TAKING THE LEAD

PLoughSHARES FUND

ANNUAL REPORT 2014
Ploughshares Fund works to build a safe, secure world by developing and investing in initiatives to reduce and ultimately eliminate the world’s nuclear stockpiles, and to promote stability in regions of conflict. Ploughshares Fund is supported by individuals, families and foundations.
Taking the Lead

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We sat down with Board Chair Mary Lloyd Estrin, President Joe Cirincione and Executive Director & COO Philip Yun to talk about leadership and what role Ploughshares Fund plays in the peace and security community.

**Ploughshares Fund: With so many pressing issues facing us today, why devote your time to nuclear weapons?**

**Mary Lloyd Estrin:** A single nuclear episode, of any kind, would bring suffering and death to an unimaginable number of people. Nuclear weapons have a destructive capacity potential that we do not fully understand. This is simply an unacceptable risk to ignore.

**Joe Cirincione:** We all face challenges in our lives, but only two threaten destruction on a planetary scale: global warming and nuclear weapons. Both are threats created by machines we invented; both can be reversed, even eliminated. I know what to do about nuclear weapons, and I have dedicated my life to nonproliferation.

**Philip Yun:** I had a similar experience. Having grown up during the Cold War, nuclear weapons have always been in the back of my mind. When I was serving in the State Department, I saw first hand the destabilizing potential these weapons have while negotiating with North Korea. It was at that point I realized I wanted to dedicate my time to seeing nuclear weapons taken out of the equation entirely.

**PF: What do you think are the qualities of effective leadership?**

**Joe Cirincione:** Vision, the ability to inspire others and persistence. If there is one thing we have learned at Ploughshares Fund, it is that real change takes a long time. You have to stick with it.

**Philip Yun:** It is critical to recognize talent and harness that talent by giving people the means and opportunity to succeed. It’s also a willingness to take considered risks in the face of uncertainty.

**Mary Lloyd Estrin:** Yes, empowering people is key. A good leader empowers people to take risks on their own in order to grow and develop and test new ideas. That builds a lot of resilience and confidence into an organization. You want to make people leaders in themselves.

A good leader can also see the moment but understands the big picture and how specific pieces fit the broader context. So that you know how to get from A to B to C.
PF: How do you see Ploughshares Fund as a leader in the peace and security community?

Mary Lloyd Estrin: We’ve really applied the principles of leadership we just mentioned to building our community.

In our work on Iran, we brought together organizations that traditionally had difficulty working together, and coordinated an effective campaign aimed at preventing a nuclear-armed Iran.

Joe Cirincione: One of the hardest things in the world is to get a coalition together and then keep it working. Other philanthropies that I’ve spoken with are adapting our model to some of their programs so that they aren’t just giving money to disparate organizations but starting to organize them into a stronger, focused network.

Philip Yun: We’ve shown a track record of recognizing talent and organizing it into an effective force for policy change. I think of ReThink Media, Win Without War and other organizations we’ve brought into the nuclear field.

PF: You mention policy change. It seems like a lot of people see Washington as failing to move in a positive direction. What role do you both see Ploughshares Fund playing in changing that direction?

Philip Yun: We push. We’re able to say things and do things that government officials cannot. We create the political space that permits these officials to act.

Joe Cirincione: This is a big question. Some of us have been doing this since college days. We know that in a democracy we cannot just rely on our leaders to do the right thing. In some ways, we have to lead the leaders by making issues too important to ignore.

Mary Lloyd Estrin: In the United States, civil society is where innovation happens. It is where policy prescriptions are developed. It is where advocacy can take shape. Then, we can push the government to act. Remember, even the best government is a bureaucracy—it needs a good hard push.

Joe Cirincione: Exactly! If you leave these things to the bureaucrats, all you will get is the status quo.

PF: Who are some of the leaders that we support that you see are moving the ball forward on ending the threat of nuclear weapons?

Joe Cirincione: I see leaders at all levels of our grantmaking. Whether it is policy and thought leaders like Steve Pifer and Strobe Talbot at Brookings Institution, communication leaders like Peter Ferenbach and Lynn Fahselt at ReThink Media teaching us new ways to get our message out, organizing leaders like Erica Fein at WAND knitting together online advocates with more traditional grassroots advocates to create a powerful force. I’m heartened by the leaders I see emerging at all these levels. The really great thing, for me, is that with the network we’ve put together all these leaders are talking together and learning from each other.

Mary Lloyd Estrin: And they’re not just preaching to the choir. We may start out small, but we know change requires more. So, we’re building connections between the existing peace communities and evangelicals and budget hawks and others. Building a bigger tent remains an important challenge.

Philip Yun: Our supporters are also leaders. Through their example, their commitment and faith in our mission, our donors inspire others to bring more support into the field.
Drawing from diverse experience in technology, journalism, corporate business and academia, Ploughshares Fund board members provide vision, strategic oversight and a wide range of wisdom and experience to the Ploughshares Fund staff.

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**MARY LLOYD ESTRIN**  
CHAIR  
VICE PRESIDENT, GENERAL SERVICE FOUNDATION

**TERRY GAMBLE BOYER**  
SECRETARY  
WRITER AND PHILANTHROPIST

**DOUG CARLSTON**  
TREASURER  
FOUNDER AND CEO, TAWALA

**JOSEPH CIRINCIONE**  
PRESIDENT  
PLOUGHSHARES FUND

**EDIE ALLEN**  
PRESIDENT, COLOMBE FOUNDATION

**TABITHA JORDAN**  
EXECUTIVE DIRECTOR, ADAM J. WEISSMAN FOUNDATION

**DOUG MICHELMAN**  
PARTNER, FINSBURY STRATEGIC COMMUNICATIONS

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**PLOUGHSHARES FUND HAS THE NETWORK, THE ABILITY AND THE DRIVE TO CREATE A SAFER, MORE SECURE FUTURE.**

— Reza Aslan, Author
The Cold War may be long over, but the threat of nuclear weapons remains. In the fight to eliminate nuclear weapons, there isn’t a smarter, more effective organization than Ploughshares Fund.

— Philip Taubman, Journalist
NEW LEADERS, NEW IDEAS

For years, the peace and security field has been fueled by the leaders and ideas that grew out of the mass movements of the eighties. As that generation prepares to hand leadership to the next, there is a demand for new voices and strategies to lead the field in the digital age. Ploughshares Fund has been actively seeking to empower the next generation of leaders, develop new skill sets and bring fresh ideas into our field.

ERIKA GREGORY
N SQUARE
INCUBATING NEW STRATEGIES

Partnering with other top foundations in our field, Ploughshares Fund has cofounded and cofunded a new innovation fund to develop new ideas, spur new partnerships and invest in new ways of thinking about our issues. This collaborative fund, led by seasoned innovation expert Erika Gregory, will invest $2 million to create new strategies for tackling the problem of nuclear weapons that will invigorate our community with fresh thinking and tactics.

“It is feasible to create a world free of nuclear weapons in our lifetimes. What could possibly be more important?”
Inspired by our former chair of the board, Minnesota businessman Roger L. Hale, Ploughshares Fund created a fellowship to help bring new leaders into the nuclear security field. The first fellow, Blake Narendra, is a promising scholar and former Obama presidential campaign staffer who worked within the US nuclear weapons infrastructure. It’s all the more fitting that he also happens to be a Minnesotan full of energy and passion for a more peaceful world.

“My generation can create a future where the most destructive force ever created by man no longer threatens to erase everything we know.”

At Ploughshares Fund, we started asking ourselves the question “what would happen if Americans believed that we don’t need weapons of mass destruction to keep us safe?” To find out, we commissioned some of the nation’s experts on cultural advocacy, Liz Manne of the Culture Group, and Mik Moore and Miriam Fogelson of Moore and Associates to produce a white paper laying out what would need to be done to start to change public perceptions of nuclear weapons.

“Cultural strategy asks us to dream big. What is the world we want? What do people need to believe in order for that world to exist?”
Although devastating to the larger economy, the financial crisis opened up a new opportunity to address the nation’s lingering nuclear weapons complex. Driven by the newly formed Tea Party and the libertarian wing of the Republican party, Washington became fixated on cutting budgets.

Coupled with growing opposition to US military activities abroad, the drive to cut budgets opened space for Ploughshares Fund and our grantees to start talking about the cost of nuclear weapons. And to question if spending on Cold War era weapons made sense in a security environment now aiming to address regional conflicts, terrorism and human rights abuses.
In the summer of 2011, Ploughshares Fund commissioned a report from three of the nation’s foremost experts on the nuclear complex. They identified several vulnerable programs: 

JAY COGHLAN
NUCLEAR WATCH
NEW MEXICO

GORDON ADAMS
STIMSON CENTER

HANS KRISTENSEN
FEDERATION OF AMERICAN SCIENTISTS

Then, Ploughshares Fund brought together a diverse coalition of arms control experts, government oversight groups and budget hawks. We funded grassroots organizing, messaging research, congressional lobbying campaigns and expert reports all focused at targeting these vulnerable programs.

Using our prominent media profile, Ploughshares Fund released a report estimating the cost of nuclear weapons and related programs at $640 billion over the next 10 years. Nuclear hawks and stakeholders trying to defend their budgets harshly criticized our estimate.

THE CONVERSATION WE WANTED BEGAN. EVERYONE STARTED ASKING: “JUST HOW MUCH ARE WE SPENDING ON NUCLEAR WEAPONS?”

BODY ARMOR AND BOMB-RESISTANT HUMVEES TO ALL OUR TROOPS OVERSEAS, HOUSE AND TREAT EVERY HOMELESS US VETERAN, AND STILL HAVE $2.2 BILLION LEFT OVER TO PAY DOWN OUR DEBT. OUR TROOPS AND SECURITY SHOULD COME BEFORE PORK-BARREL NUCLEAR PROGRAMS.” – Danielle Brian, Executive Director of Project on Government Oversight

POLL:
A VERY HIGH
45%
A STRONG
70%
FOUND THIS MESSAGE VERY CONVINCING.
OF RESPONDENTS FOUND THIS MESSAGE CONVINCING.
The cost of nuclear weapons isn’t easy to calculate. In fact, it’s so difficult, the United States government did not have a reliable estimate. To make matters worse, experts disagree on how to do it.

Once we’d raised the question with the Ploughshares Fund Report, some of the country’s most respected institutions started to crunch the available data on their own.

This chain of reports grew out of Ploughshares Fund’s diligent analysis, and it is making policymakers weigh the real costs of nuclear weapons.

With our support, Stimson Center took on the question. Their ultimate number became the recognized standard and validated our view that the costs of nuclear weapons were growing.

These reports, and subsequent media coverage, spurred the House Armed Services Committee to commission independent estimates from the Congressional Budget Office and Government Accountability Office. Both reports showed that the government was lowballing the full cost of nuclear weapons.
In May, with the support of our community, Congressman Earl Blumenauer successfully championed an amendment requiring the Congressional Budget Office to update its nuclear weapons cost estimate each year.

“THERE SHOULD BE NO OBJECTION FROM ANYONE ABOUT KNOWING HOW MUCH THE PROJECTS WILL COST. IT WILL BE VALUABLE IF YOU WANT TO INCREASE THEM. IT WILL BE VALUABLE IF YOU WANT TO DECREASE THEM. IT WILL BE VALUABLE IF YOU JUST WANT TO FUND THE EXISTING PROGRAMS.”

— Congressman Earl Blumenauer stated on the House floor

THE AMENDMENT GUARANTEES THAT, FOR THE FIRST TIME SINCE 1945, US TAXPAYERS HAVE A RIGHT TO KNOW HOW MUCH WE ARE SPENDING ON NUCLEAR WEAPONS AND ALL THE PROGRAMS ASSOCIATED WITH THEIR UPKEEP, THREAT REDUCTION AND CLEAN-UP. AND THE MORE WE KNOW, THE MORE WE CAN OBJECT.
The Result

The unspoken sense that nuclear weapons budgets were unknowable and untouchable has been broken, perhaps forever. The idea that we should fund the future rather than the past is taking hold, spreading the message that nuclear weapons are no longer necessary and no longer budget priorities.

Our budget campaign has significantly reduced or eliminated budgets for several of its original targets: including the plutonium bomb core facility and the plutonium fuel processing plant.

“Unless there are active efforts to kill any government program, it will never die, because these programs develop constituencies—parochial politicians, bureaucratic fiefdom-builders, and of course greedy contractors—who all have an incentive to pretend the king has no clothes and the project is a great success (even though privately they might all admit it is a dog). Can you think of any program that has died of its own weight without being pulled down by outside activists, journalists, etc?”

— Danielle Brian, Executive Director of Project on Government Oversight

“Ploughshares fund grantees have forced a national debate about how much we should be spending on nuclear weapons. And this is a key debate we need to have right now. The United States is planning to spend up to $1 trillion over the next 30 years modernizing the arsenal. Yet we do not need to remake the arsenal in its Cold War image. Nor can we afford it. The threats of the Cold War are long gone. This process needs some adult supervision that forces choices. In this tight budget environment, the Pentagon cannot have it all.

Ploughshares fund is calling on the Pentagon to set its top priorities, and to recognize that nuclear weapons do not make the list.”

— Tom Z. Collina, formerly of Arms Control Association, now Ploughshares Fund Director of Policy
MEMBERS OF CONGRESS ARE NOW OPENLY QUESTIONING HOW MUCH WE ARE SPENDING ON NUCLEAR WEAPONS. AN INCREASING NUMBER OF AMMENDMENTS THAT TAKE MONEY FROM THE NUCLEAR WEAPONS BUDGET TO SPEND ON OTHER MILITARY PRIORITIES ARE PASSING INTO LAW.

STANDING FIRM
Congressional champions like Senator Dianne Feinstein (D-CA) are taking strong stances against wasteful programs, like the new nuclear-armed cruise missile, and our campaign has expanded its sights to new targets.

This May, for example, with the support of grantee champions like Erica Fein at Women’s Action for New Directions and David Culp of Friends Committee on National Legislation, Congressman Dan Kildee (D-MI) led the House to approve a budget amendment reducing spending on nuclear weapons programs in favor of spending on transitional support for US veterans.

IF WE TRULY VALUE THE COMMON GOOD OF THE HEALING OF OUR SERVICE MEMBERS’ WOUNDS, SEEN AND UNSEEN, WE MUST CORRECT MISPLACED PRIORITIES THAT WOULD SQUANDER EVER MORE TAXPAYER DOLLARS ON CONTINUING NUCLEAR DEVELOPMENT. NUCLEAR BOMBS MAKE THE WORLD LESS SAFE. PLOUGHSHARES FUND IS COMMITTED TO FOSTERING GENUINE SECURITY, LOCALLY AND GLOBALLY.

—Marylia Kelley, Executive Director, Tri-Valley CAREs, Livermore, CA.
WHO WANTS A WORLD WITHOUT

Our vision of a world where nuclear weapons can never be used again is shared by leaders around the world. Here are just a few who made statements this year urging progress to reduce nuclear weapons spending, ban nuclear weapons tests and eliminate these dangerous weapons.

“THANK YOU, PLOUGHSHARES FUND, FOR ALL YOUR EFFORTS TO REALIZE OUR DREAM OF A WORLD FREE OF NUCLEAR WEAPONS.”

BAN KI-MOON
SECRETARY GENERAL OF THE UNITED NATIONS

“ELIMINATING THE THREAT OF NUCLEAR WEAPONS IS A HUGE TASK. IT WILL REQUIRE SMART ADVOCATES, INNOVATIVE APPROACHES, AND SOME REAL CREDIBILITY. THAT’S WHAT PLOUGHSHARES FUND CAN BRING TO THE TABLE.”

ERIC SCHLOSSER
JOURNALIST AND AUTHOR

“AT A TIME OF CUTS AND REORGANIZATION, WHEN HARD DECISIONS MUST BE MADE ABOUT WHAT TO SAVE AND WHAT TO LET GO, CONTINUING TO THROW BILLIONS OF DOLLARS DOWN THOSE SILOS IS A FAILURE OF ACCOUNTABILITY AND A FAILURE TO BE REALISTIC ABOUT WHAT KIND OF WARS WE MIGHT CONCEIVABLY FIGHT IN THE FUTURE.”

RACHEL Maddow
JOURNALIST AND AUTHOR

“I MAKE MY OWN THE APPEAL OF MY PREDECESSORS FOR THE NONPROLIFERATION OF ARMS AND FOR DISARMAMENT OF ALL PARTIES, BEGINNING WITH NUCLEAR AND CHEMICAL WEAPONS DISARMAMENT.”

POPE FRANCIS
SPIRITUAL LEADER
WHO WANTS A WORLD WITHOUT NUCLEAR WEAPONS?

“I THINK THAT WE CAN GET WIDESPREAD AGREEMENT: MANY PEOPLE IN THE UNITED STATES ARE WORRIED ABOUT ACCIDENTAL EXPLOSIONS OF NUCLEAR WEAPONS, OR ARE AFRAID OF TERRORIST APPROPRIATION OF NUCLEAR WEAPONS. GIVEN THAT AGREEMENT, YOU HAVE TO SAY, ‘WELL, WHAT IS KEEPING US, THEN, FROM JUST SAYING THAT WE HAVE TO GET RID OF THESE THINGS IMMEDIATELY?’”

“IT’S TIME TO GET BACK ON THE OFFENSE. IT’S TIME TO MAKE TRULY SIGNIFICANT CUTS IN ALL NUCLEAR ARSENALS. IT’S TIME TO STOP WASTING TAXPAYER DOLLARS ON OBSOLETE WEAPONS FROM THE LAST CENTURY. AND 50 YEARS AFTER PRESIDENT JOHN KENNEDY CALLED FOR IT, IT IS TIME TO SIT DOWN WITHOUT POLITICS AND TALK SERIOUSLY ABOUT WHY IT IS IN OUR NATIONAL SECURITY INTEREST TO BAN THE TESTING OF NUCLEAR WEAPONS, EVERYWHERE, FOR ALL TIME.”

“I CANNOT EMPHASIZE STRONGLY ENOUGH THAT IT IS PRECISELY OUR DEEP UNDERSTANDING OF THE CONSEQUENCES OF NUCLEAR WEAPONS—INCLUDING THE DANGEROUS HEALTH EFFECTS OF NUCLEAR EXPLOSIVE TESTING—THAT HAS GUIDED AND MOTIVATED OUR EFFORTS TO REDUCE AND ULTIMATELY ELIMINATE THESE MOST DANGEROUS AND AWE-INSPIRING WEAPONS.”

“I THINK THAT WE CAN GET WIDESPREAD AGREEMENT: MANY PEOPLE IN THE UNITED STATES ARE WORRIED ABOUT ACCIDENTAL EXPLOSIONS OF NUCLEAR WEAPONS, OR ARE AFRAID OF TERRORIST APPROPRIATION OF NUCLEAR WEAPONS. GIVEN THAT AGREEMENT, YOU HAVE TO SAY, ‘WELL, WHAT IS KEEPING US, THEN, FROM JUST SAYING THAT WE HAVE TO GET RID OF THESE THINGS IMMEDIATELY?’”

THE VERY EXISTENCE OF NUCLEAR WEAPONS IS THE MOST DANGEROUS THREAT TO CIVILIZATION ON EARTH. WEAPONS REDUCTIONS NEED TO START WITH AMERICA AND RUSSIA WORKING TOGETHER TO PAVE THE WAY. THIS IS AN ISSUE THAT DEMANDS IMMEDIATE ATTENTION BEFORE IT’S TOO LATE.”

MICHAEL DOUGLAS
ACTOR AND PRODUCER

DONTE STALLWORTH
NFL FOOTBALL PLAYER

ROSE GOTTEMOELLER
UNDER SECRETARY OF STATE
FOR ARMS CONTROL AND INTERNATIONAL SECURITY

ELAINE SCARRY
HARVARD PHILOSOPHY PROFESSOR AND AUTHOR

15 | ANNUAL REPORT 2014
Concern about Iran’s nuclear program dominates headlines. Iran says its program is for nuclear energy, but the world needs assurances that Iran will not use its program to build bombs. Constraining Iran’s program and putting it under tight inspections would ease concerns and clear one of the biggest roadblocks to global nuclear weapons reductions. This year, diplomats worked tirelessly for a deal to limit Iran’s program. Just a few years ago we faced a much different future.

In the summer of 2010, with Iran’s nuclear program growing and unconstrained, there was a sense in Washington that military action against Iran was inevitable. Iran’s nuclear program, twenty years in the making, has been a messy challenge to regional stability and international efforts to stop the spread of nuclear weapons.

Military action would have been a disaster. Rather than destroying Iran’s nuclear infrastructure, intelligence and proliferation experts agree that a military invasion would instead push Iran’s leaders to sprint for a nuclear bomb.
Nonetheless, many of the same defense hawks that had pushed the Iraq invasion came out to justify a similar effort in Iran, successfully driving a narrative that the only way to prevent an Iranian nuclear weapon was American military force. In response, Ploughshares Fund built and organized a coalition of unusual bedfellows--like former Israeli security officials and a sizable number of Republican members of Congress who publicly supported the negotiations in a letter to the president to advocate for a diplomatic solution to the crisis.

The shared goal was to create space for a diplomatic solution, one that would prevent both an Iranian nuclear weapon and avoid another American military intervention in the Middle East.

Through projects we funded and ongoing strategic discussions facilitated by Ploughshares Fund, the coalition produced a chorus of encouragement for the power of diplomacy.

“Grassroots groups mobilized online supporters to demonstrate constituent support for diplomacy.

Editorial boards from across the country began to champion diplomacy as preferable to military action.

Human rights groups spoke out in support of a peaceful nuclear deal.

Senior statesmen made public statements expressing confidence that diplomacy could work and was the smartest way forward.

Think tanks explained the dire consequences of military action.

We had created a powerful infrastructure that could move quickly to push for effective diplomacy when the opportunity arrived.

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“I think that’s an unattractive option, but I think it is more unattractive to contemplate Iran with nuclear weapons.”

“I think that’s an unattractive option, but I think it is more unattractive to contemplate Iran with nuclear weapons.”
— Frank Gaffney, Fox News: Hannity 2/18/2011

By the summer of 2013, the narrative had shifted so much that hawkish commentator David Weinberg took to the Jerusalem Post to express his disappointment in the “grand retreat from confronting Iran.” As evidence of the growing consensus against war, he cited studies from think tanks across the political spectrum, including the RAND Corporation, the Atlantic Council and the Center for a New American Security. Valuing these institutions’ track records of independent analysis, Ploughshares Fund supported these studies. When independent institutions looked into the approaches for dealing with Iran’s nuclear program, diplomacy won out time and again.
The Turning Point

Just as our case for diplomacy was taking hold, the election of moderate Hassan Rouhani as president of Iran on a platform of economic relief opened a new window of possibility for negotiations.

July, 2013

In July, our coalition worked with members of the House of Representatives to organize a letter calling on President Obama to “test” whether diplomacy could work. An unprecedented 131 members of the House of Representatives signed the letter authored by Representatives Charlie Dent and David Price, making it the strongest congressional statement of support for diplomacy with Iran on record.

At the UN General Assembly meeting in September, Obama called Rouhani to talk about a nuclear deal. It was the first direct presidential level contact between the two nations since the Iran hostage crisis.

Negotiations moved forward at a rapid pace, quickly resulting in a landmark interim agreement that froze Iran’s program and set in motion a process for a more permanent solution.

In press statements justifying the negotiations, a variety of administration officials adopted language from the Dent-Price letter—language our partners brought into the public debate—saying that it was time to “test diplomacy.”

“I firmly believe the diplomatic path must be tested. Conciliatory words will have to be matched by actions that are transparent and verifiable.”

— President Barrack Obama, United Nations General Assembly, September 2013
THE MOMENT THAT WE HAD BEEN WORKING FOR HAD ARRIVED. DIPLOMATS HAD SPACE TO GET TO THE NEGOTIATING TABLE. AND IT PAID OFF WITH THE SIGNING OF THE JOINT PLAN OF ACTION.

“AND WE ARE ENGAGED... AN OPPORTUNITY TO TRY TO PUT TO TEST WHETHER OR NOT IRAN REALLY DESIRES TO PURSUE ONLY A PEACEFUL PROGRAM, AND WILL SUBMIT TO THE STANDARDS OF THE INTERNATIONAL COMMUNITY IN THE EFFORT TO PROVE THAT TO THE WORLD. SOME HAVE SUGGESTED THAT SOMEHOW THERE’S SOMETHING WRONG WITH EVEN PUTTING THAT TO THE TEST. I SUGGEST THAT THE IDEA THAT THE UNITED STATES OF AMERICA IS A RESPONSIBLE NATION TO ALL OF HUMANKIND WOULD NOT EXPLORE THAT POSSIBILITY WOULD BE THE HEIGHT OF IRRESPONSIBILITY ....”

— Secretary of State John Kerry
Ptoughshares Fund Gala, October 2013

FOUR CONCRETE GAINS FROM THE JOINT PLAN OF ACTION

- IRAN ELIMINATED ITS 20% ENRICHED URANIUM STOCKPILE—VERY CLOSE TO BOMB-GRADE.
- IRAN CAPPED URANIUM ENRICHMENT AT 5%.
- IRAN CAPPED ITS NUMBER OF OPERATING CENTRIFUGES AND CENTRIFUGE PRODUCTION.
- IRAN DISABLED CENTRIFUGE CASCADES FOR 20% ENRICHMENT.
Despite the obvious efficacy of the Joint Plan of Action, those opposed to talks immediately pushed back.

On December 18th, Senators Robert Menendez (D-NJ) and Mark Kirk (R-IL) introduced a new sanctions bill that threatened to derail implementation of the interim agreement and kill negotiations. It was the type of bill that had sailed through Congress in the past, but one that, given the active negotiations, was an unprecedented political challenge. By January 9th, the Kirk-Menendez bill had 58 co-sponsors, leaving it just two votes shy of the 60 votes required to overcome a filibuster and pass the Senate.

“IF CERTAIN MEMBERS OF CONGRESS WANT THE UNITED STATES TO TAKE MILITARY ACTION, THEY SHOULD BE UP FRONT WITH THE AMERICAN PUBLIC AND SAY SO.”

— White House Statement

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Working closely together, our coalition of grantees and partners sprang into action. The Iran Campaign intensified efforts to demonstrate public support for diplomacy and urge individual members of Congress to let diplomacy work. A quick discretionary grant from Ploughshares Fund enabled a national poll demonstrating widespread support for diplomacy.

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The poll provided such powerful support that senior officials circulated it widely on Capitol Hill and in the White House. Between Thanksgiving and January 31st, campaign partners like J Street CREDO Mobile, Win Without War, and the Friends Committee For National Legislation generated over 1,000,000 calls, emails and letters from citizens asking their elected officials to give diplomacy a chance. Campaign organizations placed 15 op-eds and 89 letters to the editor.

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The Result

“IF CERTAIN MEMBERS OF CONGRESS WANT THE UNITED STATES TO TAKE MILITARY ACTION, THEY SHOULD BE UP FRONT WITH THE AMERICAN PUBLIC AND SAY SO.”

— White House Statement
Thanks to our campaign, Americans now know that it is worth giving diplomacy with Iran a chance to succeed. And Congress knows we are watching.

With public support growing and the anti-diplomacy effort flagging, Democratic signatories backed off their support for passing the bill. Multiple Senators who were quietly in support of diplomacy stepped forward to publicly champion seeking a diplomatic solution with Iran.

“I really support the ongoing negotiations with Iran. I think diplomacy is the best way to deal with this. I think we’ve set back their ability to get a nuclear weapon already.”
— Senator Al Franken (D-MN), Constituent Breakfast

“What Ploughshares Fund has done by bringing these groups together—structuring a campaign and crafting a strategic vision—is unprecedented and that’s part of the reason these battles have been won.”
— Trita Parsi, President, National Iranian American Council

The Program for Public Consultation Reports:

As the clock runs out on negotiations with Iran over its nuclear program, a new study of the American public finds that:

61% favor making a deal with Iran that would limit Iran’s enrichment capacity and impose additional intrusive inspections in exchange for the lifting of some sanctions. This includes:

- 62% of Republicans
- 65% of Democrats
- 51% of independents

By the end of February, the bill had stalled, and a clear line had been drawn in the sand. Our campaign successfully established political support for diplomacy and kept space open for the negotiations to continue.
Give Peace a Dance

Zach Blume is a partner and managing director of Portal A, a creative studio with offices in San Francisco and Los Angeles that develops, produces and distributes video content built for the web. This year, Zach partnered with Ploughshares Fund to produce an online video meant to help promote diplomacy with Iran. He also felt inspired to become a supporter.

How did you become involved in Ploughshares Fund?

Zach Blume. I suppose it’s in my blood. My dad, who previously served on the board of Ploughshares Fund, introduced me to the organization at a very young age - at a forum with George Shultz, Sam Nunn and William Perry - and I was hooked on the issue ever since.

What does a world without nuclear weapons look like to you? Why is it desirable?

ZB: A more stable world, where future generations can live without fear of an entire population being decimated in the blink of an eye.

Your firm, Portal A, worked with Ploughshares Fund to create an online video that treated a serious issue (diplomacy with Iran) in a lighthearted manner. In your experience, what’s the advantage of using comedy to make causes more approachable?

ZB: Turning on today’s news, you often find an odd mixture of sensationalism on one side, and superficiality on the other.

Satire and humor can strip out the fat, and cut right to the heart of an issue. What you see now is a lot of people relying on the Onion, Jon Stewart, Stephen Colbert and John Oliver as their primary sources of news and information - because these outlets capture the essence of serious, complex issues with a wink and a nod. That’s what we tried to do with our Give Peace a Dance campaign - use comedians from two different worlds to humanize an issue, and break through in a funny, honest and provocative way.

Many people in their 20s and 30s view nuclear weapons as a thing of the past. How can we gain their attention on the serious threat posed by the 17,000 weapons that remain? Do we need to?

ZB: We absolutely do. The threat can feel less conspicuous, and more existential and removed from our daily lives, especially to the generations that didn’t live through the Cold War. Add to that the fact that the conversation often remains isolated within DC policy crowds, and it’s no surprise that this issue isn’t at the top of my generation’s priorities.

It’s important for organizations like Ploughshares Fund to use out-of-the-box communication techniques to reach younger generations around the importance of non-proliferation of nuclear weapons - it’s our responsibility now. Wait, I just turned 30. Am I still part of the younger generation? I hope so.
PLOUGHSHARES COUNCIL
Members of the Ploughshares Council provide leadership and sustained support for Ploughshares Fund through their annual gifts of $1,000 or more.

COUNCIL AMBASSADORS
Gifts of $100,000 or more
Edie Allen
Julia Dayton
Michael K. Douglas
Mary Lloyd Estrin and Bob Estrin
Terry Gamble and Peter Boyer Fund of the San Francisco Community Foundation
Samuel D. Heins
John and Susan Hess
New-Land Foundation
Vivian and Paul Olum Foundation
Prospect Hill Foundation
Guy and Jeanine Saperstein
Jill Troy Werner/Werner Family Foundation
Anonymous (4)

Gifts of $25,000 - $99,999
The Atlantic Foundation
craigslist Charitable Fund
CREDO/Working Assets
Julia Dayton
Michael K. Douglas
Mary Lloyd Estrin and Bob Estrin
Terry Gamble and Peter Boyer Fund of the San Francisco Community Foundation
Samuel D. Heins
John and Susan Hess
New-Land Foundation
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Gifts of $5,000-$9,999
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NUCLEAR-FREE LEGACY SOCIETY
Ploughshares Fund’s Nuclear-Free Legacy Society honors individuals who have made a commitment to building a world free of nuclear weapons by including Ploughshares Fund in their estate plans. Ploughshares Fund acknowledges and thanks the following members for their vision and generosity.

Edie Allen
Miles and Erica Anderson
Barbara and Bob Bachner
I. Inka Benton
David Bezanson
James B. Blume and Kathryn W. Frank
Dr. Richard Bradus
Mimi and Dick Brukenfeld
Lew and Sheana Butler
Joseph Cirincione
Patsy Cravens
Reid W. and Peggy Dennis
Joan and Peter Elibott
Mary Lloyd Estrin and Bob Estrin
Lynn Fahselt and Peter Ferenbach
Veronica Fields
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Jean Fraser and Geoffrey R. Gordon-Creed
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Julia Bloomfield
Margaret E. Saunders
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Ploughshares Fund welcomes the following new supporters.

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Ali Youssefi
Steven Zahn
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Anonymous (4)
**ARMS CONTROL ASSOCIATION**  
**WASHINGTON, DC**  
To support research and analysis, policymaker and media outreach, and leadership on reducing the risk from nuclear weapons, with an emphasis on influencing US nuclear weapons policy, US-Russia nuclear dialogue, US policy towards Iran and related topics. **$210,000**

---

**BROOKINGS INSTITUTION**  
**WASHINGTON, DC**  
To support analysis, education and outreach to media and policymakers about US-Russian arms control challenges and proposals to resolve them, and about the actual needs for US nuclear deterrence. **$100,000**

---

**BULLETIN OF THE ATOMIC SCIENTISTS**  
**CHICAGO, IL**  
To update the Nuclear Notebook using enhanced graphics and design in order to appeal to a broader audience. **$50,000**  
*Ploughshares Fund board member Kennette Benedict is the Executive Director and Publisher of this organization. Please see Conflict of Interest policy, page 31.*

---

**CENTER FOR INTERNATIONAL SECURITY AND COOPERATION**  
**STANFORD, CA**  
To support travel costs associated with a March meeting in Beijing regarding security issues of mutual concern to the United States and China. **$10,000**  
*Ploughshares Fund board member Philip Taubman is affiliated with this organization. Please see Conflict of Interest policy, page 31.*

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**CARNegie ENDowment for international peace**  
**WASHINGTON, DC**  
To stimulate discussions among Chinese nuclear policy experts regarding China’s nuclear weapons policies. **$50,000**

---

**CARNEGIE ENDowment FOR INTERNATIONAL PEACE**  
**WASHINGTON, DC**  
To support a series of three policy dinners to inform and shape elite opinions on how to prevent Iran from acquiring a nuclear weapon. **$14,996**

---

**CENTER FOR AMERICAN PROGRESS**  
**WASHINGTON, DC**  
To support a discussion of diplomacy with Iran at a joint Center for American Progress - Molad policy conference in Jerusalem. **$12,500**

---

**CENTER FOR INTERNATIONAL SECURITY and COOPERATION**  
**STANFORD, CA**  
To support efforts of North Korean experts to provide analysis and facilitate dialogue between the United States and North Korea to resolve the nuclear impasse. **$100,000**

---

**AMERICAN Security PROJECT**  
**WASHINGTON, DC**  
To support increased Iran activities, including production of an updated Iran briefing book, an experts workshop and briefings for the media and policymakers. **$25,000**

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**AMERICANS United for change**  
**WASHINGTON, DC**  
To support mobilization of grassroots constituents to contact their Senators about pending legislation on Iran sanctions. **$14,971**

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**PLoughshares FUND board member Philip Taubman is affiliated with this organization. Please see Conflict of Interest policy, page 31.*
CENTER FOR NEW AMERICAN SECURITY
WASHINGTON, DC
To hold a series of “boot camps” to educate congressional staffers on the nature of Iran's nuclear program and the requirements for an enduring and verifiable diplomatic resolution. $15,425

CENTER FOR NEW AMERICAN SECURITY
WASHINGTON, DC
To support high-impact research and analysis related to the on-going P5+1 efforts to negotiate a credible, comprehensive and verifiable nuclear deal with Iran. $150,000

CENTER FOR PUBLIC INTEGRITY
WASHINGTON, DC
To support the National Security Desk’s nuclear weapons-related reporting, directed by Managing Editor R. Jeffrey Smith. $70,000

CHICAGO COUNCIL ON GLOBAL AFFAIRS
CHICAGO, IL
For a high-level Task Force on NATO nuclear weapons that will examine policy options and offer recommendations. $50,000

CONCILIATION RESOURCES
LONDON, UNITED KINGDOM
To support efforts in Kashmir to work with a broad range of community, civil society and political actors to improve dialogue and cooperation on either side and across the Line of Control, ultimately contributing to a more inclusive and productive Indo-Pak peace process. $50,000

COUNCIL FOR A LIVABLE WORLD
WASHINGTON, DC
To support analysis, media outreach and advocacy on nuclear weapons budgets and related policy issues. $70,000

DRUCKER & ASSOCIATES*
WASHINGTON, DC
To provide strategic advice and additional outreach capacity for efforts to build political support for preventing Iran from acquiring a nuclear weapon. $60,000

FEDERATION OF AMERICAN SCIENTISTS
WASHINGTON, DC
To provide insight into the budgetary and policy outlooks for US nuclear weapons modernization programs over the next five to ten years. $2,000

FEDERATION OF AMERICAN SCIENTISTS
WASHINGTON, DC
To support the Nuclear Information Project’s analysis and outreach on nuclear weapons programs, budgets and policy. $75,000

FOUNDATION FOR NATIONAL PROGRESS
SAN FRANCISCO, CA
To support investigative journalism on national security policy issues. $1,500

THE FOUNDATION FOR A CIVIL SOCIETY
NEW YORK, NY
To support The Iran Project’s efforts to inform the public debate about policy options to prevent Iran from acquiring nuclear weapons through the publication and broad dissemination of reports, op-eds and other writings. $100,000

THE FOUNDATION FOR A CIVIL SOCIETY
NEW YORK, NY
To educate policymakers and the media about the potential impact of a comprehensive nuclear agreement with Iran. $150,000

THE FOUNDATION FOR A CIVIL SOCIETY
NEW YORK, NY
To increase short-term staff capacity to support enhanced congressional outreach and public education activities. $25,000

FRIENDS COMMITTEE ON NATIONAL LEGISLATION
WASHINGTON, DC
To educate and mobilize FCNL’s extended network to help shape the public debate about policy options to resolve concerns over Iran's nuclear program. $25,000

FRIENDS COMMITTEE ON NATIONAL LEGISLATION
WASHINGTON, DC
To support an integrated lobbying strategy to build support for pragmatic approaches to resolve the Iranian nuclear issue, and to educate Congress and the public about possible solutions. $25,000

FRIENDS COMMITTEE ON NATIONAL LEGISLATION
WASHINGTON, DC
To support policy advocacy on reductions to US nuclear weapons budgets and reduced roles and numbers of nuclear weapons. $100,000

FUND FOR CONSTITUTIONAL GOVERNMENT
WASHINGTON, DC
For work with the Peace and Security Funders Group. $15,000

GLOBAL ZERO
WASHINGTON, DC
To support an international network of elites and student constituents, media outreach, analysis and bold advocacy for aggressive steps to reduce and eliminate nuclear weapons worldwide. $100,000

GULF 2000 PROJECT, COLUMBIA UNIVERSITY
NEW YORK, NY
To support analysis, reporting and other efforts to inform the debate about Iran's nuclear program and international diplomatic approaches to verifiably prevent Iran from acquiring a nuclear weapon. $75,000

H
WILLIAM HARTUNG
NEW YORK, NY
For a scoping research study to provide recommendations about reducing the role of ICBMs in US nuclear posture. $3,500

HEAL UTAH
SALT LAKE CITY, UT
To support staff time dedicated to laying the groundwork for CTBT. $15,000

HENRY L. STIMSON CENTER
WASHINGTON, DC
To provide insight into the budgetary and policy outlooks for US nuclear weapons modernization programs over the next five to ten years. $2,000

HENRY L. STIMSON CENTER
WASHINGTON, DC
To support a short-term effort to promote policy recommendations on US nuclear weapons programs and highlight cost saving opportunities. $20,000

* Program Contract
HERBERT SCOVILLE JR PEACE FELLOWSHIP
WASHINGTON, DC
To support fellows working on international security issues at leading Washington, DC-based organizations. $50,000

INTERNATIONAL CRISIS GROUP
WASHINGTON, DC
To support research, reporting and advocacy efforts to help prevent and resolve deadly conflict in Pakistan. $75,000

J STREET
WASHINGTON, DC
To educate Congress and the public about policy approaches to prevent Iran from acquiring a nuclear weapon. $75,000

J STREET EDUCATION FUND INC
WASHINGTON, DC
To engage and mobilize a national network of members and supporters to participate in the public debate about the US policy options toward Iran. $25,000

LBLG FUND
WASHINGTON, DC
To support travel costs to Geneva to provide media coverage of the nuclear negotiations between Iran and the P5+1. $3,200

LUGAR CENTER
WASHINGTON, DC
To support the establishment of an arms control and nuclear weapons program that uses Senator Richard Lugar’s profile and the expertise of the Center’s staff to advance the nuclear security agenda. $75,000

MAINSTREAM MEDIA PROJECT
ARCATA, CA
To support the placement of expert spokespeople on radio and television programs to discuss issues related to nuclear negotiations with Iran. $10,000

MONTEREY INSTITUTE OF INTERNATIONAL STUDIES
MONTEREY, CA
To support a public education campaign on the status of Iran’s nuclear program, including the launch of an online resource and an enhanced media presence. $75,000

MOORE + ASSOCIATES*
NEW YORK, NY
To design and implement a public voice campaign to help shape the narrative in the Jewish community about options to prevent Iran from acquiring a nuclear weapon. $125,000

MOORE + ASSOCIATES*
NEW YORK, NY
To research and design a “cultural strategy plan” that provides options of short- and long-term activities that could begin to shift public perceptions about the role and value of nuclear weapons. $20,000

NATION INSTITUTE
NEW YORK, NY
For a rapid response project to debunk misinformation in the debate over negotiations with Iran, as well as in-depth journalistic pieces exploring the domestic politics at play. $60,000

NATIONAL IRANIAN AMERICAN COUNCIL
WASHINGTON, DC
To support an Iran Diplomacy Task Force to promote proactive efforts from members of Congress in support of diplomatic solutions to prevent Iran from acquiring a nuclear weapon. $49,545

NATIONAL SECURITY INITIATIVE
WASHINGTON, DC
To support a luncheon to educate reporters covering Iranian President Hassan Rouhani’s speech to the United Nations General Assembly as well as writing broader stories on the prospects for the nuclear negotiations. $2,600

NATIONAL SECURITY NETWORK INC
WASHINGTON, DC
To educate the media and policymakers about policy options to prevent Iran from acquiring a nuclear weapon. $75,000

NAUTILUS OF AMERICA
BERKELEY, CA
To support a Track Two workshop in Beijing to explore security issues with North Korean officials. $25,000

NEW SECURITY ACTION
WASHINGTON, DC
To engage and mobilize progressive grassroots constituencies nationwide to be active participants in the public debate about US policy toward Iran. $25,000

NONZERO FOUNDATION INC
PRINCETON, NJ
To support an increased volume of high-quality reporting and analysis related to Iran and the on-going nuclear negotiations. $50,000

NUCLEAR WATCH OF NEW MEXICO
SANTA FE, NM
To provide insight into the budgetary and policy outlooks for US nuclear weapons modernization programs over the next five to ten years. $2,500

NUCLEAR WATCH OF NEW MEXICO
SANTA FE, NM
To support the Weapons Watch Project, which scrutinizes nuclear weapons programs, provides analysis to media, policymakers and nongovernmental colleagues and advocates for nuclear weapons reductions. $70,000

* Program Contract
PEACE ACTION WEST
OAKLAND, CA
To support targeted advocacy efforts to advance the nuclear security agenda, with a focus on reducing the nuclear weapons budget and resolving the Iranian nuclear impasse. $30,000

PEACE DIRECT USA
NEW YORK, NY
To support on-the-ground efforts to work with youth to challenge extremist narratives and create a positive future for Pakistan. $50,000

PRINCETON UNIVERSITY
PRINCETON, NJ
To support expert analysis and recommendations related to reducing tensions between the United States, the international community and Iran. $70,000

THE PROJECT ON GOVERNMENT OVERSIGHT
WASHINGTON, DC
For investigations and analysis of US nuclear weapons plans and programs that identify wasteful spending; outreach to media and policymakers about the programs; and advocacy for spending cuts, stronger oversight and accountability. $50,000

RETHINK MEDIA
BERKELEY, CA
To amplify the voices of prominent former officials, military officers and experts in the Iran debate through targeted state and national media outreach. $20,000

RETHINK MEDIA
BERKELEY, CA
To provide strategic and tactical communications support for policy campaigns to prevent Iran from acquiring a nuclear weapon and to encourage reductions in spending on US nuclear weapons programs. $130,000

TAXPAYERS FOR COMMON SENSE
WASHINGTON, DC
To support analysis, policymaker and media outreach to highlight wasteful and unneeded nuclear weapons spending programs. $50,000

TRI-VALLEY CARES
LIVERMORE, CA
For a collaborative effort to influence the make-up and implementation of a federal NNSA laboratory review commission. $25,000

TRI-VALLEY CARES
LIVERMORE, CA
To support analysis and outreach to local, regional and national media, policymakers and colleague nongovernmental organizations to advocate for reduced nuclear weapons spending. $50,000

UNION OF CONCERNED SCIENTISTS
WASHINGTON, DC
To support analysis and advocacy efforts to reduce the role and numbers of US nuclear weapons. $50,000

VET VOICE FOUNDATION
PORTLAND, OR
To support efforts to educate policymakers and the public on veterans’ perspectives on a diplomatic approach to resolving the Iranian nuclear program. $25,000

VOTEVETS.ORG ACTION FOUNDATION
PORTLAND, OR
To bring the voices of veterans into the debate about Iran’s nuclear program through media outreach, policymaker education and advocacy efforts. $25,000

WIN WITHOUT WAR
WASHINGTON, DC
To educate grassroots constituencies and public officials about policy options to prevent Iran from acquiring a nuclear weapon. $50,000

JOEL WIT
WASHINGTON, DC
To support policy analysis and recommendations to help inform and shape the US approach to North Korea, and for Track Two engagement with North Korean officials. $70,000

WOMEN’S ACTION FOR NEW DIRECTIONS
ARLINGTON, MA
To mobilize WiLL members and WAND community leaders to educate policymakers about the fiscal savings and security benefits of reducing the US nuclear arsenal. $40,000

Ploughshares Fund board member Edie Allen is a member of this organization’s Board of Directors. Please see Conflict of Interest policy, page 31.

WOMEN’S ACTION FOR NEW DIRECTIONS
ARLINGTON, MA
To support WiLL’s Nuclear Weapons Policy Officer to strengthen and coordinate advocacy for nuclear disarmament and security measures, especially nuclear weapons budget cuts. $75,000

WOMEN’S ACTION FOR NEW DIRECTIONS EDUCATION FUND
ARLINGTON, MA
To educate and engage WiLL members and WAND community leaders to help shape the public debate about US spending on nuclear weapons and the broader nuclear security agenda. $60,000

WOMEN’S ACTION FOR NEW DIRECTIONS EDUCATION FUND
ARLINGTON, MA
To support the Peace and Security Strategy Retreat. $15,000
Ploughshares Fund’s operations and grants are aimed at activities that have the potential to affect public policy, that is, reach policymakers, the media and the public with information they need to make sound decisions about international security issues. To insure maximum impact, all annual contributions go directly to the programs we fund, with nothing subtracted for administration or fundraising.

In 2014, Ploughshares Fund exceeded its contributed income budgeted goal for annual support and gave grants totaling $4,029,037, this in addition to our own programmatic activity. Operational expenses are paid for by the Fund’s Board of Directors and a draw from our capital reserves (which includes board-designated endowment funds). This year, 79% of our budget was spent on grantmaking and program services, exceeding standards set by the National Charities Information Bureau/Better Business Bureau and Charity Navigator.

In 2014, Ploughshares Fund’s investment income was $4,958,022 compared to an investment return in 2013 of $3,361,948. Ploughshares Fund’s investment portfolio is actively managed by the Fund’s investment committee with counsel of an investment manager.

At June 30, 2014, Ploughshares Fund’s net assets were $40,157,143 compared to net assets at June 30, 2013 of $36,262,220. Of the 2014 total net assets, $35,953,171 is held in our capital reserves, which were established to provide stable and predictable funds for annual and long-term grantmaking and operations.
### Financial Report

#### Support and Revenue

<table>
<thead>
<tr>
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<th>2014</th>
<th>2013</th>
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<tr>
<td>Contributions</td>
<td>5,979,058</td>
<td>6,031,735</td>
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<td>Interest and short term investment</td>
<td>513</td>
<td>-1,658</td>
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**Investment Return**

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<th>2014</th>
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<tr>
<td>Changes in value of split-interest agreements</td>
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**Total Support and Revenue**

<table>
<thead>
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<th></th>
<th>2014</th>
<th>2013</th>
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<tbody>
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<td></td>
<td>10,942,269</td>
<td>9,396,925</td>
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#### Expenses

**Program Services**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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<tr>
<td>Grants from Ploughshares Fund</td>
<td>3,704,037</td>
<td>3,779,448</td>
</tr>
<tr>
<td>Grants from Cowles Fund</td>
<td>325,000</td>
<td>335,000</td>
</tr>
<tr>
<td>Special Projects</td>
<td>16,327</td>
<td>27,126</td>
</tr>
<tr>
<td>Program support</td>
<td>1,528,120</td>
<td>1,202,768</td>
</tr>
</tbody>
</table>

**Supporting Services**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>General administration</td>
<td>563,362</td>
<td>444,713</td>
</tr>
<tr>
<td>Development</td>
<td>910,500</td>
<td>838,408</td>
</tr>
</tbody>
</table>

**Total Expenses**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7,047,346</td>
<td>6,627,463</td>
</tr>
</tbody>
</table>

#### Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,894,923</td>
<td>2,769,462</td>
</tr>
</tbody>
</table>

**Net Assets, Beginning of Year**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>36,262,220</td>
<td>33,492,758</td>
</tr>
</tbody>
</table>

**Net Assets, End of Year**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40,157,143</td>
<td>36,262,220</td>
</tr>
</tbody>
</table>

#### Assets and Liabilities

For fiscal year ended June 30, 2014

**Assets**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>2,838,825</td>
<td>1,243,610</td>
</tr>
<tr>
<td>Promises to give</td>
<td>1,809,700</td>
<td>2,144,750</td>
</tr>
<tr>
<td>Interest receivable and other assets</td>
<td>76,251</td>
<td>82,207</td>
</tr>
<tr>
<td>Long term investments</td>
<td>36,294,012</td>
<td>33,923,742</td>
</tr>
<tr>
<td>Fixed assets (less accumulated depreciation and amortization)</td>
<td>82,493</td>
<td>45,211</td>
</tr>
</tbody>
</table>

**Total Assets**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>41,101,281</td>
<td>37,439,520</td>
</tr>
</tbody>
</table>

**Liabilities and Net Assets**

**Liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>105,837</td>
<td>74,310</td>
</tr>
<tr>
<td>Grants payable</td>
<td>805,996</td>
<td>1,066,009</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>32,305</td>
<td>36,981</td>
</tr>
</tbody>
</table>

**Total Liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>944,138</td>
<td>1,177,300</td>
</tr>
</tbody>
</table>

**Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>12,195,124</td>
<td>10,859,038</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>22,171,487</td>
<td>19,900,565</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>5,790,532</td>
<td>5,502,617</td>
</tr>
</tbody>
</table>

**Total Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
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<tr>
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**Total Net Liabilities and Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>41,101,281</td>
<td>37,439,520</td>
</tr>
</tbody>
</table>

---

1 A completed audited financial report is available upon request.  
2 All administrative and fundraising expenses are covered by contributions from Ploughshares Fund’s Board of Directors, an annual draw from the capital reserves and allocations from a few foundations.  
3 These assets include investments in Ploughshares’ Pooled Income Fund.  
4 Includes $1.033m restricted to funding N Square in fiscal years 2015 and 2016.  

**Conflict of Interest Policy:** As a public foundation, dependent upon the contributions and involvement of the public, Ploughshares Fund has a special commitment to ethical behavior and transparency in our work. The board and staff of Ploughshares Fund are encouraged to play active roles in their communities, which may lead, from time to time, to potential conflicts of interest or the appearance of such. We acknowledge the existence of any such conflicts or appearance of conflicts openly and appropriately as required by applicable law, Ploughshares Fund by-laws and established policy. In cases where a grant is awarded and one or more of Ploughshares Fund’s board members has abstained from voting on or discussing the proposed grant because of a conflict or the appearance thereof - for example, he or she is a member of that organization’s Board of Directors or is employed by the organization - such circumstances are clearly identified in the Annual Report.  

**Information for Applicants:** Ploughshares Fund supports organizations and individuals working to build a safe and secure world. Please refer to our website ploughshares.org for guidelines, application requirements and deadlines.