

# MARSHALL SEMINAR BRUSSELS

## The New Agenda for Transatlantic Security

April 22-24, 2015

Brussels, Belgium

**G | M | F** The German Marshall Fund  
of the United States

STRENGTHENING TRANSATLANTIC COOPERATION

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## WELCOME

I warmly welcome you to Marshall Seminar Brussels – The New Agenda for Transatlantic Security. Marshall Seminar is the latest initiative of the German Marshall Fund designed to offer high power executives across sectors who are alumni of our transatlantic leadership programs an opportunity to engage on critical leadership issues. In the next year we are planning two additional seminars. The first, in Bucharest, will examine the state of democracy in Central and Eastern Europe and Europe’s Eastern Neighborhood. The second in Detroit will look at leadership through recovery towards transatlantic engagement.



Marshall Seminar Brussels takes place amid renewed concern for security in Europe and its immediate neighborhood. Russia and the Islamic State are now simultaneously challenging the system of rules and norms designed to guarantee peace and stability to the entire world. Extremists across Europe are challenging some of the core values that brought freedom and prosperity to the continent. Cyber criminals are operating with relative impunity across geographical divides, climate change is increasing forced migration, and some states lack the resources to contain major disease epidemics.

Leaders across sectors and nations must understand these security threats to in order to lead effectively in an interconnected world. It is with this motivation that we at GMF have focused our third Marshall Seminar on the security issues that threaten progress on both sides of the Atlantic. The Marshall Seminar in Brussels follows in the footsteps of the Marshall Seminar Washington DC, which examined U.S. foreign policy through the lens of diversity and inclusion, and the Marshall Seminar Berlin, which explored innovative economy and workforce development policies. The third in the series, the Marshall Seminar Brussels will leverage GMF’s transatlantic network and more than 30 years of experience in innovative leadership initiatives to facilitate a dialogue among leaders from all sectors on solutions that could bolster security for our communities.

Dialogue with both the Seminar speakers and other GMF alumni will enable you to benefit from leadership insights about rapidly changing security dynamics that may be applied to lead change in your own organization and the society as a whole. The approximately thirty assembled panelists are here to introduce you to different perspectives in the ongoing debates on each of the issues we plan to address. We invite you to reflect on these issues even before you arrive to Brussels, and then use the program to fine-tune your opinions.

I am confident that the conclusions you reach and contacts you gain through the Marshall Seminar in Brussels will inspire you, motivate you, and enable you to continue to drive change in your own spheres of influence and strengthen the transatlantic relationship. I thank you for joining the seminar, enriching the discussions with your full engagement, and continuing to shape the trends in Europe and the United States.

With best regards,

A handwritten signature in cursive script that reads "Karen P. Donfried".

Karen Donfried

President

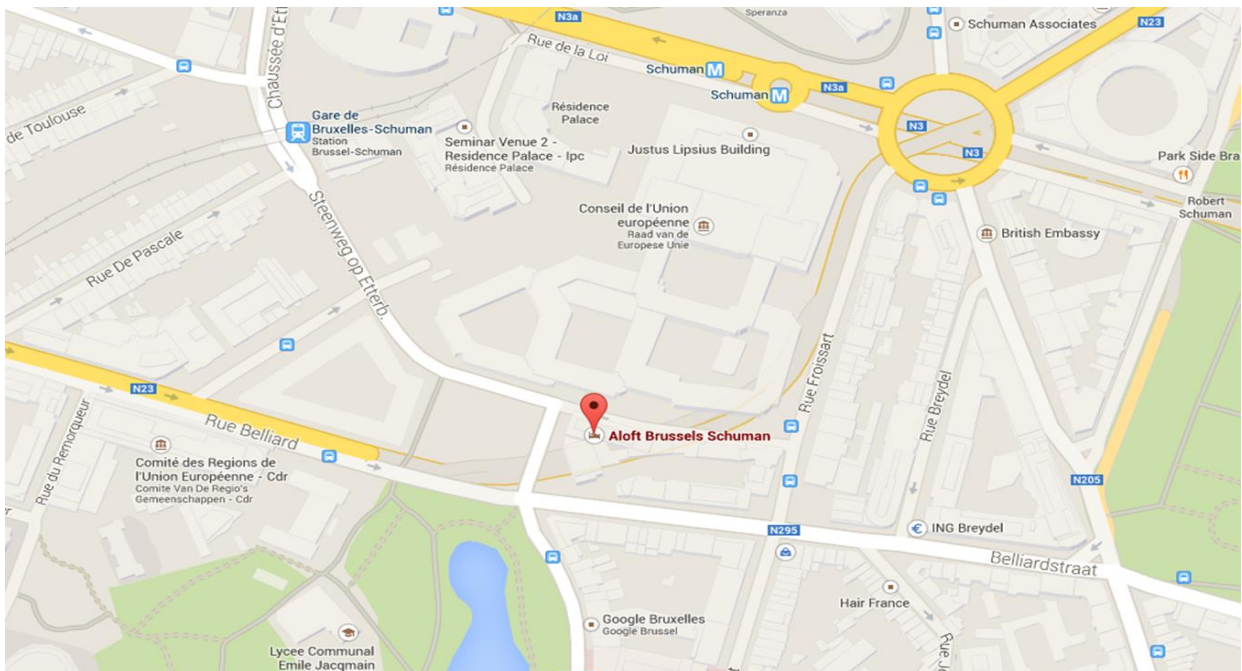
## HOTEL INFORMATION

**Aloft Brussels Schuman**

**Place Jean Rey 3, 1040 Brussels, Belgium**

**Phone +32 2 800 08 88**

**Fax +32 2 800 08 99**



Located in the heart of Belgium's capital, just 15 minutes from the historic city center, the Hotel Aloft Brussels Schuman sits in the heart of the European quarter of Brussels, home of key political institutions. Known as the Leopold Quarter for much of its history, the area was historically residential. Since Brussels became the European capitol, the area has become the headquarters of the European Parliament, European Commission, and other organizations such as the German Marshall Fund.

## BACKGROUND INFORMATION – BELGIUM

### Country Profile

The motto of Belgium is “L'Union fait la force - Eendracht maakt macht”, which means “Unity makes strength”. The power, potential, and tensions implicit in this concept are evident across Belgium today, a linguistically and culturally diverse nation at the center of shaping a shared vision for a Europe’s future.

The territory we call Belgium today has been under Spanish, French and Dutch control and, at several key points in history, was used as a “buffer” against rising foreign aggression. Belgium didn’t become its own nation until 1830, when it seceded from the Netherlands. Even though it became a single nation, vast internal differences remained. While Wallonia, the southern French-speaking part of the country, greatly prospered during the nineteenth century following industrialization, Flanders, the northern Dutch-speaking part, remained a rural based economy. These divisions continued in the 20th century, when the profitability of heavy industry (and with it the Walloon economy) declined, while the Flemish economy flourished.



Though Belgium is one of the smallest nations in Europe, it has three official languages: Dutch, French and German. With an increasingly large number of immigrants and expatriates, navigating the country’s linguistic landscape can be challenging. This is best exemplified by the nation’s struggle to form a coalition government, which requires the parties representing Flanders and Wallonia to come together. This task is further complicated by the ideological and cultural divisions. Brussels, the bilingual capital, embodies the struggles encountered and continued efforts made by a diverse nation seeking to produce an effective government.

Brussels also serves as a seat for European unity and transatlantic cooperation. The major institutions of the European Union are located in Brussels, as well as the main headquarters for NATO. The city’s prestige has grown, and its economy is now largely service-based, tailored to accommodating the business and political leaders working from Brussels. The city could be considered rich, with a GDP per capita that is double that of Belgium as a whole. But even with such wealth, unemployment rates within Brussels stand at approximately 20%, and 60% of jobs in the city are held by non-Brussels inhabitants. The income inequality and unemployment rates are economic issues the new federal government will have to address in the coming years. Indeed, the while the federal deficit decreased below 3% of GDP, the government debt level remains high.

## Country Data

### Geography

**Area:** 30,528 km<sup>2</sup>

**Cities:** *Capital of Belgium and of Flanders* – Brussels (1.139 million) (508, 698);  
*Capital of Wallonia* – Namur (2013) (110,096).

**Terrain:** The geography of Belgium has three major areas: lower Belgium (up to 100m above sea level), central Belgium (between 100 and 200m above sea level) and upper Belgium (from 200 to over 500m above sea level).

**Climate:** Belgium has a temperate maritime climate influenced by the North Sea and Atlantic Ocean, with cool summers and moderate winters.

### People

**Population (January 2014):** 11,135,576

**Population growth rate (2010 est.):** 0.9

**Median age (2014 est.):** 43.1 years

**Ethnic groups:** Flemish 58%, Walloon 31%, mixed or other 11%

**Religions:** Christianity 62% (Roman Catholic 60% - Protestant 1,7% - Orthodox 0,3%), agnostic 10 %, Islam 6-8 %,

**Language:** Dutch (60%), French (40%) and German (less than 1%)

**Unemployment:** (November 2014 est.): 8.5 %

**GINI Index (2005):** 28

**Population below poverty line (2012 est.):** 15.2%

### Government

**Type:** Federal parliamentary democracy under a constitutional monarchy

**Branches:** *Executive* – head of state (king): King Philippe; head of government (prime minister): Charles Michel; and Council of Ministers, who are formally appointed by the king. Elections: Following legislative elections, the leader of the majority party in the successful coalition usually appoints the prime minister, who is then formally nominated by the king and must be approved by parliament.

**Legislative** - bicameral Parliament consists of a Senate (71 seats indirectly elected and serve five-year terms) and a Chamber of Deputies (150 seats; members directly elected by popular vote on the basis of proportional representation to serve five-year terms). Elections: Chamber of Deputies – last held on 23 May 2014 (next to be held May 2019); note – elections will coincide with the EU's elections.

**Judicial** – Highest court(s): Constitutional Court, Supreme Court of Justice. Subordinate courts: Courts of Appeal. Regional courts: specialized courts for administrative, commercial, labor, and audit issues. Magistrate's courts, justices of the peace.

**Budget:** \$241.9 billion: revenues 2013 - \$258.2 billion: expenditures

**Public Revenues (2013):** 47.7% of GDP

**Budget Surplus (2013):** -3,2% of GDP

**Public Debt (2014):** 105.8 % of GDP

**Political Parties:**

*Flemish parties:* CD&V, Open VLD, Groen!, LDD, N-VA, People's Party, SP.A, Vlaams Belang

*Francophone parties:* Ecolo, Francophone Federalist Democrats, CDH, MR, PS, Workers' Party, other minor parties

**Principal Government Officials**

**King** – King Philippe

**Prime Minister** – Charles Michel

**Federal Minister for Foreign Affairs** – Didier Reynders

**Federal Minister of Defense** – Steven Vandeput

**Federal Minister of Finance** – Johan Van Overtveldt

**Economy**

**GDP official exchange Rate (2013 est.):** \$ 507.4 billion

**GDP Annual Growth Rate (2014 est.):** 0.9 %

**Per capita GDP (2015 est.):** \$36410.53

**Labor Force (2013 est.):** 5.15 million

**Commercial Prime Lending Rate (2013):** 3.5%

**Stock of Domestic Credit (2013):** \$581.4 billion

**Industries:** engineering and metal products, motor vehicle assembly, transportation equipment, scientific instruments, processed food and beverages, chemicals, base metals, textiles, glass, petroleum

**Agriculture (2013 est.):** 0.8% of GDP

**Industry (2013 est.):** 22.6% of GDP

**Services (2013 est.):** 76.6% of GDP

**Inflation Rate (2013):** 1.3% %

**Trade (2013):** Exports – \$295.3 billion, Imports – \$310.2 billion

## LEADERSHIP PROGRAMS AT GMF

### Fellowships

**The Marshall Memorial Fellowship (MMF)** is GMF's flagship leadership development program. Created in 1982 to introduce a new generation of European leaders to the United States, MMF grew in 1999 with a companion program that began sending emerging leaders from the United States to Europe. GMF awards 75 Marshall Memorial Fellowships each year to the best and brightest from all sectors, including business, government, and civil society. Selected fellows engage in 6 months of preparation designed to enhance their understanding of transatlantic relations before embarking on 24 days of policy immersion across the Atlantic. Today, the MMF alumni network numbers nearly 2,500 leaders.

**The Manfred Wörner Seminar (MWS)** began in 1982 as the Multiplikatoren Seminar (Multiplier Seminar). Co-sponsored by the German Marshall Fund and the Armed Forces Office of the German Defense Ministry, it brings together 30 young Americans and Germans to examine German and European security policy and to discuss U.S.–German and U.S.–European security interests. The Seminar serves to deepen understanding between participants from both countries and offers an excellent opportunity to broaden professional networks and horizons. The ten day program takes place each year in May or June, and consists of briefings and dialogues with senior security experts and practitioners and site visits. The seminar begins with an introductory briefing in Washington, DC and ends with debrief in Berlin, DE.

**The Transatlantic Inclusion leaders Network (TILN)** trains young, diverse elected leaders from the United States and Europe in the context of the policy debates of GMF's Brussels Forum. Participants meet adjacent to the forum with top policymakers. Through targeted training they are empowered with the skills, confidence, and connections to compete for higher office and ready to engage in public service at higher levels of responsibility. TILN young elected officials form a dynamic network that now includes 60 leaders.

### Alumni Engagement

Alumni of GMF's leadership programs form a network of over 3,000 accomplished political, corporate, civic, and intellectual leaders from across the United States and Europe. These networks are unique in their strong history and transatlantic reach. Active engagement in the GMF alumni community is a key component of the post-fellowship experience and one of the greatest assets GMF offers. Remaining connected to alumni provides continued access to breakthrough ideas and initiatives and potential partnerships across regions and sectors.

**Transatlantic Leadership Seminars (TLS)** enable leaders from business, government, and civil society to navigate the rapidly changing environment of the 21st century. It achieves its aim by providing participants with access to key actors and trends in Europe and the United States and their immediate neighborhood. The seminar relies on GMF's extensive network of partners and thirty-plus years of strategic convening to provide expert-guided study tours. Previous TLS Seminars include 2014's in France and Morocco titled "Global North-South Cooperation – Tapping New Opportunities for Development and Growth," and the 2013



Seminar to Bosnia, Croatia, and Serbia titled “The Balkans 20 Years after the War: Leadership Lessons on Democratization, Reconciliation, Emerging Markets, and Structural Reform “.

**Marshall Seminars** (MS) are two-to three-day place-based seminars that explore critical transatlantic leadership issues in cities with large clusters of organizations working on those issues. Participants benefit from exposure to new ways of thinking and blueprints for breakthrough achievements, which they later adapt to drive trends in their own spheres of influence. Previous seminars include the fall 2013 Marshall Seminar Washington DC on diversity and U.S. foreign policy and the winter 2014 Marshall Seminar Berlin on inclusive economy and workforce development.

GMF also offers an array of networking and convening opportunities for alumni of GMF leadership programs. The **Bilbao Urban Innovation Leadership Dialogues** (BUILD) is a GMF partnership with Bilbao International to bring together leaders committed to advancing innovative solutions to urban and regional policy challenges. GMF also partners with NATO’s Public Diplomacy Division to bring a series of global security dialogues to cities around the U.S. and raise awareness of transatlantic security cooperation in leadership constituencies outside Washington, D.C.

## Deployment

GMF is committed to providing GMF leadership alumni with opportunities to connect to issues and developments that shape the transatlantic community. GMF provides the resources and support to make ideas for ongoing engagement come to life through the annual Alumni Leadership Projects competition. GMF seeks to support alumni convening that advances transatlantic engagement and understanding and individual or small group project sponsorship that advances transatlantic cooperation. Winning past projects have been on any topic of relevance to alumni professions, their local communities, or that help society-at-large to benefit from transatlantic discourse and cooperation.

Throughout all of its fellowship and alumni programs, GMF supports fellows and alumni to develop their thought leadership by exercising their analytical and reflective skills through the submission of policy analysis and written or photo essays for the GMF Blog. Exercising their thought leadership trains fellows to leverage their experiences with GMF to achieve greater impact in the community as a whole. The TLI teams also produce original analysis and content on the topic of leadership development that advances GMF’s long track record of international leadership development expertise.

## AGENDA

Wednesday, April 22

**Participants arrive to Brussels**

*Dress code: Business*

**14:00**

**Gather at GMF Brussels Office**

Location: Residence Palace, Rue de la Loi 155

**14:30-16:00**

**Welcome to the Marshall Seminar Brussels – Scene Setter and Ice Breaker**

**Kevin Cottrell**, (MMF '08), Director, Transatlantic Leadership Initiatives, GMF

**Filip Vojvodic Medic**, Senior Program Officer, Transatlantic Leadership Initiatives, GMF

**Melanie Whittaker**, Program Officer, Transatlantic Leadership Initiatives, GMF

**16:00-16:15**

**Coffee Break**

**16:15-17:30**

**New Face of Warfare and How to Deal with Russia and the Islamic State**

**Jaques Rupnik**, Senior Research Fellow, Science Po

**Morten Helveg Petersen** (MMF'00), MEP, Chair ITRE Committee, Denmark

**Fabrice Pothier**, Director Policy Planning, NATO HQ

*Moderator: Daniela Schwarzer, Senior Director Europe, GMF*

**18:00-19:15**

**Transfer**

**19:30-21:30**

**Welcome Reception**

Location: La Maison des Brasseurs, 10 Grand Place

Keynote: **Gen. Knud Bartel**, Chairman of the Military Committee, NATO HQ, Denmark

*Moderator: Ivan Vejvoda, Senior Vice President, GMF*

Thursday, April 22

**Breakfast at the hotel**

*Dress code: Business*

8:55

**Gather at GMF Brussels Office**

Location: Residence Palace, Rue de la Loi 155

9:00-10:15

**Left, Right and Center – Political Challenges to Democracy**

**Srdjan Dvornik**, Author, “Actors without Society – The Role of Civil Actors in the Postcommunist Transformation”

**Brenda Carter**, Director, Reflective Democracy Campaign

**Mohamed-Ali Adraoui**, Author, “From the Gulf to the French Banlieues. Globalized Salafism”

*Moderator: Ivan Vejvoda, Senior Vice President, GMF*

10:15-10:30

**Coffee Break**

10:30-12:30

**Challenges to Global Security - Crisis Simulation Training**

Trainer: **Adnan Kifayat**, Senior Fellow, Transatlantic Leadership Initiatives, GMF

12:45-14:45

**Going Cyber: Organized Crime in a Fractured World**

Lunch Discussion

**Peter Wirnsperger**, Director, Enterprise Risk Services, Deloitte

**Thomas Lund-Sorensen**, Director for Center for Cyber Security, Ministry of Defence, Denmark

*Moderator: Filip Vojvodic Medic, Senior Program Officer, Transatlantic Leadership Initiatives, GMF*

15:00-16:15

**Climate Change, Population Displacement, and Transatlantic Security**

**Reta Jo Lewis**, Senior Resident Fellow, GMF and recent Special Representative for Global Intergovernmental Affairs, the U.S. State Department

**Celine Charveriat**, Director of Advocacy and Campaigns, Oxfam International

**Mariam Traore Chazalnoel**, Associate Expert, IOM, France

*Moderator: Kristine Berzina, Program Officer, Energy & Society, GMF*

- 18:45**                    **Gather in the hotel lobby**
- 19:00**                    **Transfer to the venue**
- 19:30-21:30**            **Homegrown or Imported? Extremists and Terrorism in Today's Europe**  
Dinner Discussion  
Location: La Maison du Cygne, Grand Place 9
- Paul Bell**, Director, Albany Associates  
**Laurie Fulton**, Ambassador Retired, U.S. State Department  
**Thomas Grumke** (MMF'97), Professor, University of Applied Sciences  
for Public Administration
- Moderator: Adnan Kifayat, Senior Fellow, Transatlantic Leadership  
Initiatives, GMF*

Friday, April 24

- Breakfast at the hotel**  
*Dress code: Business casual*
- 8:55**                    **Gather at GMF Brussels Office**  
Location: Residence Palace, Rue de la Loi 155
- 9:00-11:00**            **Intelligence Lead Cyber Security – Strategic Training**  
Trainer: **Tim Hind**, the Vice President, Intelligence, iSIGHT Partners  
This training is made possible by iSIGHT Partners
- 11:00-11:15**            **Coffee Break**
- 11:15-13:00**            **Forward Defense – Building Effective Coalitions against Global  
Health Threats**  
**LtCol Christian Janke**, NATO MILMEDCOE Deployment, Health  
Surveillance Capability Branch  
**Brett S. McClung** (MMF'04), Executive Vice President, Texas Health  
Resources  
**LtCol Katalyn Rossmann**, Bundeswehr Medical Service Headquarters
- Moderator: Melanie Whittaker, Program Officer, GMF*
- 13:00-15:00**            **Debrief Lunch**

## SPEAKER BIOGRAPHIES

### **Mohamed-Ali Adraoui, Max Weber Fellow, European University Institute, Italy**



Adraoui is a political scientist working on contemporary International Relations and especially the Islamic world. His research has been mainly focusing on Salafism and the way it went global over the last decades. He is also very interested in historical conflicts in the Middle East (e.g. Israel/Palestine), current reconfigurations in Arab politics but also debates dealing with Islam and Muslims in the West (e.g. Islamophobia, radicalization, institutionalization). Adraoui currently serves as a Max Weber fellow at the European University Institute (Florence, Italy), and received his PhD in Political Science in 2011 at Sciences Po Paris. His dissertation has been published in French under the title: "Du Golfe aux banlieues. Le salafisme mondialisé" and an

English version will be published soon. In 2010, he participated in the U.S. State Department's International Visitor Program, and his expertise is frequently solicited by French and international media outlets.

### **Knud Bartels, Chairman of the Military Committee, NATO HQ, Denmark**



As of 1 January 2012 General Bartels was appointed Chairman of NATO Military Committee. From 2009 to 2011 General Knud Bartels served as Chief of Defence Denmark, the highest ranking officer in the Danish Armed Forces and the principal military adviser to the Danish government. Prior to assuming command as Chief of Defence, General Bartels served as Denmark's Military Representative to the NATO Military Committee and the EU Military Committee from 2006 to 2009. General Bartels enrolled as a soldier in 1972, and to a large extent soldiering has remained at the core of his career. His rise through the ranks from junior to general officer is dominated by operational duty

at home and in missions, ranging from company to division commander, interrupted only by courses at Ecole Supérieure de Guerre in Paris and US Army War College in Carlisle. Furthermore, he has held postings as instructor at both the Army Combat School and the Royal Danish Defence College, including an appointment as Director Army Command and General Staff Course. In addition, General Bartels has held his share of positions in both national and international joint staffs, including Assistant Chief of Staff Plans, Defence Command Denmark, and Director for Operations, NATO's International Military Staff in Brussels.

### **Paul Bell, Director of Albany Associates, United Kingdom**



Paul Bell is a director of companies and strategic communications consultant, a writer and former journalist, and has senior management experience in newspapers and professional communications services firms. Bell specializes in the use of communications to support efforts to stabilize polities, advance representative government, counter terrorism, radicalization and extremism, and reduce violence in complex political and conflict or post-conflict environments. He has consulted to the US State Department, USCENTCOM, USSOCOM, the British Ministry of Defence, the British Home Office, the British Foreign and Commonwealth Office, Nigeria's Office of the National Security Adviser, the Nigerian National Defense College, ECOWAS, and the Government of Yemen. In Iraq between 2004 and 2011 he built and led the private-sector consortium that provided the US Army's largest, most effective and longest running communications unit. Bell currently advises the Office of the National Security Adviser of Nigeria on the potential use of strategic communications as a weapon against the terrorist group Boko Haram, and on the institutionalization of cross-government training in strategic communications. Bell is a former communications director of the South African Independent Electoral Commission and a former chief executive of the London-based Bell Pottinger group of companies, and currently a director of Albany Associates. Bell is a Trustee of the Duke of Edinburgh's International Award Foundation, has led the Award's successful global rebranding and advises on the Foundation's global communications strategy.

### **Celine Charveriat, Director of Advocacy and Campaigns, Oxfam International**



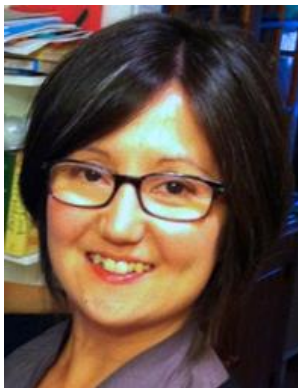
Celine Charveriat is a graduate from Sciences-Po Paris (political science and law). She also has a master from John Hopkin's University's School of Advanced International Studies as well as a postgraduate degree in Strategic Studies. After working in Washington DC for the Institute for International Economics as a research assistant on trade-related issues, she joined the Inter-American Development Bank working for the Poverty Unit and the office of the Chief Economist. She then went on to work for Oxfam, first as a researcher focusing on trade and primary commodities, then as the head of the newly created Geneva office. She now manages Oxfam's Make Trade Fair Campaign globally.

**Mariam Traore Chazalnoel, Associate Expert, IOM, France**



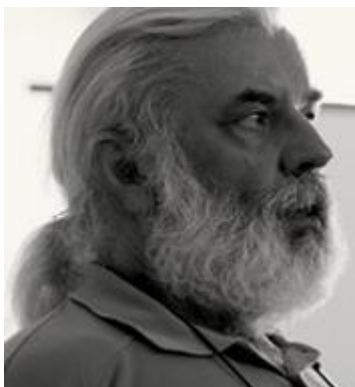
Mariam Traore Chazalnoel has been employed by the International Organization for Migration (IOM) since 2011, working in a variety of roles in New York, Geneva and Mali. Mariam has worked on migration issues at the policy, research, operational support, programme development, planning, liaison and management level. Since 2013, she works as an Associate Expert in Migration, Environment and Climate Change at IOM Headquarters in Geneva. In this capacity, Mariam has coordinated IOM’s global inputs to the UNFCCC process in Bonn, Lima and Geneva, and has led on the organization of trainings, side events, press conferences and exhibitions related to migration in a changing climate. Mariam is also the editor of the IOM Outlook on Migration, Environment and Climate Change (2014) as well as the author of “Law Review: Environmental Migration – Human Rights and Legal Issues”, Insights on Law and Society, American Bar Association, Chicago, (2014) and “Organizational Perspectives on Environmental Migration”, Routledge, London, (Forthcoming 2015).

**Brenda Choresi Carter, Director of the Reflective Democracy Campaign, United States**



Brenda Choresi Carter is the director of the Reflective Democracy Campaign, which promotes equity in political leadership for women and people of color and advocates for a political system that truly reflects the American electorate. An organizer and strategist with two decades of experience in the labor movement, electoral politics, policy, and research, she was previously Special Assistant to the President at UNITE HERE, the union of workers in the hospitality industry across the U.S. and Canada, as well as an investigator with the U.S. Equal Employment Opportunity Commission, where she led an investigation into one of the largest sexual harassment cases in the agency’s history. A visiting faculty member at Brown University and the Wesleyan University Center for Prison Education, she earned a Ph.D. in American Studies from Yale University and a B.A. from Georgetown University.

**Srdjan Dvornik, Freelance Consultant, Croatia**



Srdjan Dvornik, an independent researcher, consultant and translator, is from Zagreb, Croatia. Born in 1953, he studied philosophy and sociology, completing an MA in political science. Dvornik is active in research and education projects related to human rights, civil society and democratic initiatives. In late 2009 he published the book *Actors Without Society (Akteri bez društva)* on the role of civic actors as “agents of change” in the post-communist transformation in Croatia, Bosnia-Herzegovina, and Serbia. He also co-edited (with Christophe Solioz) the book

*Transformacija Hrvatske - sljedeći korak* (2005; English edition: *Next Steps in Croatia's Transition Process*, 2007). Dvornik has also translated from English a dozen books and numerous articles, and publishes political commentaries and analyses in various media outlets. He has also cooperated as a consultant with national and international organisations, foundations and (inter-)governmental institutions active in the fields of human rights, non-discrimination, and democratisation. Dvornik has also worked in the Croatian branches of international foundations such as the Open Society Institute and the Heinrich Böll Stiftung, and served as the executive director of the Croatian Helsinki Committee for Human Rights (2005-2008). He is also a member of the Programme Council of the Green Academy, the international educational programme of the Heinrich Böll Foundation in Croatia.

### **Laurie Fulton, Ambassador Retired, U.S. State Department, United States**



Laurie S. Fulton served as U.S. Ambassador to Denmark from July 2009 to February 2013. She recently retired as a partner in the law firm Williams & Connolly LLP in Washington, D.C., where she practiced law for more than two decades and was recognized as one of “Washington’s Top Lawyers” by Washingtonian Magazine in 2004. As Ambassador, she managed U.S. relations with Denmark, Greenland and the Faroe Islands in areas related to national security, counter-terrorism, arctic policy, piracy and international law enforcement, among others. She co-founded Green Partnerships for Growth, a bi-lateral, public-private initiative to develop U.S.–Danish business opportunities in green technology sectors. Ambassador Fulton was awarded the Grand Cross of the Danish Royal Order of Dannebrog by Her Majesty Queen Margrethe II. Fulton serves on the corporate board of Y.E.S., Your Electronic Supplier A/S. Fulton also serves on the boards of non-profit organizations, including the Board of Directors of the Atlantic Council, Board of Directors of Stimson Center, Board of Trustees of the Meridian International Center, Board of Governors of the Washington Foreign Law Society, and Board of Trustees of Youth for Understanding. She is a member of the Council on Foreign Relations, the Council of American Ambassadors, and the American Society of International Law. Fulton is Chair of the Honorary Advisory Board of the American-Danish Business Council. She earned a B.A. magna cum laude from the University of Nebraska at Omaha and a J.D. magna cum laude from Georgetown University Law School (GULC) and was awarded the Order of the Coif. She has been honored by GULC with an outstanding Alumnae Award and an honorary Doctorate in Public Service from South Dakota State University.



**Thomas Grumke, University of Applied Sciences for Business Administration of Nordrhein-Westfalen, Germany, MMF '97**



Thomas Grumke studied political science and German literature in Osnabrück, Ottawa, Berlin, New York and Frankfurt/Oder. He wrote his Doctoral thesis on „Right-Wing Extremism in the United States“. From 2000 to 2004 he worked at the Bertelsmann Foundation, Gütersloh, and the Center for Democratic Culture, Berlin. From 2004 to 2012 he worked as a specialist on right-wing extremism at the Agency for the Protection of the Constitution (Verfassungsschutz) at the Interior Ministry of the State of Nordrhein-Westfalen. Since 2012, he is Professor of politics and sociology in the Dept. of Police at the University of Applied Sciences for Business Administration of Nordrhein-Westfalen (Germany). Thomas Grumke is the author of various publications and articles on political

extremism in German and English.

**Allison Hart, Special Advisor, Public Diplomacy, NATO**



Allison Hart is a Special Advisor in NATO's Public Diplomacy Division, where she is part of a team working to develop the division's outreach strategies and coordinate implementation. She is the lead officer for outreach to Canada, the United Kingdom, and the United States. Hart began her career as an entrepreneur in Chicago where she launched and managed two successful businesses before pursuing a career in international relations. In Washington, she coordinated a foreign policy team for a major political campaign and spent several years at The Brookings Institution on projects related to national security and transatlantic relations. Allison holds an undergraduate degree in

Middle East Language & Civilization from Northwestern University and a graduate degree in European Studies & International Economics from Johns Hopkins School of Advanced International Studies.

**Tim Hind, Vice President, Global Intelligence, iSIGHT Partners, United Kingdom/United States**

Tim Hind is the Vice President of intelligence at iSIGHT Partners. He joined iSIGHT from PwC in London where he was a Director advising clients on Cyber Threat Intelligence capabilities. Previous to PwC, Hind was the Global Head of Cyber Threat Intelligence at Barclays Bank, where he helped to build out and head the Cyber Threat Intelligence Team and Cyber Incident Response Teams. His teams were located in London and Singapore and the remit covered over 60 countries and about 54 million customers and clients. Hind also spent time located in Dubai as the Barclays Bank Regional Head of Information Security for Emerging Markets in Africa, Middle East and Asia. Before joining Barclays, Hind was an Intelligence Officer in the UK Royal Air Force. Following a year as Director of iSIGHT's operations in EMEA based in London, Hind relocated to Washington, DC and is now iSIGHT Partners' Vice President of

Global Intelligence. Hind's team is the largest team in iSIGHT Partners and is responsible for researching, analyzing and producing all intelligence products and briefings for our clients.

**Christian Janke, Lieutenant-Colonel (MD) German Armed Forces Joint Medical Service, Germany**



Christian Janke is currently Lieutenant-Colonel (MD) for the German Armed Forces Joint Medical Service. Prior to this he worked with the Department of Public Health, Bundeswehr Medical Service Headquarters, Munich, Germany, where he was Branch Chief for "Medical Intelligence and Tropical Medicine" from 2012 to 2014. Janke's previous professional experience includes Clinical Training in Family Medicine and Clinical Training in Tropical Medicine and Infectiology. From December 2014 to February 2015, he was Commanding Officer of the German Armed Forces Detachment to the Humanitarian Assistance for the Ebola Outbreak Management in West-Africa.

**Thomas Lund-Sørensen, Centre for Cyber Security at the Danish Defense Intelligence Service, Denmark (MMF '99)**



Thomas Lund-Sørensen is the director of the Centre for Cyber Security at the Danish Defense Intelligence Service. Prior to joining the Intelligence Service he had a long and distinguished career within the Foreign Service serving most recently as Special Representative to Libya during the uprising in 2011, and Ambassador to the Hashemite Kingdom of Jordan. He is a Marshall Memorial Fellow and a graduate of École Nationale d'Administration in Paris, France.

**Brett S. McClung, Executive Vice President, Texas Health Resources, United States (MMF'04)**



Brett S. McClung, FACHE, is the executive vice president and North Zone Operations Leader for Texas Health Resources. He has responsibility for managing the wholly and jointly owned operations of the northern six county region of Texas, driving over \$1.4 billion in total operating revenue and \$110 million in operating income. Prior to this role, McClung served as president of hospitals in small suburban and large urban markets and has been associated with Harris Methodist hospitals and Texas Health Resources in various roles since 1993. Among others, McClung volunteers his leadership to: Texas Hospital

Association, Council on Policy Development, Healthy Tarrant County Collaboration (past chair), Trinity University Healthcare Advisory Council and the Alumni Board (past president), and faculty/moderator for American College of Healthcare Executives (ACHE). McClung's honors include being a Wharton Fellow with the Wharton School at the University of Pennsylvania, and being a Marshall Memorial Fellow from GMF. McClung earned a Bachelor of Arts in Business from Southwestern University and a Master of Science in Healthcare Administration from Trinity University.

### **Morten Helveg Petersen, MEP, Chair ITRE Committee, Denmark, (MMF'00)**



Morten Helveg Petersen is a Danish politician for the Danish Social Liberal Party. He was elected to the European Parliament in 2014 and served as member of the Folketing 1998–2009. Petersen spent 5 years in business, first as CEO of Foreningen af Danske Interaktive Medier from 2009 to 2011 and then vice-CEO of Danske Medier from 2011 to 2013. As a member of the Folketing, Petersen served as the Social Liberal Party's spokesperson on finance, defence and IT. He got a Master of Science degree in economics from the University of Copenhagen in 1992.

### **Fabrice Pothier, Director Policy Planning, NATO HQ**



As head of policy planning in the office of the Secretary General, Fabrice Pothier oversees the review of current and future strategic issues and develops new policy initiatives. He provides strategic advice and develops new policy initiatives for the NATO Secretary General, collaborating across NATO international and military senior staff, as well as with the broader expert community, including think-tanks, academic institutions and non-governmental organisations. Prior to his NATO appointment, Pothier was founding director of Carnegie Europe, the Carnegie Endowment for International Peace's pan-European foreign policy centre based in Brussels. Under his leadership, Carnegie Europe became one of Europe's leading think-tanks on foreign policy and strategic issues by bringing global and regional perspectives, creating a regional research platform with leading senior analysts and engaging with senior European policy makers and commentators through innovative public and private fora. Previously, Pothier was head of policy analysis and co-founder of the International Council on Security and Development (ICOS), which was initiated by the Network of European Foundations. He was International Research Manager at the London-based strategic consultancy Europe Japan Centre, owned by Japanese energy group Osaka Gas.

**Katalyn Rossmann, VMD, VPH Specialist, MSc. Univ. London, DTM, Germany**



Katalyn Rossmann is currently working for the Fact Finding Team Humanitarian Aid - Ebola Emergency Outbreak Response, in Liberia. Prior to this she was Consultant for Strategical Controlling in the Bundeswehr Health Services and Medical Science, Federal Ministry of Defence, Bonn & Berlin. Her previous professional experience includes Assistant section chief for Medical Intelligence, General Affairs, Bundeswehr Medical Office, in the Division VII Veterinary Services and in the Division V for Preventive Medicine. Rossmann studied veterinary medicine in Hanover and Munich and holds a master of Science Public Health in Developing Countries at the London School of Hygiene and Tropical Medicine, London/UK.

**Jacques Rupnik, Senior Research Fellow, Professor at Sciences Po and at the College of Europe in Bruges, Directeur de recherches at CERI, France**



Jacques Rupnik was born in Prague in 1950, educated at the University of Paris and at Harvard, is currently Director of Research at CERI and Professor at Sciences Po in Paris and professor at the College of Europe in Bruges. Former research associate at the Russian Research Center, Harvard University (1974-1975), Eastern Europe analyst for the BBC World Service from 1977 to 1982 he has been based in Paris since he joined CERI, Sciences Po at the end of 1982. Executive director of the International Commission for the Balkans, Carnegie Endowment for International Peace (1995-1996) and drafter of its report *Unfinished Peace* (Carnegie, 1996), member of the

Independent International Commission on Kosovo (1999-2000) and co-drafter of *The Kosovo Report* (Oxford UP, 2000) J.Rupnik has been an advisor to the President of the Czech Republic, Vaclav Havel (1990-1992) and continued to work with him after that. He is a member of the board of the Vaclav Havel presidential library in Prague. Among the various positions held: advisor to the European Commission 2007 - 2010. Member of the board of the Institute for Historical Justice and Reconciliation in The Hague since 2010. Member of the board of directors of the European Partnership for Democracy in Brussels (2008-2013). Member of the Research Council of the International Forum for Democracy Studies in Washington (since 2013). He has been a visiting Professor in several European universities and in the Department of Government, (2006) at Harvard University where he is regularly as Senior Fellow at the Center for European Studies. J.Rupnik has published a number of books and scholarly articles including *The most recent are: Western Balkans and the EU: 'the hour of Europe'*, Paris, EUISS (2011), 1989 as a Political World Event: *Democracy, Europe and the new international system*, with an introduction by Vaclav Havel, London, Routledge, ( 2013), *Géopolitique de la démocratisation, l'Europe et ses voisinage*, Presses de Sciences Po, 2014

**Peter Wirnsperger, Director of Enterprise Risk Services, Deloitte, Germany**

Peter Wirnsperger is the lead Partner of Deloitte's Cyber Risk Services in Germany. He is responsible for delivering technical security analysis, architecture and security design projects and the design and implementation of security management organizations. Wirnsperger has more than 17 years of IT project experience and a strong track record of security assessments and the assessment, development, and implementation of IT-controls and information security frameworks. He has been responsible for the project management in various security processes implementation projects for large international enterprises. Wirnsperger studied Business at the University of Vienna.



**PARTICIPANTS**

**Michael S. Brown, Vice President, Goldman, Sachs & Co., United States- Midwest, United States (MMF'08)**



Michael S. Brown has extensive experience over the past 17 years serving not-for-profit hospital clients with their strategic initiatives and capital market endeavors. Prior to joining Goldman Sachs in 2013, he served two other major investment banks in their respective healthcare groups. Michael has served as banker and advisor to numerous large national health systems, integrated delivery systems, regional providers, academic medical centers, and children's hospitals throughout the United States. Brown graduated from Taylor University in Indiana, where he double-majored in business systems and accounting. In December 2003, Michael graduated from the University of Chicago Graduate School of Business with an MBA concentrating in finance and economics. Besides being selected as a Marshall Memorial Fellow in February 2008, Brown served on the board of directors for Public Art Chicago as the treasurer, currently serves on the Investment Advisory Committee for the Woods Fund of Chicago, and is a President's Circle member of the Chicago Council on Global Affairs.

**Erik Brattberg, Ron Asmus Policy Entrepreneurs Fellow, GMF**



Erik Brattberg serves as Director for Special Projects and Senior Fellow at the McCain Institute for International Leadership in Washington, DC. He is also a Ronald D. Asmus Policy Entrepreneur Fellow at the German Marshall Fund. Previously, Mr. Brattberg served as a Senior Fellow at the Brent Scowcroft Center on International Security at the Atlantic Council, a Visiting Fellow at the Center for Transatlantic Relations at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University, and an associated researcher at the Swedish Institute of International Affairs in Stockholm. He holds a Master of Science in Foreign Service (MSFS) from Georgetown University's School of Foreign Service where he attended as a Fulbright and Marcus Wallenberg scholar. Mr. Brattberg also holds an M.A. and B.A. in Political Science from Uppsala University in Sweden.

**Tony Buzzelli, Vice Chairman, Retired, Deloitte, United States**



For 40 years, Tony Buzzelli held key positions at international consulting firm Deloitte. He was Vice Chairman, Regional Managing Partner for the Pacific Southwest. He served as the National Managing Partner-US Regions, was a member of the US Executive Committee and served on Deloitte's Board of Directors and Operating Committee. From 2001 to 2003, Tony was a U.S. Deputy Managing Partner. From 1995 until 2001 Tony was the Regional Managing Partner of the Central Atlantic, after having served as the Partner-In-Charge of the Pittsburgh Audit department for eight years. While at Deloitte, Tony was very active in the community. In Southern California, Tony served on the Boards of the following organizations: United Way Los Angeles, LA Police Foundation, World Affairs Council, Town Hall Los Angeles, Chairman of the Southern California Leadership Network and Trustee and Audit Committee Chair of the California Science Center. Tony graduated from Penn State with a degree in Accounting in 1971. He continues his involvement at Penn State by serving on the Smeal Board of Visitors. He has been recognized by the University as an Alumni Fellow in 2013. Tony now serves on the boards of SoCal AAA, MedStar Health and TriState Capital Holdings.

**Mihai Cazacu, Senior Expert for Loss Protection, OMV Petrom SA, Romania (MMF'12)**



Mihai Cazacu is a senior expert for loss protection at OMV Petrom SA. Previously, he worked as an asset protection & recovery executive for CHEP, Brambles Limited. Before joining the corporate sector, Mr. Cazacu had a distinguished career at the Ministry of Administration and Interior, where he specialized in cases involving human trafficking. For two years, he was seconded by the New Scotland Yard for the first European Joint Investigation Team, serving as the Romanian Coordinator on major human trafficking case. Cazacu graduated in Law from the Alexandru Ioan Cuza Academy in Bucharest. He is active in civil society, as a member of both advisory boards and project teams.

**Robert E. Eckardt, Executive Vice President, The Cleveland Foundation, United States**



Robert (Bob) Eckardt, Dr. P.H., is executive vice president at The Cleveland Foundation. Eckardt graduated with honors from Grinnell College in Iowa. After graduation, he spent two years as a Thomas J. Watson Fellow studying care of the elderly in Europe. He resided in Madrid and Copenhagen and worked with the Spanish Office of Social Security, The Danish Institute for Social Research, the European regional office of the World Health Organization, the Jonkoping Gerontology Center, and the Norwegian Gerontological Institute. After his return to the U.S., he attended the University of Michigan and received both his master's degree in public health and a certificate of specialization in aging. In 1984 he enrolled in the Pew Doctoral Program at the University of Michigan and received his doctorate in public health in 1990. Eckardt is the 2006 recipient of the Terrance Keenan Leadership Award in Health Philanthropy and the 2010 Distinguished Grantmaker Award from the Council on Foundations.

**Erlendas Grigorovic, International Relations Officer, European Commission, (MMF'12)**



Erlendas Grigorovic is a European Union official (Directorate General for Energy of the European Commission in Brussels, Belgium) working on the EU's external energy relations with Russia, as well as G7, G20 and International Energy Agency. He previously dealt with competition policy as well as antitrust and merger enforcement at the Directorate General for Competition. Prior to moving to Brussels to join Europe's civil service, Grigorovic spent three years in London, where he worked for a major steel company and an international investment bank. His professional experience also includes work at the World Bank in Vilnius, Paris and Tokyo. At the World Bank, he mainly focussed on education and knowledge economy development projects, as well as

overseas development assistance and development communications issues. He holds an MSc in Public Policy and Administration from the London School of Economics and Political Science.

### **Peter Guba, Desk officer for Italy and the Holy Sea, Ministry of Foreign Affairs, Hungary (MMF '98)**



Peter Guba is currently Desk Officer for Italy and the Holy See in the Hungarian Foreign Ministry. Prior to that he served at the Hungarian Embassy in Brussels, Washington, DC and Helsinki and at various positions in the MFA. Guba also worked in the Cabinet of Prime Minister Peter Medgyessy as Foreign Policy Advisor 2002-04. Before joining the Foreign Service in 1997 he was International Officer of the Alliance of Free Democrats 1996-1997. Guba obtained an MA in Political Science at the Central European University, CEU, Budapest. Studied Political Science and Portuguese Language at the University ELTE, Budapest. He studied Finnish at the University of Helsinki, and worked for a radio station (Radio Bridge) as editor 1994-95. Guba was an MMF Fellow during the Fall of 1998.

### **Assya Kavrakova, European Citizen Action Service, Bulgaria (MMF '03)**



Assya Kavrakova is the Director of the European Citizen Action Service, an international non-profit organization, based in Brussels, with a pan-European membership and 24 years of experience in EU citizens' rights enforcement and civic participation in the EU decision-making process. Before joining ECAS she served for 12 years (2000 – 2012) as the Director of the European Policies and Civic participation Program at the Open Society Institute – Sofia. She has worked as Public Policies and Outreach Director at the Democracy Network Program (DemNet) of the United States Agency for International Development. She was also the Executive Director of Transparency without Borders Association, the national branch office of Transparency International. Kavrakova is Marshall Memorial Fellow and a Fellow of the International Fellowship Programme, Brussels. She is the author of the Bulgarian chapter of the reports "TV across Europe: Regulation, Policy, Independence 2005" and "TV across Europe: Follow-up reports 2008", of the OSI EU Monitoring and Advocacy Program. Kavrakova holds a Master's degree in Law and a Master's degree in European integration from St. Kliment Ohridski University of Sofia.



**Jason Knoll, Teacher and Consultant, United States**



Jason Knoll has taught social studies for thirteen years at Verona Area High School in Wisconsin. In that time he founded the school's internationally ranked Model UN team and has received numerous teaching awards. In addition to teaching he maintains a blog, writing about Wisconsin and U.S. politics, transatlantic relations, the EU, and social media (<http://jasonlknoll.com>). As a result of his use of social media, he was invited to the 2014 White House State of the Union Social. He completed his M.S. in Curriculum and Instruction in 2007 and is currently working towards a capstone certificate in international politics from the University of Wisconsin-Madison. You can connect with him on Twitter, @jasonlknoll.

**Marian Kolencik, International Security and Emergency Management Institute, Slovakia (MMF'08)**



Kolencik is currently working as Special Advisor to the Presidium of Police Force of the Slovak republic in connection to the SOS Alert Solution project (Cross-border cooperation project for enhanced detection and interception of illicit CBRN materials on the Slovakian-Ukrainian border). He is involved in homeland security and crime prevention project management since 1995 within the Dafne Association, EUROFORMES Company and different public bodies. Kolencik is a founder of International Security and Emergency Management Institute and external expert of the European Commission (DG HOME and DG SANCO). His previous professional experience includes Special Advisor to the President of Zilina Region in Slovakia and Vice-President and permanent representative at Council of Europe of International Abolitionist Federation in Paris. He graduated from Comenius University in Bratislava and he completed his Ph.D. in Social Science at Trnava University.

**Janet Lamkin, President, Bank of America California, United States**



Janet Lamkin currently serves as the president of Bank of America California. In this role, she is responsible for developing and implementing a model for business integration in order to deepen business relationships, grow revenues, and deliver the full power of the company to customers, clients, and communities. Janet has worked for Bank of America for 17 years, serving in a variety of management positions. Formerly the president of the Professional Business Women of California, Janet currently serves on the boards of the California Chamber of Commerce, the Los Angeles Coalition, and the Bay Area Council, where she was the first woman chair. She is a member of the

California-China Trade and Investment Advisory Group and was named one of the 100 most influential businesswomen in the Bay Area by the San Francisco Business Times for the past five years. In 2009, she received the Founders Award from the Women's Initiative for Self Employment and was named Financial Woman of the year by the Financial Women's Association of San Francisco. She also serves on the boards of numerous other organizations in California. A long-time champion of diversity in the workplace, Janet is a frequent speaker on leadership development, particularly subjects pertaining to career and personal growth for women.

### **José Alberto Lemos, Journalist, Portugal (MMF '89)**



Jose Alberto Lemos has been a journalist since 1980. He started his distinguished career as a reporter for a national daily from his hometown of Porto, *Jornal de Noticias*. From the *Jornal* he joined the founding team of *Publico*, which by the early 1990s became the most influential daily in Portugal. For both outlets, he covered foreign affairs, reporting from summits, the American and Russian elections, armed conflicts, and diplomatic negotiations. At *Publico*, he was a senior reporter, editor, and deputy director. Lemos is also a founding member of SIC, the first Portuguese private media network, and a long serving staff member of RTP, the Portuguese public broadcasting company, where he was a program director of a news channel and director of a public radio. Lemos has a degree in Philosophy and has recently graduated from a course at the Portuguese National Institute of Defense.

### **Andras Lőke, Founder and Editor in Chief, Ittlakunk.hu, Hungary, MMF '94**



Andras Lőke is the founder and editor-in-chief of Ittlakunk.hu, a group of hyper-local websites covering 23 Budapest neighborhoods with a monthly viewership of 700,000. Through 2009 and 2010, he assisted the Swiss Ringier Group in creating a high quality Sunday newspaper in Hungary. Previously, he spent more than two decades as a writer and editor at HVG, a Hungarian weekly economic and political magazine. Lőke is the chairman of the board of Transparency International Hungary since 2010 and he has chaired the Gőbőlyös Soma Foundation for investigative journalism since 2010. He received his master's degree in Oriental Studies from the Eötvös Loránd University or EL TE in Budapest.

**Niombo Lomba, Head of Staff of the State Counsellor for Civil Society and Civic Participation of the State Government of Baden-Württemberg, Germany (MMF '03)**



Since 2011, Niombo Lomba has been head of staff of the State Counsellor for Civil Society and Civic Participation of the State Government Baden-Württemberg. 2009 – 2014 she was an elected city councillor of Stuttgart, the capital of Baden-Württemberg and dealt with topics like economy, culture, Europe on local level and civil society as well as participation. Prior to that, Lomba was a public relations and public affairs consultant and a corporate external affairs manager for Celesio AG, a trading company and service provider for pharmaceuticals. She is a member of Alliance 90/The Greens in Germany and was actively engaged within the party not only as a city councillor, but in various activities e.g. from 2000 to 2002 as a member of the national executive committee. Besides her political activities she supports civil society actively and voluntarily, for example as a secretary of Misalisa e.V., an NGO for development assistance in the region of Bas-Congo and as vice-chairperson of the Theater Rampe, a ranked top three Off-Theatres in Germany in 2014. Lomba, holds a master's degree and has studied political science, communication science, and psychology.

**Giovanni Luongo, Program Manager, NATO Allied Command Transformation, Italy (MMF'10)**



Lieutenant Colonel Giovanni Luongo is presently Program Manager of the NATO Operations Logistic Chain Management Programme at the NATO Allied Command Transformation, Norfolk (USA). He was previously manager of the Italian Air Force Colonels at the HR Directorate in Rome. He joined the Air Force in 1988. After the graduation at the Academy, as an Air Defense Controller, he participated in all the most important NATO Operations like: operation Deliberate Force (Bosnia and Herzegovina) and operation Deny Flight (Kosovo). From 2000 to 2003 he served at the NATO Airborne Early Warning Component in Geilenkirchen (Germany). During that period he consolidated his experience as a NATO Officer participating in several exercises and operations NATO wide, and becoming NATO aircrew instructor and evaluator. After 9/11 he was one of NATO Air Space Controllers conducting the Operation Eagle Assist, for the protection of the US skies from possible terrorist attacks in accordance with the article 5 of the North Atlantic Treaty. In recognition of the outstanding job done, Mr. President George W. Bush awarded his Unit with the Joint Meritorious Unit Award. He has a Master in International Strategic Military Studies and a Master of Science in Engineering Management (both with honors) at the University "Federico II" in Naples.

**Václav Nekvapil, CEC Government Relations, Czech Republic (MMF '10)**



Václav Nekvapil is Managing Partner of Prague's office of the CEC Government Relations, leading Public Affairs agency in Central Europe. In 2012 he became President of newly established Association of Public Affairs Agencies of the Czech Republic. He is also vice-chairman of Supervisory Board of the Czech foreign policy think-tank Association for International Affairs (AMO). Prior to that he served as advisor and assistant to senior politicians, analyst and research director of AMO and in political marketing. He graduated in political science from Charles University in Prague in 2005, obtained qualification at the École nationale d'administration (ENA) in 2008 and a Ph.D in politics from Charles University in 2013. He also possesses numerous other academic qualifications and experience, including a Marshall Memorial Fellowship (2010), internship at the European Union Institute for Security Studies (2008), TASA – Transatlantic Security Studies in Bonn University (2007), and the Robinson-Martin Security Studies Programme at the Prague Security Studies Institute (2003).

**Sarah Cotton Nelson, Chief Philanthropy Officer, Communities Foundation of Texas, United States (MMF'03)**



Sarah Cotton Nelson serves as the Chief Philanthropy Officer for the Communities Foundation of Texas. Prior to that, Ms. Cotton spent 12 years as a survey research methodologist with the RAND Corporation, studying such topics as the use of non-military armed contractors in Iraq; pesticide use and exposure in the Gulf War; U.S. first responder preparedness for incidents involving CBRN; and cybersecurity among U.S. businesses. Nelson is deeply committed to creating a bridge to connect best practices identified in the research world with nonprofit practitioners who often face a scarcity of time to source what is most effective in their fields of practice. Ms. Nelson is a 2003 American Marshall Memorial Fellow and a 1997 Rotary graduate fellow at Pontificia Universidad Católica in Chile. She earned her bachelor's degree in international development and Spanish from the University of California at Berkeley.

**Paul Ortega, Director, Basque Agency for International Development Cooperation, Spain (MMF'99)**



Paul Ortega was appointed the new Director of the Basque Agency for International Development Cooperation, in the Government of the Basque Country (Spain), in January 2013. Previously, he joined the start-up Innobasque (the Basque Innovation Agency) as Project Manager for Internationalization in 2008. Prior to that he served as the Secretary General of the International Catholic Movement for Intellectual and Cultural Affairs - Pax Romana based in Geneva (2004-2008) and as Director of the UNESCO Centre in the Basque Country, UNESCO Etxea, (1993-2004). At UNESCO, he was actively involved with both local and international projects, and was elected President of the World

Federation of UNESCO Clubs, Centres and Associations (1999-2003). Born in Bilbao, Ortega studied Law at the University of Deusto. For many years Ortega was a regular contributor in media and blogger about innovation, development and international issues. He is also an active member of many local community organizations and initiatives, such as the Basque Group of the Club of Rome.

**Shyam Reddy, Board Member and Attorney, United States (MMF '07)**



Shyam Reddy has served as the CAO, GC & Secretary of Euramax International and the Regional Administrator of the Southeast Sunbelt Region of the U.S. General Services Administration. Shyam also practiced law as a corporate partner at Kilpatrick Townsend. Reddy serves on the Board of Trustees at the Woodruff Arts Center, the Board of Councillors at The Carter Center and the Leadership Development Advisory Council at The German Marshall Fund. He is a member of Downtown Atlanta Rotary and a graduate of Leadership Atlanta. Reddy has received multiple awards, including the: 2012 Georgia Asian Times Top 25 Most Influential Asian Americans in Georgia; 2011 University of Georgia Top 40 under 40;

2007 Marshall Memorial Fellowship; and 2005 Georgia Trend Magazine Top 40 Under 40 Georgians. He obtained his BA in Political Science and Master's Degree in Public Health from Emory University and his JD from The University of Georgia.

**Liani Reeves, General Counsel, Office of the Governor of Oregon, United States- Pacific West (MMF'12)**



Liani Reeves serves as General Counsel to State of Oregon Governor John Kitzhaber, M.D. She serves as his chief legal advisor and oversees a portfolio that includes review of all laws presented to the Governor for signature, public safety policy, tribal relations and tribal gaming, clemency petitions, extradition warrants and judicial appointments. Prior to the Governor's Office, Reeves was Deputy Chief Trial Counsel at the Oregon Attorney General's Office where she specialized in defending the State of Oregon in civil lawsuits. She also worked as a Staff Attorney for the National Crime Victim Law Institute where she specialized in victim's rights, trafficking, and violence against women issues. Her personal interests include promoting access to justice for women, minorities, and communities of color. Reeves is one of the many hundreds of thousands of children who were adopted from South Korea to a Western family.

**Wolfgang Schmitt, Director Rural Development & Energy, GOPA, Germany (MMF '90)**



Wolfgang Schmitt works as a director at GOPA, one of the leading European contractors in development cooperation. Prior to this, he spent 10 years as the managing director for German Technical Cooperation (GTZ), Germany's implementing agency for development cooperation. His involvement in development affairs began when he became a member of the German Bundestag (parliament) in 1994. While there, he was the Green Party's parliamentary spokesperson for development cooperation, trade affairs and international finance and served as a member of the respective committees. Schmitt holds a degree in Social Work from the Catholic University for Applied Sciences in Cologne and studied history, political science and philosophy in Düsseldorf. In 1998, he failed to get re-nominated for the German Bundestag due to his staunch support of a military intervention on the Balkans. Keeping in mind EU expansion, Wolfgang hopes to gain deeper insights regarding the current status of nation building and the transformation of the political and institutional systems of Bosnia and Serbia.

**Sebastian Schwark, Hill+Knowlton Strategies' Global Energy, United States/Germany, (APSA '05/'06)**



Sebastian Schwark is a Senior Vice President at Hill+Knowlton Strategies' Global Energy Practice based in New York. He focuses on the global energy transition and climate mitigation policies. Prior to that he was Director in H+K's Berlin office. His book *Zur Genealogie des modernen Antiamerikanismus in Deutschland* (Nomos 2008) examines the intellectual history of anti-Americanism in Germany and its role in contemporary domestic and foreign policy debates surrounding globalization and military intervention. From 2005-2006 he was a GMF APSA Congressional Fellow and worked in the office of Senator Max Baucus (D-MT) where he researched energy pricing in the United States. Prior to that he was a research fellow at Columbia University's Institute for the Study of Europe. He completed his Ph.D. (Summa cum Laude) in Political Science at Georg-August-Universität Göttingen in 2006. He is currently a member of the American Council on Germany and serves as Director of Friends of Goethe, a non-profit organization supporting the Goethe Institute in New York.

**Alexander Willing, Lieutenant Colonel, Bundeswehr Centre for Public Affairs, Germany**



Lieutenant Colonel Alexander Willing is currently serving as head of Bundeswehr and Society Affairs Division at the Bundeswehr Centre for Public Affairs in Strausberg near Berlin, Germany. Prior to this he was deputy spokesperson and senior public affairs adviser to the commander Berlin Garrison Command. His previous professional experiences include various command and staff positions in the Bundeswehr at platoon, company and bataillion level. Furthermore he served three tours abroad. 2005 in Afghanistan as senior military advisor to an Afghan armour bataillion, 2009 in Kosovo, first as deputy commander German manouvre bataillion, then as Chief Public Affairs and spokesperson to the Commander Multinational Task Force South and 2012/2013 as Deputy Chief Public Affairs and spokesperson to the Commander Kosovo Force. He holds a Master in business administration from Helmut-Schmidt-University, Hamburg.

## GMF Program Staff



### **Lora Berg, Senior Fellow, Transatlantic Leadership Initiatives, GMF**

Lora Berg is currently detailed to the German Marshall Fund from the U.S. Department of State with the goal of advancing diversity and inclusion best practices in the transatlantic space. In this capacity, she develops partnerships with other institutional actors on the international stage to inform and strengthen positive discourse around diversity and inclusion, and to develop leadership programs with a focus on rising, diverse young leaders. Ms. Berg has served at the U.S. Embassies in Tunis, Rabat, Jeddah, Riyadh, Bratislava, Paris, and Brussels. Most recently, Ms. Berg served as senior advisor in Washington to the Special Representative to Muslim Communities.

Ms. Berg manages the Transatlantic Inclusion Leaders Network for young diverse elected officials, and has curated such major convening as the “Diversity, Inclusion and U.S. Foreign Policy” discussions among 100 corporate, government and NGO diversity leaders that took place at the Department of State in June, 2012, and “Mission Critical, Transatlantic Security and Diversity,” a convening of policy makers, military leadership and rising young diverse military leaders that took place on Capitol Hill in October, 2013. Ms. Berg holds master’s degrees in International Relations and in Poetry from Johns Hopkins University; she speaks French and Arabic, as well as some Spanish and Slovak.

### **Kristine Berzina, Transatlantic Fellow, Energy and Society, GMF**



Kristine Berzina is a transatlantic fellow in the Energy & Society program at GMF, where she is responsible for leading energy programming in Europe and contributing to GMF’s work in the United States. Berzina is an expert on transatlantic energy issues and has authored several publications on energy security, transatlantic energy trade flows, resource exploration in the Arctic, European bioenergy policy, resource efficiency, foreign policy in the Baltic States, and international affairs more broadly. Prior to joining GMF, Berzina was a Berlin-based consultant on energy and environmental policy managing projects. Berzina is a frequently invited speaker at conferences,

symposia, and other events on the energy and foreign policy. Her analysis has appeared in Roll Call and she has been interviewed by The Wall Street Journal, NPR, The Christian Science Monitor, Le Temps, EnergyWire, and the SNL Daily Gas Report. Berzina completed a master's degree in international relations at the University of Cambridge, and her bachelor's in political science and history from Yale University.



**Michael Cohen, Operations Coordinator, Transatlantic Leadership Initiatives, GMF**

Michael is the operations coordinator for Transatlantic Leadership Initiatives at GMF's office in Washington, D.C. In this role, he supports senior TLI staff and coordinates program planning efforts for the department. Prior to joining GMF, Michael attended the University of North Carolina at Chapel Hill, where he attained a bachelor's degree in History. He also studied abroad at King's College London, which sparked his interest in working at an organization dedicated to strengthening the transatlantic relationship through fellowship and exchange programs.

**Kevin Cottrell, Director, Transatlantic Leadership Initiatives, GMF (MMF'08)**

Kevin Cottrell is GMF's director of Transatlantic Leadership Initiatives, where he leads a team of experts and public diplomacy-oriented activities in 50 communities across the United States, Europe, and North Africa. Activities include the flagship Marshall Memorial Fellowship (MMF); Manfred Wörner Seminar (MWS); Asmus Fellowship; Leadership, Diversity, and Inclusion Initiative; Marshal Seminars for Alumni; and the Transatlantic Leadership Seminar series. Cottrell also co-leads the Bilbao Urban Innovation and Leadership Dialogues (BUILD) to advance the global engagement of cities through civic leadership and strategy. Cottrell regularly advises and facilitates dialogue on international leadership exchange, leadership development, public diplomacy, diversity and inclusion, global engagement, and civil society-building strategies. Prior to GMF, Cottrell served as vice president of the Los Angeles Area Chamber of Commerce overseeing business and civic leadership programs. He has also held leadership positions with LEAD San Diego, University of California San Diego, and San Diego State University addressing cross-border urban and civic leadership issues. Cottrell is a past recipient of the Senator Margaret Chase Smith Fellowship in public policy, a visiting scholar at Universidad de las Américas in Mexico City, and a 2008 Marshall Memorial Fellow. Cottrell is also a member of the Pacific Council on International Policy.

**Megan Doherty, Transatlantic Fellow, Transatlantic Leadership Initiatives, GMF**

Megan Doherty is a transatlantic fellow with GMF in Washington, DC, where she focuses on issues related to leadership development such as next generation access and equity, public diplomacy, and diversity and inclusion across the transatlantic space. Her expertise includes cross-cultural relations and institutional development, and she has a particular interest in the ways different national and cultural contexts shape leaders' worldviews and ultimately affect policy innovations. Doherty has devoted her career to understanding and furthering

cross-cultural communication and development. Prior to joining GMF, she was a lecturer in political philosophy at Columbia University in New York City. Her doctoral research in international history, also from Columbia, examined the ways networks of writers mobilized across national lines to rally cultural power as a diplomatic force to counter political extremism during the 20th century. She has written articles for several academic journals, mainstream outlets such as the Huffington Post and the Chronicle of Higher Education, and as a blogger for various outlets. Doherty holds a Ph.D. from Columbia University and a BA (Hons.) from the University of Melbourne, Australia.

### **Reta Jo Lewis, Senior Resident Fellow, GMF**



Reta Jo Lewis is a senior resident fellow at GMF, where she focuses her energies on leadership development curriculum, outreach, convening, and thought pieces on strategies to strengthen the next generation of transatlantic leaders. She has been a global business affairs adviser since leaving government in April 2013, and specializes in working with U.S. governors, mayors, legislators as well as provincial leaders across the Atlantic. She most recently served as the State Department's first-ever special representative for global intergovernmental affairs, where she led the office charged with building strategic peer-to-peer relationships between the U.S. Department of State, U.S. state and local officials, and their foreign counterparts. In 2013, she was awarded the Secretary's Distinguished Service Award. Prior to the State Department, Lewis served in senior positions in the public and private sectors, including political appointments in the Clinton administration, and served as the director for business outreach for the Obama-Biden Presidential Transition Team. She served as the vice president and counselor at the U.S. Chamber of Commerce, the world's largest business federation and director of the Chamber's effort focused on small business and outreach to women and minority-owned businesses. Lewis was the special assistant to the president for political affairs in the Clinton White House from 1993 to 1995 and the director of the Northeast and Southern Regions. She was a counsel at Edward Widman Palmer LLP prior to joining the Obama administration and a 2014 mayoral candidate in Washington, DC.

### **Adnan Kifayat, Senior Resident Fellow, Transatlantic Leadership Initiatives, GMF**



Adnan Kifayat is a senior resident fellow at GMF, where he advises on efforts to strengthen leadership development and Next Generation strategies in the transatlantic region and programming in Europe, North Africa, and sub-Saharan Africa. He also contributes to the continued development of GMF's Leadership, Diversity and Inclusion Initiative. Adnan has held senior positions at the White House, State Department, and Treasury Department, where he established partnerships with strategic allies to cooperate in trade, finance, development, counterterrorism and national security. Until recently, Adnan served as Secretary of State John Kerry's acting special representative to Muslim communities. As senior advisor to the undersecretary of state for public diplomacy, he led the development and deployment of the Public Diplomacy 2.0 Initiative. His work at the Treasury Department resulted in initiatives and agreements to

promote financial cooperation between the United States and key partners, in the Middle East, G8, and Asia. He served as an alternate executive director of the African Development Bank and served twice on the National Security Council staff to coordinate counterterrorism and economic issues across the Middle East and Africa. Prior to government, Adnan created strategies for Cargill to access Central Asian and Latin American agribusiness markets, and designing programs for Delphi International to promote U.S. business and civil society engagement around the world.

**Ian Lesser, Senior Director, Foreign and Security Policy, Executive Director, Transatlantic Center, GMF**



Dr. Ian O. Lesser is senior director for foreign and security policy at GMF, managing activity in these areas across the organization. He also serves as executive director of the Transatlantic Center, GMF's Brussels Office, and leads GMF's work on the Mediterranean, Turkey, and the wider Atlantic. Prior to joining GMF, Lesser was vice president and director of studies at the Pacific Council on International Policy (the western partner of the Council on Foreign Relations). He came to the Pacific Council from RAND, where he spent over a decade as a senior analyst and research manager specializing in strategic studies. From 1994-95, he was a member of the secretary's Policy Planning Staff at the U.S. Department of State, responsible for Turkey, Southern Europe, North Africa, and the multilateral track of the Middle East peace process. A frequent commentator for international media, he has written extensively on international policy issues. His books and reports include *Morocco's New Geopolitics: A Wider Atlantic Perspective* (2012); *Beyond Suspicion: Rethinking US-Turkish Relations* (2007); *Security and Strategy in the Eastern Mediterranean* (2006); *Turkish Foreign Policy in an Age of Uncertainty* (2003); *Greece's New Geopolitics* (2001); and *Countering the New Terrorism* (1999). He is a member of the Council on Foreign Relations, the International Institute for Strategic Studies, and the Pacific Council on International Policy. He serves on the advisory boards of the NATO Defense College Foundation, the International Spectator, Turkish Policy Quarterly, and Insight Turkey, has been a senior fellow of the Onassis Foundation and the Luso-American Foundation, and a public policy scholar at the Woodrow Wilson Center in Washington. Lesser also serves as a senior adviser to the Commander, United States European Command. Lesser was educated at the University of Pennsylvania, the London School of Economics, and the Fletcher School of Law and Diplomacy, and received his D.Phil from Oxford University.

### **Daniela Schwarzer, Senior Director for Research and Director of the Europe Program, GMF**



Daniela Schwarzer is senior director of research and the director of the Europe Program at the German Marshall Fund of the United States (GMF). She joined GMF's Berlin office in January 2014. Previously, Schwarzer headed the European Integration Division at the Stiftung Wissenschaft und Politik (SWP, the German Institute for International and Security Affairs), from 2008-14. She joined SWP in 2005 as a senior fellow. In February 2014, Schwarzer was appointed a senior research professor at SAIS, Johns Hopkins, DC/Bologna. In 2012-13, she was a Fritz Thyssen scholar at Harvard University's Weatherhead Center for International Affairs and a non-resident fellow of the Transatlantic Academy at GMF. She has been an adjunct faculty member of the Hertie School of Governance in Berlin since 2010 and has taught in graduate programs in universities in Europe and China since 2001. Schwarzer has a particular focus on euro area issues, financial and debt crises, questions of democratic legitimacy and transition, France, and Germany. Schwarzer is a non-executive board member of BNP Paribas, as well as board members of the Paris-based think tank Notre Europe - Jacques Delors Institute and of the association United Europe. She holds a Ph.D. in political economy from Freie Universität Berlin, co-supervised by the London School of Economics. She completed her master's in political science and in linguistics at the University of Tübingen after having studied in Germany, the U.K., and France. In addition to her native German, Schwarzer speaks fluent French and English, and has a working knowledge of Italian.

### **Ivan Vejvoda, Senior Vice President, Programs, GMF**



Ivan Vejvoda is senior vice president for programs at GMF. From 2003-10, he served as executive director of GMF's Balkan Trust for Democracy, a project dedicated to strengthening democratic institutions in Southeastern Europe. Vejvoda came to GMF in 2003 from distinguished service in the Serbian government as senior advisor on foreign policy and European integration to Prime Ministers Zoran Djindjic and Zoran Zivkovic. Prior to that, he served as executive director of the Belgrade-based Fund for an Open Society from 1998 to 2002. During the mid-1990s, Vejvoda held various academic posts in the United States and the U.K., including one-year appointments at Smith College in Massachusetts and Macalester College in Minnesota, and a three-year research fellowship at the University of Sussex in England. Vejvoda was a key figure in the democratic opposition movement in Yugoslavia through the 1990s, and is widely published on the subjects of democratic transition, totalitarianism, and post-war reconstruction in the Balkans. He is a member of the Serbian Pen Club and is a board member of U.S. social science journals Constellations and Philosophy and Social Criticism. Vejvoda has been awarded the French National Order of Merit in the rank of Officer and the Order of the Italian Star of Solidarity, second rank (Commendatore). He holds a diploma from Institut d'Etudes Politiques de Paris

and completed postgraduate studies in philosophy at Belgrade University. He speaks fluent English, French, and Italian in addition to his native Serbian.

**Filip Vojvodic Medic, Senior Program Officer, Transatlantic Leadership Initiatives, GMF**



Filip Vojvodic Medic is a senior program officer with GMF in Washington DC, where he designs, develops, and implements leadership development programs to foster transatlantic relations and expand transatlantic cooperation. His expertise includes exchange programs, social entrepreneurship, and seed funding, which he applies across a range of initiatives, including the Marshall Memorial Fellowship, the Transatlantic Leadership Seminar, and the Marshall Seminar. Previously, Medic served as a program officer with GMF's Balkan Trust for Democracy, where he worked on leadership initiatives and civil society development in the Balkans. He also worked as an assistant manager at Red Art Workshop, a radio, television, and web production company. Medic holds a degree in history and politics from the University of Adelaide, Australia. He is an expert on the Balkans, Central and Eastern Europe, and Europe's Eastern Neighborhood.

**Melanie Whittaker, Program Officer, GMF**



Melanie Whittaker is currently a Program Officer in GMF's Berlin office. In this capacity she works on Transatlantic Leadership Initiatives managing the Alumni Leadership Projects, overseeing the MMF selection and programming for Germany, and on a broad spectrum of events for Berlin. Prior to joining GMF she worked in the hotel industry, holding various managerial positions in Germany, England and the United States. Melanie obtained a BSc in Politics and International Relations from the London School for Economics and Political Science. She also holds a Certificate for Human Resources Management from Cornell University. For the period 2014-2018 she was selected as a lay judge at the Regional Court for Berlin. She is fluent in German and English, and proficient in French.

**Laetitia Werquin, Intern, Berlin Office**



Laetitia Werquin is an intern at GMF. She mainly supports Berlin programming initiatives. Werquin graduated at the College of Europe in Warsaw where she obtained a Master's in European Interdisciplinary Studies with a focus on governance. Prior to her studies in Poland, Laetitia received a Master's in Anthropology from Université Libre de Bruxelles. As part of her program, she spent a semester at Humboldt Universität concentrating on courses about the EU and Germany. Werquin also holds a Bachelor's in Anthropology and Sociology. Regarding her professional experience, Laetitia has been an intern at the Royal Fine Arts Museum of Belgium as well as a scout leader for Unité Saint Dominique. In that capacity she

supervised a group of teenagers for one year and organized a volunteer work camp for them in Morocco. She has been volunteering in different countries such as Romania or Burkina Faso as well. Next to her mother tongue French, Werquin speaks English, German, and Dutch.

## FURTHER READING

Below please find some additional resources you may find useful as you prepare for the Seminar in addition to our reading recommendations.

*Never Again*

<http://www.economist.com/news/science-and-technology/21646714-ebola-epidemic-draws-gradually-its-close-how-should-world-arm>

*The Next Epidemic – Lessons from Ebola*

<http://www.nejm.org/doi/pdf/10.1056/NEJMp1502918>

2014 Ebola risk – Outbreak West Africa Assessment

<http://www.coemed.hu/images/stories/2014-09-24-ebola%20outbreak%20west%20africa%20risk%20assessment.pdf>

*Cyber Security – FT Special report*

<http://www.ft.com/intl/reports/cyber-security>

*IOM Outlook on Migration, Environment and Climate Change*

[http://publications.iom.int/bookstore/free/MECC\\_Outlook.pdf](http://publications.iom.int/bookstore/free/MECC_Outlook.pdf)

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