2021 ANNUAL REPORT







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Photo from Kevin Morris (2019)

REPORT FROM THE DIRECTOR AND PRESIDENT

Despite the ongoing COVID-19 pandemic, the Association of Marshall Scholars (AMS) continued to advance its core objectives in 2021: strengthening the Scholarship, supporting US-UK ties, and building engagement across the alumni community.

ENGAGEMENT

In 2021, the AMS benefited from strong alumni engagement: more than 475 members volunteered their time, expertise and support in leadership roles, including serving on the AMS Advisory Board, the AMS Board of Directors and Officers, the AMS Director's Circle, and as regional events coordinators, outreach volunteers, program speakers, donors, and as members of Application Reading and Selection Committees.

SCHOLARSHIP

The British Government announced 41 new winners of the Marshall Scholarship in December 2021. The 2022 class features the largest number of Service Academy graduates in the scholarship's history, with seven Marshall Scholars hailing from the US Military Academy (three), US Naval Academy (two) and the US Air Force Academy (two).

Over the course of 2021, alumni of the Scholarship continued to volunteer to serve on Application Reading and Selection Committees, as well as on the Outreach and Diversity Committee – a group that includes representatives from the Marshall Aid Commemoration Commission (MACC) the British Embassy, Selection Committees, the AMS, and recent or current Scholars. The latter committee is supporting a pilot effort to link alumni with fellowship advisors and prospective applicants.

To help bolster the Scholarship experience, the AMS currently offers three grants to all current scholars: (1) the **Marshall Xtra grant** (of 1,000 GBP per scholar), enabling each of the 94 enrolled Scholars in 2021 to further enhance their experience of British life and culture during their Marshall Scholarship program; (2) the **AMS Marshall Plus grant** supporting class camaraderie-building activities, such as Thanksgiving dinner together, hiking trips or theater excursions, (3) a new **AMS Emergency Fund** to support unforeseen circumstances and emergencies that may seriously affect Scholars' ability to conduct their research overseas.





PROGRAMMING

Over 1,149 attendees joined AMS regional and marquee programming in 2021. These programs included virtual and inperson, regionally-based and partner events, as well as larger-scale initiatives including the annual Marshall Forum and the US UK Legislative Exchange. Program speakers and participants joined from over 31 states and 13 countries including the United Kingdom. Partners and event co-hosts in 2021 included Stanford University, The Association of American Rhodes Scholars, The Harry S. Truman Scholarship Foundation, Gates Cambridge Scholars, Incite.org, Denison University, NYU, Friends of the Truman Foundation, the British-American Parliamentary Group, Hertford College Oxford, the American College of Trial Lawyers, as well as several British Consulates, the US Embassy in London and the British Embassy in Washington DC.

REGIONAL, VIRTUAL AND PARTNER EVENTS

Regional and virtual programming highlights from the past year included, from the Marshall Arts and Humanities series: a book reading with award-winning author Nicole Krauss (1996); debate on The Meritocracy Trap with Yale Law Professor Daniel Markovits (1991) and political scientist Mr. Prata Phanu Meta; a conversation on Immersion Journalism with award-winning author and journalist, and Pulitzer Prize finalist Professor Ted Conover (1982), and Professor Margot Singer (1984), Director of the Eisner Center; Denison University; and a discussion with Kannon Shanmugam (1993) and Jeffery Rosen (1986) on the Separation of Powers moderated by Nancy Fairbank (2017).

Pandemic-related programming included a discussion on COVID 19 and Economic Policy with Michigan State Professor Lisa Cook (1986) (nominated in 2022 by President Biden to serve on the Federal Reserve Bank Board of Governors), MIT Economics Professor Jim Poterba (1980), Pine Brook Road Partners co-founder Howard Newman (1969) and Rahul **Rehki** (2013), a Director at Lazard, and a distillation of lessons learned from the pandemic with Kaiser Health News Editorin-Chief Dr. Elisabeth Rosenthal (1978), Boston Children's Hospital physician Dr. Ben Reis (1996) and United Nations officer Sophie Rutenbar (2007).

The AMS was pleased to collaborate with the MACC and the UK Embassy to support special programs with alumni speakers such as Dan Barouch (1993), M.D., Ph.D, Principal Investigator, Barouch Laboratory and lead developer of the Johnson and Johnson Coronavirus Vaccine; and the 2021 Marshall Scholars US-based orientation program. Highlights for the orientation program included: a panel discussion on Public Service with Jocelyn Benson (1999), Secretary of State, State of Michigan, and Joshua Geltzer (2005), Deputy Assistant to the President and Deputy Homeland Security Advisor, White House's National Security Council, moderated by Lionel Foster (2002); a panel on Women in STEM with Dr. Jessica Audrey Lee (2005), Scientist, Space Biosciences Research Branch, NASA Ames Research Center, and Dr. Annina Burns (2003), Center for Surveillance, Epidemiology and Laboratory Services (CSELS) at the Center for Disease Control; and a discussion on Marshalls, Climate Change and the Environment, with Collin O'Mara (2003), President & Chief Executive Officer, National Wildlife Federation; Tomas Carbonell (2003), Deputy Assistant Administrator, US Environmental Protection Agency, and **Dr. Anjali Tripathi** (2009), Astrophysicist, NASA Jet Propulsion Laboratory. In addition, Her Majesty's Ambassador to the United States Karen Pierce discussed her career at the United Nations and her current policy priorities in a fireside chat with Washington Post reporter **Paul Sonne** (2007).

The UK Consul General for New England, **Peter Abbott** OBE, hosted a 35 person gathering of Marshalls in November at his residence and a small lunch meeting in December with alumni and **Wendy Morton**, the Minister for Europe and Americas at the Foreign, Commonwealth, and Development Office (FCDO) at that time. In addition to other virtual panels, and a handful of in-person Marshall gatherings in London and New England, AMS class chairs and secretaries continued to organize virtual class reunions throughout this challenging year.



Kannon Shanmugam (1993) and Jeffrey Rosen (1986) discuss contemporary challenges surrounding the separation of powers doctrine.

MARSHALL FORUM

In September, the AMS and the American College of Trial Lawyers co-hosted the precursor dialogue to the Marshall Forum on the Rule of Law: Legal Issues in a Post-Pandemic Society. This three-quarter day program was streamed live. It brought together distinguished American and British judges, lawyers, and legal experts to discuss a series of topics, including COVID and the Courts, Separation of Powers, and Free Speech and the Internet. Participants included:

United States of America

US Supreme Court Hon. Stephen Breyer (1959) Hon. Samuel Alito Hon. Sonia Sotomayor Hon. Neil Gorsuch (1992) US District Court for the District of Arizona Hon. Diane Humetewa Supreme Court of California Hon. Martin J. Jenkins U.S. District Court for the Southern District of New York Hon. Jessie Furman U.S. Court of Appeals for the First Circuit Hon. William J. Kayatta, Jr. US District Court for the Northern District of Texas Hon. Barbara M.G. Lynn

American College of Trial Lawyers Fellows (FACTL) and Marshall Scholars

Cinnamon Carlane (2001) Sheryll Cashin (1984) John A. Day, FACTL Andrea L'Verne Edney, FACTL Jeannie Suk Gersen (1995) Harold Hongui Koh (1976) Adam K. Peck, FACTL Ashok Ramani, FACTL Jeffrey Rosen (1988) Andrew Schapiro (1985) Kannon Shanmugam (1993) Douglas R. Young, FACTL Jonathan Zittrain, Harvard Law School

United Kingdom

Supreme Court of the United Kingdom The Rt. Hon. Lord Hodge The Rt. Hon. Lady Arden of Heswall DBE The Rt. Hon. The Lord Mance PC Northern Ireland The Rt. Hon Sir Declan Morgan QC The Hon. Dame Siobhan Keegan DBE High Courts of England and Wales The Rt. Hon. Sir Geoffrey Vos MR The Rt. Hon. Sir Geoffrey Vos MR The Rt. Hon. Sir Julian Flaux, Chancellor of the High Court The Hon. Mrs. Justice Steyn DBE The Hon. Dame Justine Thornton DBE QC Barrister Helen Davies QC

The multi-day, in-person program is planned for May 2022 at the United States Supreme Court.

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2021 US-UK LEGISLATIVE EXCHANGE

In November, the AMS hosted its 2021 US UK Legislative Exchange, bringing members of Congress and Parliament together with Marshall Scholars, UK government dignitaries and subject-matter experts for a five-day educational program covering issues of importance to both countries. Delegates included:



UNITED KINGDOM DELEGATION

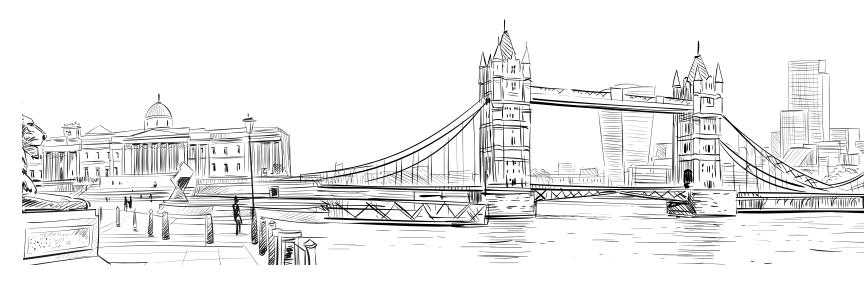
Ms. Harriet Baldwin MP (CON) Sir Philip Barton KCMG OBE Rt. Hon Hilary Benn MP (LAB) Baroness Falkner of Margravine (CROSS) Rt Hon Chris Grayling MP (CON) Rt Hon John Healey MP (LAB) Baroness Henig CBE (LAB) Ranil Jayawardena MP (CON) Darren Jones MP (LAB) Rt Hon Penny Mordaunt MP (CON) Lisa Nandy MP (LAB) Chi Onwurah MP Rt Hon John Spellar MP Rt Hon the Lord Vaizey of Didcot Lord Wood of Anfield



UNITED STATES CONGRESS

Rep. Don Beyer (D-VA-8) Rep. Neal Dunn (R-FL-2) Rep. Mark Green (R-TN-7) Rep. Jaime Herrera Beutler (R-WA-3) Rep. Jim Himes (D-CT-4) Rep. Linda Sánchez (D-CA-38) Rep. Claudia Tenney (R-NY-22) Rep. Mike Turner (R-OH-10)

Meetings and briefings were held in and around Oxford and London with, among others: Director of GCHQ Sir Jeremy Fleming; Founding Chief Executive of the National Cyber Security Center Ciaran Martin; former Chancellor of the Exchequer and Chairman of the British Museum George Osborne; CEO of the London Stock Exchange Group David Schwimmer; Secretary of State for the FCDO The Rt Hon Elizabeth Truss MP; Minister of State for Trade The Rt Hon Penny Mordaunt MP; Shadow Secretary of State for Defence The Rt Hon John Healey MP; Shadow Secretary of State for Foreign, Commonwealth and Development Affairs Lisa Nandy MP; Governor of the Royal Hospital Chelsea General Sir Adrian Bradshaw and the Rt Hon Tobias Ellwood MP.





Members of Congress visit British Parliament to meet with government officials



The Chelsea Pensioners gave the US delegation a tour of the Royal Chelsea Hospital.



The US delegation with The Rt Hon Tobias Martin Ellwood MP, Chair of the Defence Select Committee in Westminster.



With The Rt Hon Penny Mordaunt MP, Minister of State at the Department for International Trade, and Ranil Jayawardena MP, Parliamentary Under-Secretary of State for International Trade



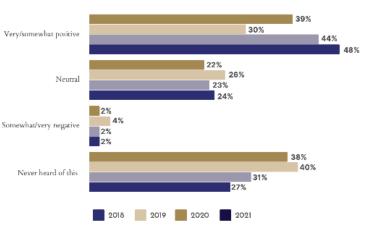
COMMUNICATIONS

In 2021, the AMS increased the Marshall Scholar profile and visibility through social, digital, and earned media.

The AMS social media presence and website traffic continued to grow throughout 2021. The year saw 19% and 117% increases in the number of AMS followers on Twitter and Instagram, respectively, with 27%, and 17% increases in postings on each platform. Website traffic increased 60% over 2020 website visits. Marshall Arts and Humanities programming was shared online through the AMS YouTube Channel with over 7,000 views to date.

In October, the AMS ran its annual public opinion poll with Emerson College, surveying national perceptions of US UK ties and advanced Scholarship. Two hundred and forty-seven global media outlets picked up the poll, with a total potential audience of 88 million readers. Key findings included: 76% of US residents think the US-UK alliance is more important today than it was five years ago, a sixteen-point increase from the 2020 poll findings.

The annual public opinion poll also includes questions to continue assessing brand awareness of the Marshall Scholarship. Twenty-seven percent (27%) of poll respondents had never heard of the scholarship, (as compared with 17% for the Fulbright and 11% for the Rhodes). Since 2018, the "never heard of" percentage has decreased by 29%, indicating an increasing number of Americans are becoming aware of the Marshall scholarship. In parallel, the net positive reaction to the Marshall scholarship has risen by 20.5% (from 39% in 2018 to 47% in 2021). Despite improvements, the yearon-year research underscores an important challenge for the Scholarship: how to build more awareness of the impact of the Marshall community and the Marshall Scholarship more broadly. Please visit: https://



marshallscholars.org/news-and-updates/2021-poll for the published 2021 poll results in full.

In 2020, the AMS launched a comprehensive brand modernization with designer and Marshall Scholar Katie Clark (2005), that included a contemporary logo, color scheme, refined messaging, and a new website that had over 8,000 visitors in 2021 (~75% from the US, 10% from the UK, 15% global). The brand modernization continued into 2021, focusing on developing a new template for the Marshall Alumni Newsletter and a new digital directory for the membership accessible via secure login from the AMS website (released in 2022).

The 2021 Summer Marshall Alumni Newsletter, edited by Stanley Chang (1991), focused on Marshalls and food featuring articles on: British and Beyond, by Diana Coogle (1964) that chronicles British food's evolution throughout history; food insecurity during COVID-19 by Sean Alexander (2016); and a tale of Britain's best domestic products, according to Marshall Scholars, by Aroop Mukharji (2010). The 2021 Winter Newsletter focused on Marshalls and Travel and included: A Frozen Conflict in Eastern Europe by Andrew Bulovsky (2014), an Associate at Freshfields Bruckhaus Deringer's Dispute Resolution Group in Washington DC; as well as a snapshot of work by 40+ Marshall Scholars helping to advance scientific discoveries, medical responses, and remedial measures across public policy, business, education, and other sectors during the COVID pandemic. The AMS welcomed Maureen Harmon to the Newsletter team as its new editor beginning in 2022.

DEVELOPMENT



NEW DONORS IN 2021





SMALL DONORS # OF DONATIONS RECEIVED IN CONTRIBUTION AMOUNTS OF LESS THAN \$10,000 PER GIFT NEW DONORS FOR THE MARSHALL 2020 CAMPAIGN \$7.2M RAISED TOWARDS OUR \$7.5M MARSHALL 2020 CAMPAIGN GOAL

SCHOLARSHIP SUPPORT

In 2021, the AMS directed ~\$450,000 to the United Kingdom towards strengthening the Scholarship program in several different ways.

Alumni support for the Marshall Scholarship from the AMS included: (1) an endowed scholarship created through contributions from 200+ Marshall alumni and a matching grant from Reid Hoffman CBE (1990); (2) a matching grant from the British Schools and University Foundation to support a Marshall Scholarship; and (3) alumni and other donor support for Marshall Scholarships at their respective alma maters facilitated by donations through the AMS to colleges and universities that include Sussex University; Magdalene College, Cambridge; Magdalene College, Oxford; Lincoln College, Oxford; and Bristol University (4) Marshall Xtra and AMS Emergency grant funding.

Over the past 5 years, alumni have committed ~ \$1,700,000 to strengthening the Marshall Scholarships at their respective alma maters and through the avenues of support outlined above.

In 2021, the AMS offered its inaugural ten month Fellowship opportunity for members of the Marshall Community: the Leland Foundation Association of Marshall Scholars Transatlantic Academy Fellowship at Chatham House, The Royal Institute of International Affairs. The paid, post-graduate fellowship is geared towards emerging leaders with experiences from government, policy, the private sector, media and civil society, and expertise in science, technology, engineering and other fields that help further understanding of global governance challenges. For 2021, the fellowship was awarded to Rebecca Peters (2014). Her research project focuses on climate change governance in urban Asia-Pacific.

2021 ANNUAL GIVING

In 2021, the AMS received donations from over 330 scholars and partners, including 43 new donors, 11 foundations, and three corporations. In 2021, over 90% of AMS donations came from small donors, 97% of all Marshall classes participated in giving, and 39% of these classes had a participation rate of 20% or higher - with the class of 1956 leading the way at a 50% participation rate. In addition, the newest class of alumni (2018) represented 15% of new donors in 2021.



Photos from Rachel Bass

MARSHALL 2020

In the fall of 2020, the AMS launched Marshall 2020 - a \$7.5 million fundraising campaign that aims to strengthen the Marshall Scholarship, build a vibrant and visible Marshall community, and support ties between the US and the UK. With a generous anchoring challenge grant by Reid Hoffman CBE (1990) and additional matching grants and new donor matches made by Anonymous (1983), Finistere Charitable Foundation (1965), and Marcus Ryu (1995), the Marshall 2020 campaign has raised just over \$7M in legacy giving, pledges, donations and matching grants toward its \$7.5M goal. The Marshall 2020 Campaign has received contributions from 560 donors since 2019; 157 of supporters were new donors. We are grateful to the entire community for their significant support.



As the global pandemic begins to subside, the AMS remains focused on strengthening the scholarship, improving its visibility, fostering connections throughout the Marshall community and furthering US-UK ties. Virtual programming will remain an essential tool for engaging Marshalls across the globe. Similarly, we are working to annualize newly expanded avenues for US/UK dialogue and alumni engagement, including the Marshall Forum and the US-UK legislative exchange. Finally, the AMS remains committed to strengthening the experience of current scholars to advance and sustain the aims of the Marshall Scholarship and the underlying values of furthering knowledge and educational exchange.

Thank you.

Nell Breyer Executive Director, Association of Marshall Scholars

Scott Grinsell President, Association of Marshall Scholars



Photo from Ann Richter

LEADERSHIP

BOARD OF DIRECTORS

Martin Budd (1960) Peter Barack (1965) Linn Hobbs (1966) Parker Hudson (1968) Len Srnka (1968) Nathan Fagre (1977) Bob Kyle (1977) James Eisenhower (1982) Margot Singer (1984) Ted Kamman (1985-13) Saj Cherian (1997) Jeff Gell (1997) Martin Gilkes (1997) Jessica Sebeok (1997) Zachary D. Kaufman (2002) Michael Li (2007) Karen Pierce John Raine W.N. Harrell Smith (1960) Scott Grinsell (2004) Nell Breyer Ted Leinbaugh (1975) Elizabeth Harmer Dion (1992) Julia Rafal-Baer (2006)

NON-VOTING HONORARY DIRECTOR

W.N. Harrell Smith (1960; Chair of the AMS Advisory Board)

EXECUTIVE COMMITTEE

Chair and President: Scott Grinsell (2004) Clerk and Treasurer: Len Srnka (1968) Director of British Affairs: Ted Leinbaugh (1975) Director of Communications: Zachary D. Kaufman (2002)

Secretary: Nell Breyer

NON-VOTING EX-OFFICIO DIRECTORS

Karen Pierce (H.M. Ambassador to the United States) John Raine (MACC Chair)

CHAIRS OF STANDING COMMITTEES

Audit: Sarah Zhang Development: Marty Budd (1960) Communications: Zachary D. Kaufman (2002) Finance: Len Srnka (1968) Funds Oversight: Bill Coquillette (1971) Governance: Martin Gilkes (1997) Marshall Forum: Bob Kyle (1977) Outreach and Diversity: Margot Singer (1984) Strategic Initiatives: Co-chairs Saj Cherian (1997) & Margot Singer (1984)

CHAIRS OF REGIONAL SELECTION COMMITTEES

Jane Hawkins (1976; Atlanta) Prabal Chakrabarti (1995; Boston) Jennifer Kasten (2002; Chicago) Mary Edgerton (1976; Houston) Katie Clark (2005; Los Angeles) Diane Flynn (New York) Jacob Chacko (2000; San Francisco) A. Benjamin Spencer (1996; Washington, DC)

GIVING

2021 ANNUAL APPEAL GIVING TIERS

Tier	Range
Friends	\$1-\$999
Contributors	\$1,000-\$4,999
Supporters	\$5,000- \$24,999
Fellows' Circle	\$25K-\$99,999
Leaders' Circle	\$100,000- \$299,999
Benefactor	above \$300,000

BENEFACTORS

Reid Hoffman CBE (1990)

LEADERS' CIRCLE

Finistere Charitable Foundation Marc E. Leland Foundation Una Ryan Marcus Ryu (1995)

FELLOWS' CIRCLE

Nicholas Beim (1994) British Schools and Universities Foundation David Ellen (1987) Kris Jenner (1984) Betty Whelchel & Douglas Kruse (1972) Kimberly McDaniel (1975)

SUPPORTERS

Anonymous (1983) Kenneth Bacon OBE (1976) Peter Barack (1965) Michael Bender (1984) Martin Budd (1960) Robert Gordon (1962) Robert Gray OBE (1971) Scott Grinsell (2004) Matthew Guerreiro (1980) Keith Dionne & Elizabeth Harmer Dionne (1992) Stephen Jennings (1983) Andrew Klaber (2004) Bryan Leach (2000) Tianhui (Michael) Li (2007) Tom Lupfer (1979) Gregory Richardson (1981) Karen Sprague Song Tan (1985) Jesse White, Jr. (1966)

CONTRIBUTORS

Elisabeth & Graham Allison (1962) Joseph Babiec (1990) Mark Bell (1998) Tina Bennett (1991)

Michael Cadden (1971) Marissa & Saj Cherian (1997) Lisa Cook (1986) Mitchell Crusto (1977) Thomas Dougherty (1970) Ethan Eade (2004) Nathan Fagre (1977) Jeffrey Gell (1997) Martin Gilkes (1997) Jeffrey Glueck (1992) Stephen Goldmann (1966) Sam Halabi (1999) John Hewko (1979) Linn Hobbs OBE (1966) Murray Kenney (1978) Nannerl Keohane (1961) Judith & Daniel Klessig (1971) Jeremy Lack (1998) Carol Lee (1976) Bernard Lo (1966) Teresa Lowen (1993) Peter Orszag (1991) Ragnhild Handagard & Andy Ozment (2002) Lois Potter (1961) David Roberts (1999) John Rozendaal (1989) Kannon Shanmugam (1993) W. N. Harrell Smith IV (1960) Kurt Strovink (1992) Kathleen Sullivan (1976) Frank Trumbower (1959) Richard Tyner (1970) Paul Vronsky (2003) Carol & Bradford Walters (1973) Monique Schaulis & Matthew Werdegar (1992) Mark Whitaker (1979) Angela & Dan Yergin (1968)

FRIENDS

Nicholas Ader (2015) Sean Alexander (2016) Dean Allemang (1982) Virginia Anderson (1976) William Anton (1988) Jessica Ashooh (2006) Lorraine Attreed (1977) Jessica Audrey Lee (2005) Emily Bloomfield & Byron Auguste (1989) Abraham Axler (2017) Brian Babcock-Lumish (2002) Amy Barger (1993) Katherine Barrett Wiik (2000) Ara Barsam (1996) Craig Basson (1982) Kevin Benson (1990) Samuel Bjork (2010) Alletta Sue Brenner (2006) Kathryn Bretscher (1982) Frances Brodsky (1976) Benjamin Buchanan (2013) William Butler (1963)

Niko Canner (1994) Alexander Carney (2012) Sheryll Cashin (1984) Jacob Chacko (2000) David Chacko (2004) Samidh Chakrabarti (2003) Rebecca Chamberlain-Creanga (2001) Sewell Chan (1998) Elizabeth Chapman (1965) John Chellman (2018) Jay Choi (2005) Katherine Christensen (1976) Christopher Chyba (1982) Katie Clark (2005) Brian Clark (2008) William Clarke (2007) Adam Cohen (2001) Stuart Cohn (1962) Tantum Collins (2014) Community Foundation Greater De Moines Ted Conover (1982) William Coquillette (1971) Nancy Cox (1970) Aimee Crago (1995) James Cunningham (1968) Benjamin Daus-Haberle (2015) Katelyn Davidson (2013) Daniel Davis (2004) Denison University Eleanor Dickey (1989) Nathaniel Dolton-Thornton (2018) Danielle Dooley (1995) Michael Downer (1976) Angela Duckworth (1994) Theodore Dudley (1983) Neir Eshel (2007) Elizabeth Evenson (1999) Nancy Fairbank (2017) The Fanwood Foundation Douglas Faulkner (1980) Robert Faulkner (1956) Karen Feigh (2001) Jonathan Feng (1988) Kathleen Fickle (1974) Richard Fiddler (1958) D. Cameron Findlay (1982) Jenna Fischer Evers (1996) Christopher Forman (1983) Matthew Frazier (2002) Steven Fredrickson (1992) Katherine French (2012) Deborah Friedell (2005) Richard Friedman (1976) Benjamin Friedman (1966) Barry Fujishin (1972) Jon Fuller (1960) Thomas Gaisser (1962) Daniel Galson (1979) Luis Garcia Laura Gardner (2002) Joshua Geltzer (2005) Gay Gervin (1959) W. John Glancy (1964) Andrew Golding (1982) Joshua Goldman (2002)

Bartholomew Goldyn (1994) Google Match Adam Grogg (2004) Lisa Grove (1994) Stephen Gudeman (1961) Marc Gustafson (2007) Scott Gwara (1984) Ulcca Hansen (2001) Jerry Hausman (1970) John Head (1975) Benjamin Heineike (2002) Dale Henderson (1963) Patrick Henry (1960) Caroline Hibbard (1964) Theodore Hong (1995) Ben Hood (2002) Sarah Horn (2008) Jean Howard (1970) Andrea Howard (2015) Bert Huang (1996) Parker Hudson (1968) Gary Hufbauer (1960) Edward Hundert (1978) Katharine Hunt (1975) Kathryn Huston (2008) Warren Ilchman (1957) Aasha Jackson (2018) Steven Jaffe (1977) Klaudia Jazwinska (2018) Alison Jenkins (1995) Robert Jones (1961) Martin Kaplan (1971) Zachary Kaufman (2002) Judd Kennedy (2008) Alec Kercheval (1980) Thomas Killian (1991) Daniel Kinch (2017) Linda Kinstler (2015) Max Kleiman-Weiner (2009) Benjamin Kleinman (1996) Philip Kohn (1974) Kresge Foundation Steven Kussick (1983) Kate Fulton & Robert Kyle (1977) Frederick Lamb (1967) Melissa Lane (1989) Jessica Lanney (2010) Ted Leinbaugh OBE (1975) Seth Lesser (1983) Jonathan Levitsky (1990) Samuel Livermore (1973) Christy Lorgen (1992) William Roger Louis CBE FBA (1960) Jingyuan Luo (2011) Aaron MacLean (2003) Meghan Majorowski (1998) Alexei Maradudin (1954) Jeffrey Marlow (2007) Lisa Martin (2007) Jerry Mashaw (1964) Mark Matovich (1963) Ian Mauldin (2016) Brian Mazzeo (2005) Katherine McDaniel (2015) Patricia McGrath (1973)

Austin McKinney (2010) Matthew McMillan (2014) Paras Mehta (1994) David Mengel (1993) Frederic Miller (1974) Terry Miller (1965) James Mobed (1987) William Motley (2006) Aroop Mukharji (2010) Network for Good New York University Jade Newburn (1997) David Newkirk (1974) Peter Noteboom (2005) Sam Olyha (2014) Daniel Ortiz (1978) Norman Owen (1964) John Pagan (1973) Felicia Pagliuca (2007) Alex Palmer (2013) Catherine Parker (1965) Courtney Peterson (2002) Thuy Phung (1989) Todd Pierce (1989) Sandra Pinnavaia (1985) Gregory Pope (2007) Alison Post (1998) James Poterba (1980) Lisa Pruitt (1989) Susan Quainton (1957) Julia Rafal (2006) Shruthi Rajasekar (2018) Rafael Ramirez (1973) Leah Rand (2012) Rahul Rao (1994) Victoria Razin (2013) Rahul Rekhi (2013) Jeffrey Rhodes (1987) Phoenix Rice-Johnson (2018) David Rikert (1967) Cheryl Rivkin (1990) Gregg Robins (1989) Skyler Ross (2016) Sophie Rutenbar (2007) Joshua Ruxin (1994) Matthew Saal (1988) Mary Elizabeth Sargent (1970) Lewis Sargentich (1965) Betsy Scherzer (2007) Craig Schiffries (1980) Stephen Schneider (1956) Mark Schneider (1996) Brvan Schwartz (1983) Nick Schwartz (2018) Jessica Sebeok (1997) Joseph Seliga (1995) Matthew Sellers (2012) Meena Seshamani (1999) James Shapiro (1964) Joseph Shapiro (2005) Carla Shatz (1969) William Shebar (1979) Douglas Shier (1968)

Richard Shoaf (1970) Loren Siebert (1993) Margot Singer (1984) Jessica Smith (2004) Craig Snydal (1995) A. Benjamin Spencer (1996) Marc Spiegelman (1985) Lissa & Len Srnka (1968) James Stasheff (1958) Joseph Stern (1999) Guy Stevens (1960) Cassie Stoddard (2008) Edward Stolper (1974) Michael Sulmeyer (2004) Dewitt Sumners (1963) Alice Sverdlik (2008) Paul Tash (1976) Brian Taylor (1987) Helena Taylor (1995) Technosolutions The Lee Family Charitable Fund (1972) Michael Theune (1992) James Trefil (1960) Anjanli Tripathi (2009) Eric Twerdahl (2004) Rein Uritam (1961) Marisa Van Saanen (2002) Sally Vernon (1964) Viktorya Vilk (2008) Patrick Villani (1963) David Von Drehle (1983) Jordan Wales (2001) Bre Washburn (2003) Katherine Weber (2007) Daniel Weeks (2006) Donald Wesling (1960) James Wesner (1961) Charles Whaley (1954) Matthew Wikander (1970) Lawrence Wilkinson (1972) James Williams (2016) Susanne Wofford (1973) Thomas Wolf (2005) Joseph Wolpin (2004) Deborah Yaffe (1987) Evan Young (1999) Yun Yu (2009)

TRIBUTE GIVING

Joseph Babiec (1990) in honor of Nell Breyer Mitchell Crusto (1977) in honor of Gloria Curtis James Cunningham (1968) in honor of Geraldine Cully Jenna Fischer Evers (1996) in honor of UNC Marshall Scholars Steven Frederickson (1992) in honor of Marshall Class of 1992 Patrick Henry (1960) in honor of Nell Breyer Andrea Howard (2015) in honor of Ryan Henrici's (2015) Wedding Melissa Lane (1989) in honor of Nannerl O. Keohane (1961) Victoria Razin (2013) in honor of Mary Denyer Viktorya Vilk (2008) in honor of Ben Carmichael (2008)



MARSHALL 2020 GIVING TIERS

Tier	Range
Contributors	\$1,000-\$4,999
Supporters	\$5,000-\$24,999
Fellows' Circle	\$25K-\$249,999
Directors' Circle	Advisors

MATCHING GIFTS

Anonymous (1983) Reid Hoffman CBE (1990) Finistere Charitable Foundation Marcus Ryu (1995)

MARSHALL LEGACY FUND

Finistere Charitable Foundation Judith & Daniel Klessig (1971) Adam Mortara (1996) Karen Sprague Nancy Stewart (1978)

DIRECTORS' CIRCLE

Anonymous (1983) Reid Hoffman CBE (1990) Finistere Charitable Foundation Nancy Lublin (1993) Peter Orszag (1991) Marcus Ryu (1995)

FELLOWS' CIRCLE

Anonymous (1988) Kenneth Bacon OBE (1976) Peter Barack (1965) Nicholas Beim (1994) British Schools and Universities Foundation Martin Budd (1960) David Ellen (1987) Guy Filippelli (1997) David Golub (1983) Robert Gordon (1962) Robert Gray OBE (1971) Matthew Guerreiro (1980) Keith Dionne & Elizabeth Harmer Dionne (1992) Kris Jenner (1984) Betty Whelchel & Douglas Kruse (1972) Thomas Lupfer (1979) Marc E. Leland Foundation Kimberly McDaniel (1975) Stephen Quake (1991) Gregory Richardson (1981) Una Ryan Nancy Stewart (1978) Song Tan (1985) Frank Trumbower (1959) Jesse White, Jr. (1966)

Angela & Dan Yergin (1968)

SUPPORTERS' CIRCLE

Elisabeth & Graham Allison (1962) Anonymous (1997) Michael Bender (1984) Tina Bennett (1991) Mitchell Crusto (1977) Nathan Fagre (1977) Jeffrey Gell (1997) Stephen Goldmann (1966) Scott Grinsell (2004) Gupta (XXXX) John Hewko (1979) Linda Cunningham & Linn Hobbs (1966) Stephen Jennings (1983) Andrew Klaber (2004) Jeremy Lack (1998) Bryan Leach (2000) Carol Lee (1976) Michael (Tianhui) Li (2007) Eric Maisel (1990) Morgan Stanley Impact Trust Nellie Mae Education Foundation Ragnhild Handagard & Andy Ozment (2002)Jeffrey Rosensweig (1979) W.N. Harrell Smith IV (1960) Karen Sprague Kathleen Sullivan (1976) Carol & Bradford Walters (1973) Monique Schaulis & Matthew Werdegar (1992)

CONTRIBUTORS

Emily Bloomfield & Byron Auguste (1989) Hattie & Bruce Babbitt (1960) Saundra Lumish Joseph Babiec (1990) Gavin Baird (2015) Mark Bell (1998) Harold Branam (1959) Frances Brodsky (1976) Michael Cadden (1971) Jacob Chacko (2000) Marissa & Saj Cherian (1997) Stacey Christian (1989) Lisa Cook (1986) William Coquillette (1971) Aimee Crago (1995) Thomas Dougherty (1970) Ethan Eade (2004) Mitchell Edwards (1982) Richard Falkenrath (1991) Douglas Faulkner (1980) Kathleen Fickle (1974) Jeanne Fischer Evers (1996) Christopher Forman (1983) Jon Fuller (1960) Walter Glancy (1964) Jeffrey Glueck (1992)

Jefferson Gray (1978) Sam Halabi (1999) Thomas Halverson (1989) Jerry Hausman (1970) William Henagan (2017) Anthony Hendricks (2007) Katherine Hunt (1975) Warren Ilchman (1957) Ted Kamman (1985) Murray Kenney (1978) Nannerl Keohane (1961) Judith & Daniel Klessig (1971) Kate Fulton & Robert Kyle (1977) Bernard Lo (1966) Teresa Lowen (1993) Jingyuan Luo (2011) Aaron MacLean (2003) Meghan Majorowski (1998) Jerry Mashaw (1964) Mark Matovich (1963) McKinsey Match Douglas Melton (1975) Frederic Miller (1974) Luis Montaner (1991) Thuy Phung (1989) James Poterba (1980) Lois Potter (1961) Cheryl Rivkin (1990) David Roberts (1999) John Rozendaal (1989) Ruth & Scott Sanders (1967) Joseph Seliga (1995) Meena Seshamani (1999) Kannon Shanmugam (1993) Carla Shatz (1969) Shell Oil Company Foundation Matching Gifts Loren Siebert (1993) Margot Singer (1984) Matthew Spence (2000) Lissa & Len Srnka (1968) Kurt Strovink (1992) Michael Sulmeyer (2004) Alar Toomre (1957) Eric Twerdahl (2004) Richard Tyner (1970) Paul Vronsky (2003) Mark Whitaker (1979) Erica Whittaker (1986) Evan Young (1999)

CLASS MATCHES

Elizabeth Harmer Dionne (1992) Len Srnka (1968)



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