financing.

Program Director **Mark Schmitt** and Senior Fellow **Lee Drutman** continued writing for outlets such as the *New York Times*, the *Washington Post*, and *Vox* on how democracy can be less like a marketplace dominated by the already powerful, and more open to the voices of every citizen. Drutman expanded the conversation on electoral reform through his writing, and praised the efforts to implement ranked-choice voting in Maine. ●

Distorted by money, limits on voting, and by the polarization of a closed party system, American democracy faces profound challenges. While reform at the federal level languishes, many states and communities are fulfilling the role that former Supreme

Court Justice Louis Brandeis envisioned when he called them “laboratories of democracy.”

The Political Reform program's *Laboratories of Democracy* database provides a platform for sharing information and ideas about reform based on



PHOTO:  
NEW AMERICA

The Political Reform team convened a special brown bag conversation following the 2018 midterm elections to unpack the results.





# A secure, prosperous America that lives up to its values and commitments at home and abroad

IAN WALLACE  
DIRECTOR/  
CYBERSECURITY  
INITIATIVE

Ⓢ New technology is changing the world we live in, both for better and for worse. Technology is creating new vulnerabilities—for governments, for companies and individuals. In common with other security challenges, how America responds to threats to our information systems will define not only how secure we are, but also what kind of nation we live in and how the United States is seen abroad. Those ideas are at the core of everything we do and how we do it.



PHOTO:  
NEW AMERICA

New America hosted Kailash Satyarthi (above), winner of the 2014 Nobel Peace Prize, for a screening of director Derek Doneen's *The Price of Free*, a documentary about child trafficking, at a special screening in the Social Cinema @ New America series in New York City.



PHOTO:  
IKE HAYMAN

Sharon Burke, director of the Resource Security program, with Joshua Geltzer, 2018 ASU Future of War fellow.





New America and Arizona State University hosted the fourth annual Future of War Conference in 2018. The conference was attended by more than 300 experts in academia, government, the military, and the media. The #futureofwar hashtag reached 1,914,474 Twitter accounts, and was a trending hashtag in Washington, D.C., on April 9.

PHOTOS:  
ERICK GIBSON/  
NEW AMERICA

Top military leaders—including Undersecretary of Defense Michael D. Griffin, Army VCOS Gen. James McConville (pictured, left), and Air Force VCOS Gen. Stephen Wilson—participated in conversations.



(left to right) Patrick Antkowiak of Northrop Grumman, Evanna Hu of Omelas, Michael Griffin of the Department of Defense, and New America fellow Stephen Rodriguez engaged in a discussion about the Pentagon's readiness for artificial intelligence.



A panel about the future of war and peace in North Korea featured (left to right) U.S.-North Korea Track 1.5 & Track 2 Diplomatic Initiative leader Suzanne DiMaggio, author Suki Kim, CSIS fellow Sue Mi Terry, and director of New America's Resource Security program Sharon Burke.



# Who Are the Uncounted Casualties of War?

Thousands of airstrikes have been conducted in Libya since the 2011 NATO intervention, but the number of civilian casualties has been inconsistently reported by all governments involved.

Building on New America's reputation as the primary resource for data on airstrikes and drone strikes in the Middle East, the International Security program, led by **Peter Bergen**, documented more than 2,000 airstrikes in Libya between September 2012 and June 2018. In partnership with Airwars, a nonprofit that independently tracks the international air war in the Middle East, the program found that the strikes resulted in a minimum of 242 civilian deaths using the

low-end estimate, and as many as 395 civilian deaths using the high-end estimate. The program argued for greater transparency from the Trump administration on publicly releasing accounts of civilian deaths.

New America's tracking and inquiries regarding U.S. airstrikes in Somalia and Yemen have resulted in AFRICOM and CENTCOM releasing updates on the number and location of strikes they have carried out in 2018, helping push an increase in transparency regarding America's counterterrorism wars.

Also reporting on uncounted civilian casualties from airstrikes in Iraq, former

National Fellows **Azmat Khan** and **Anand Gopal's** 2017 *New York Times Magazine* cover story "The Uncounted" won several awards in 2018. "The Uncounted" was awarded the 2018 National Magazine Award for Reporting, the Overseas Press Club's Ed Cunningham Award, the Hillman Prize for Magazine Journalism, the Deadline Club Award for Magazine Investigative Reporting, and the One World Media Print Award.

The two-part audio story for *The Daily* podcast, produced by the *New York Times*, also won a 2018 Third Coast Richard H. Driehaus Foundation Competition. Khan was offered a book deal to expand upon her reporting by Random House. ●

PHOTO:  
NEW AMERICA

In 2018, the Muslim Diaspora Initiative, led by Robert McKenzie (left), published *Anti-Muslim Activities in the United States*, an interactive database shedding light on racist and bigoted activity. In partnership with the Anti-Defamation League, they also launched Exploring Online Hate, an interactive dashboard that monitors hateful activity within a network of over 1,000 accounts on Twitter in near real time. Pictured with 2016–17 New America Fellow Rania Abouzeid.



# Providing Meaningful Counsel to Policymakers

Ensuring the protection and security of the United States means ensuring that policymakers have the data necessary to make informed decisions that, in some cases, can have life-or-death implications. The staff and fellows of New America's International Security program, led by **Peter Bergen**, provided valuable counsel and resources to lawmakers over the last year through testimony, meetings, and writings that were cited by U.S. and international policymakers.

Lieutenant General Robert Ashley, director of the Defense Intelligence Agency, cited **Peter W. Singer's** work on the future of war and the threat of emerging technology

in a hearing with the top U.S. intelligence chiefs before the U.S. Senate Intelligence Committee. Ashley used Singer's work as a way to explain future technological threats to Congress.

Sen. John Cornyn (R-Texas) read from **Peter Bergen's** book, *Manhunt*, in a speech on the Senate floor regarding Gina Haspel's nomination to head the CIA, and again cited *Manhunt* while questioning Haspel in a Senate Intelligence Committee hearing.

**Peter Bergen** and **David Sterman's** work on homegrown terrorism has been cited widely, including in a letter in opposition to the travel ban signed by 18 former top national security officials—among them

former Director of National Intelligence James Clapper and two former directors of the National Counterterrorism Center, Matthew G. Olsen and Nicholas Rasmussen.

National Fellow **Joshua Geltzer** testified before the U.S. House of Representatives Homeland Security Committee on the near-term and long-term security implications of the recent territorial losses by ISIS in Iraq and Syria. Geltzer was also quoted in outlets including the *Washington Post* and the *Hill* on a federal judge ruling that President Donald Trump violated the Constitution by blocking critics on Twitter, and was cited in the *New York Times* for filing a legal brief against President Trump's proposed travel ban. ●



**Peter W. Singer discusses future technology issues with U.S. military and Defense Department personnel.**

PHOTO: USAF

# Books and Documentaries

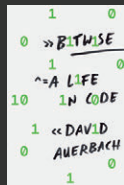


PHOTO:  
NEW AMERICA

Peter W. Singer’s (center) book, *LikeWar*, was named a “Best Book of the Year” by Amazon in the categories “Nonfiction” and “Business & Leadership.” *Politico*, CBS News, MSNBC, National Public Radio, the *Hill*, *DefenseOne*, *Forbes*, and the *Washington Post* were among many outlets that covered the book.



**NO TURNING BACK: LIFE, LOSS, AND HOPE IN WARTIME SYRIA**  
Rania Abouzeid,  
Fellows Program



**BITWISE**  
David Auerbach,  
Fellows Program



**THE FINAL YEAR**  
Documentary,  
Greg Barker,  
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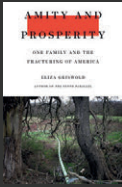
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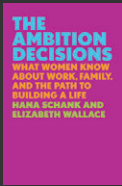
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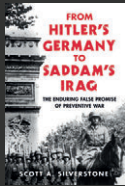
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**YOU'LL SEE THIS MESSAGE WHEN IT IS TOO LATE**  
Josephine Wolff,  
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**PEOPLE'S REPUBLIC OF DESIRE**  
Documentary,  
Hao Wu,  
Fellows Program



# New America National Fellows, Class of 2019



The 2019  
New America  
National  
Fellows

PHOTO:  
IKE HAYMAN

**“Since 1999, we are proud to have supported more than 200 dynamic and engaging storytellers as they seek to advance big ideas that have become templates for change. Their work has helped to broaden our understanding of pressing issues that can often be forgotten or go untold.”**

Awista Ayub, Director, Fellows Program

New America’s Fellows Program invests in thinkers—journalists, scholars, filmmakers, and public policy analysts—who generate big, bold ideas that have an impact and spark new conversations

about the most pressing issues of our day.

The acceptance of the Class of 2019 marks three significant milestones for New America and the Fellows Program.

In New America’s 20th anniversary year, we have now welcomed our 200th National Fellow and marked the publication of our 100th Fellows Program-supported book.

## CLASS OF 2019 NATIONAL FELLOWS

### RACHEL AVIV

(Eric & Wendy Schmidt Fellow) is writing about psychiatric diagnostic language

### ASSIA BOUNDAOUI

(Eric & Wendy Schmidt Fellow) is developing the Inverse Surveillance Project

### IONA CRAIG

(ASU Future of War Fellow) is investigating U.S. counterterrorism and foreign policy in Yemen

### JILL N. FILIPOVIC

(ASU Future of War Fellow) is writing about abortion access for rape survivors in conflict and crisis zones

### CARA FITZPATRICK

(New Arizona Fellow) is writing about the history of school vouchers in the United States

### MASHA GESSEN

(Eric & Wendy Schmidt Fellow) is writing about imaginative political projects

### LISA M. HAMILTON

(National Fellow) is writing about rice, the world’s most important food

### SARAH J. JACKSON

(Eric & Wendy Schmidt Fellow) is writing about contemporary racial justice efforts

### JONATHAN KATZ

(ASU Future of War Fellow) is writing about the forgotten wars that created America’s empire

### SUKI KIM

(ASU Future of War Fellow) is writing about North Korea’s ruling class

### KAREN LEVY

(New Arizona Fellow) is writing about digital technologies in the U.S. trucking industry

### REUBEN JONATHAN MILLER

(Eric & Wendy Schmidt Fellow) is writing about the afterlife of mass incarceration

### CHASE PURDY

(National Fellow) is writing about cell-cultured food technology

### KEVIN SACK

(Emerson Fellow) is writing about the Emanuel African Methodist Episcopal Church

### MELISSA SEGURA

(Emerson Fellow) is writing about the intersection of justice, class, and race

### DAVID

### WALLACE-WELLS

(National Fellow) is writing about life after global warming

### THOMAS

### CHATTERTON

### WILLIAMS

(Eric & Wendy Schmidt Fellow) is writing about fatherhood, race, and culture

# New America Board of Directors

## NEW BOARD MEMBERS



**MAXINE CLARK** is a visionary retail leader who combines an entrepreneurial spirit and big ideas for renewing American communities, improving K-12 public education, and encouraging women and minority entrepreneurs. As co-founder and CEO of the Clark-Fox Family Foundation, Clark works across sectors to support the economic development of the St. Louis area.



**MONA MOURSHED** is a distinguished leader in social responsibility, overseeing McKinsey's efforts for positive social impact by tackling global challenges and giving back to communities. Combining her expertise in education, the public sector, and the social sector, Mourshed also leads Generation and McKinsey.org—nonprofits that address youth unemployment and complex social challenges.



**SALLY OSBERG** is the foremost expert on social entrepreneurship, a model of developing, building, and scaling solutions to bring about revolutionary change. Osberg was the first president of the Skoll Foundation and led it for 17 years, spearheading its support of ventures led by social entrepreneurs around the world.

## IN MEMORIAM



**JEFF LEONARD**  
“Jeff enriched the lives of those who knew him. As described by his fellow board members at New America, ‘Jeff was such a wonderful, engaged and caring person. He was an exemplary board member.

He was diligent and thorough as a shepherd for all things related to our financials, and just about anything else. If Jeff was ‘on the job’ it lightened the load on everyone else. He was the embodiment of ‘doing the right thing when no one is watching.’ I only knew him as a fellow director of New America, but his character and goodwill were evident and compelling. Integrity, humility

and kindness... and just a great guy.’ Jeff had an old-fashioned, non-transactional view of duty and morality, in which doing the right thing was an end in itself. His example was infectious, reminding all of us why we do the work we do, striving to make a difference in the world through a non-profit organization whether or not we are lauded or rewarded for it.”  
**Anne-Marie Slaughter**

## NEW AMERICA LEADERSHIP

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SLAUGHTER**  
New America  
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# Financial Summary 2018

New America is guided by principles of full transparency, independence, and accessibility in all its activities and partnerships. New America does not engage in research or educational activities directed or influenced in any

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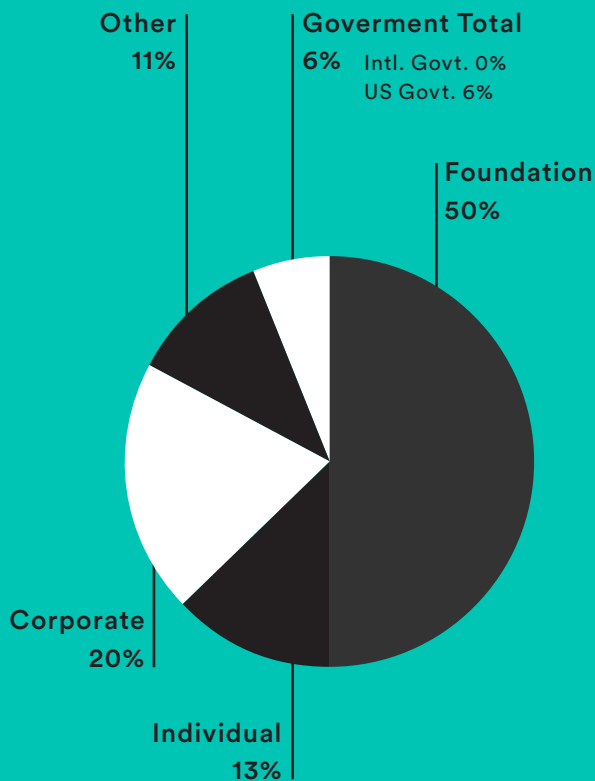
New America's financial performance for 2018 included revenue of \$36.9 million and

expenses of \$38.8 million.\* New America operates without an endowment and raises its annual budget each year.

For more information about our funding and donors, please visit [newamerica.org/our-funding](http://newamerica.org/our-funding).

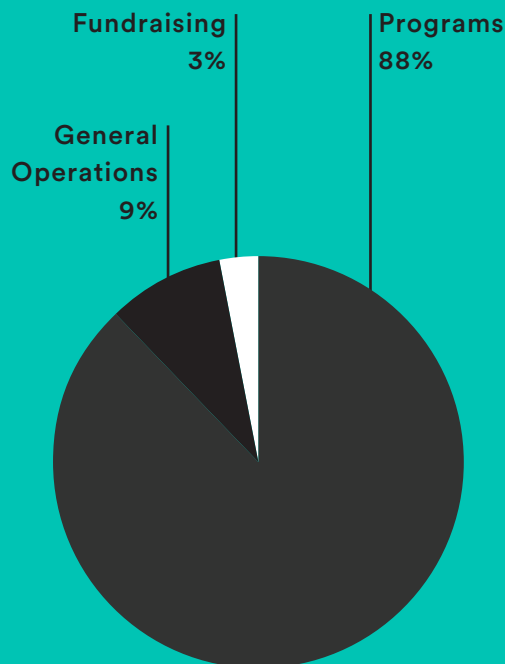
## PRELIMINARY REVENUE

Total: \$36.9 million



## PRELIMINARY EXPENSES

Total: \$38.8 million




\* Preliminary and unaudited, reported based on GAAP revenue recognition standards.

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# Mission Statement

We are dedicated to renewing America by continuing the quest to realize our nation's highest ideals, honestly confronting the challenges caused by rapid technological and social change, and seizing the opportunities those changes create.

