The German Marshall Fund of the United States (GMF) is an American institution that stimulates the exchange of ideas and promotes cooperation between the United States and Europe in the spirit of the postwar Marshall Plan. GMF was created in 1972 by a gift from Germany as a permanent memorial to Marshall Plan aid.

Through its work in the United States and Europe, GMF has pursued its founding mission to create a closer understanding between partners on both sides of the Atlantic. GMF’s grantmaking promotes the study of international and domestic policies, supports comparative research and debate on key issues, and assists policy and opinion leaders’ understanding of these issues.

Like many Americans, we at GMF were deluged with hundreds of letters, faxes, e-mails, and calls from European friends and partners. It is hard to convey how much this outpouring of concern, anger, and solidarity meant to us. The events of September 11th highlighted the strong emotional bonds that exist across the Atlantic. These tragic events also underscored how interdependent we are. America may have been the target, but people from Germany, France, Britain, Spain, Italy, and many other European countries fell victim as well. We are fond of citing statistics about the amount of transatlantic investment, the number of European-American companies, and so forth, but the lists of the dead and missing serve as a stark testament to our common economies and societies.

In addition to confirming transatlantic ties on many levels, September 11th presented both sides of the Atlantic with a new common enemy. U.S.-European relations were shaped during the Cold War era by the presence of the Soviet threat. With its demise, the relationship fell prey to petty bickering over beef and bananas, missile defense, and climate change. Now there is a significant common challenge, even if it is hard to define. September 11th has altered perceptions on both sides of the Atlantic, and forced the United States and Europe to come together to tackle this new shared threat.

While U.S.-European cooperation is necessary, it will also be difficult. American and European political leaders have widely divergent perspectives and approaches for dealing with international threats. Americans have tended to believe that military power and other hard assets are the most effective means for dealing with global challenges, while Europeans have often put more emphasis on nonmilitary tools such as development assistance, diplomacy, conflict prevention, and post-conflict reconstruction programs.

In some areas, such as internal security, the challenge of transatlantic cooperation is even greater as the institutions for collaboration are poorly developed and not very effective for coordinating large international operations. In other cases, established coalitions, like NATO, will have to be reexamined and revamped to meet new challenges. Creating new institutions and refurbishing old ones are daunting tasks in the best times. But it will be especially difficult now because of the wide differences between European and American policymakers on fundamental questions of leadership, mission, and strategy. Finding a proper response to the events of September 11th as well as a means to prevent similar events in the future will require nothing short of a complete revitalization of the transatlantic relationship.

This challenge is central to the mission of GMF. For the past thirty years, GMF has sought to foster greater understanding and cooperation between the United States and Europe. In light of recent events, we see our role going forward as one of catalyst — for a new kind of transatlantic partnership. Through our grantmaking, fellowships, and partnerships, we will attempt to seed new ideas as to how the United States and Europe can pragmatically work together to counter terrorism and a broader range of global threats. We will also seek to build a new generation of Americans and Europeans interested and engaged in transatlantic relations. Finally, we will endeavor to remind Americans and Europeans that we will not succeed in addressing the challenges posed by this new era if either side decides to go it alone.

As one of our American Marshall Memorial Fellows, a young Dallas journalist, remarked in the days immediately after the tragedy:

“We’ve quarreled with Europeans over trade and environmental issues. In a broad stereotype, we see them as all talk and no action, while they see us as all action and no thought. And yet, European nations are our most natural allies. They have as much to lose as we do. Their approach may be different, more subtle, and cautious. But we need their wholehearted commitment. We cannot fight this battle alone.”
In the fiscal year 2000-2001, GMF had an impressive group of Fellows, including: Ambassador Robert Zoellick, currently the U.S. Trade Representative; Ambassador Hugo Paemen, former Permanent Representative of the European Union to the United States; Todd Stern, former Staff Secretary and Assistant to President Clinton for Special Projects; Lee Feinstein, former Deputy Director of Policy Planning at the U.S. State Department; Nicole Metzenbach, Economic Advisor to the Foreign Minister of Germany; William Antholis, former Director of International Economic Affairs at the National Security Council; Jacques Beltran, Research Fellow, Institut Français des Relations Internationales (IFRI); and Laurence Nardon, Research Associate at the French Center on the United States at IFRI.

GMF plans to expand the Transatlantic Fellows Program to its new Transatlantic Center in Brussels.

Increasingly, U.S. policymakers find that on many of the issues on which it seeks to engage Europe, decision making is shifting from national capitals to Brussels. Yet, the United States has invested relatively little in understanding the institutions of the European Union, not to mention the longer-term implications of a more integrated Europe for U.S.-European relations. Most U.S. think tanks and research institutes continue to house experts on particular countries or sub-regions of Europe. Concomitantly, there are few policy institutions in Brussels focused on U.S.-European relations or on facilitating dialogue across the Atlantic.

To help address this gap, GMF opened a Transatlantic Center in Brussels in Fall 2001. The Center will provide a venue for U.S.-European dialogue, the Center will also serve as the base for GMF’s expanded programming in Brussels and as a home for representatives of other American and European institutions. William Drozdiak will direct the Center. Prior to joining GMF, Drozdiak was a journalist with the Washington Post for 19 years where he held a variety of posts, including Chief Europe Correspondent, Central Europe Bureau Chief, and Foreign Editor.
Globalization and increasing competition bring new challenges to the economies of Europe and the United States. Since domestic and international concerns are inextricably linked, GMF’s Economics program looks at policies and practice at both levels: internationally, addressing trade and cross-border issues and domestically, promoting the exchange of best practices that advance local economic development.

The program explores innovative solutions to international challenges facing our societies and seeks to improve policymakers’ understanding of the most effective ways to strengthen international cooperation. Grants are awarded for conferences, study tours, and forums that bring together Americans and Europeans. While GMF lacks the resources to support basic analysis, it does support the dissemination of information through publications and meetings.

Within the trade policy area, GMF concentrates on the new policy challenges associated with the information economy and the growth of electronic commerce. A large portion of the resources in the comparative domestic area is targeted at the Economic Development Fellowship program. The Fellowship focuses on local economic development strategies and enterprise growth models in the United States. A reciprocal part of the program offers American professionals opportunities to examine European economies.

**E-BUSINESS & POLICY FORUM**

GMF held the E-Business and Policy Forum in November 2000 in Heidelberg, Germany. The Forum provided a select group of European and American political and business leaders the opportunity to discuss important policy questions faced by the United States and Europe in information technology and electronic commerce.

The two-day event explored such topics as information technology policy priorities, electronic government, wireless communications, and data protection and privacy. A highlight of the event was a presentation by Henning Kagermann, Co-Chairman of the Executive Board of one of the event sponsors, SAP, who discussed the future of electronic government in Europe and the United States.

Congressman Rick Boucher was instrumental in developing the Forum. He was joined at the event by Rep. Karen McCarthy, Rep. Gene Green, and Thomas Sugrue from the Federal Communications Commission. Ana Palacio Vallelersundi, member of the European Parliament, and representatives from several state and federal ministries in Germany were also present.

In addition to the formal meetings, participants were given a private tour of Heidelberg castle, were greeted by Beate Weber, the mayor of Heidelberg and a former GMF fellow, and had a traditional dinner in the central district of the city.
GMF developed the event in cooperation with the corporate sponsorship of Nortel Networks, the American Institute of Certified Public Accountants, the Electronic Commerce Forum, and SAP, which served as host at its corporate headquarters outside Heidelberg. Each sponsoring organization sent senior level executives to the Forum.

2001 ECONOMIC GRANTS

Institute Aspen France – Lyon
Lyon, France
$25,000

Center for Labor & Community Research
Chicago, IL
$40,700
To support a European study tour for Americans working on a comprehensive manufacturing and local economic development plan for Chicago.

National Council for Urban Economic Development
Washington, DC
$15,520
To support an exchange of technical expertise and economic development strategies between U.S. experts in technology-led economic development and their Central and Eastern European colleagues.

Brookings Institution
Washington, DC
$23,000
To support workshops on transatlantic regulatory issues, such as regulatory reform in product liability, regulatory aspects of e-commerce, data protection, and electricity liberalization in the United States and EU. This is a project of the American Enterprise Institute’s Joint Center for Regulatory Studies and the Brookings Institution’s Center for European Policy.

Deutsche Gesellschaft für Auswärtige Politik
Berlin, Germany
$37,500
To support a joint research project with Institut Français Des Relations Internationales and the Institute for International Economics on reactions in Germany, France, and the United States to globalization.

Institut Français Des Relations Internationales
Paris, France
$38,000
To support a joint research project with the Deutsche Gesellschaft für Auswärtige Politik and the Institute for International Economics on reactions in Germany, France, and the United States to globalization.

French – American Foundation
Paris, France
$35,942
To support exchanges on pension reform, a conference between French and American patent specialists, and the visit of senior French officials to the United States in Winter 2001.

GMF – Administered
Washington, DC
$50,000
To support a transatlantic forum of American, German, and EU politicians and business leaders on pension reform, the role of agriculture in rural development, and the Institute for International Economics on reactions in Germany, France, and the United States to globalization.

Institut Français Des Relations Internationales
Paris, France
$25,000
To support a conference in Washington, DC on the role of agriculture in rural development.

Institute for International Economics
Washington, DC
$100,000
To support a book examining the German economy, sources of its persistent high unemployment, the relationship between unemployment challenges and German international economic policies, and changes in monetary policy and corporate governance.

Organization for Economic Cooperation & Development
Paris, France
$94,000
To support activities within the Forum on Social Innovations that assess social innovations across OECD countries and foster exchange of best practices between policymakers and practitioners.

Romanian Center for Economic Policies
Bucharest, Romania
$11,650
To study the effects of Romanian regional development.

International Center for Entrepreneurial Studies
Bucharest, Romania
$35,000
To support a government-business dialogue on how to improve the business environment in Romania, focusing on altering the tax code.

Project Syndicate
Prague, Czech Republic
$11,800
To support further development of an economic journalists club in Bucharest seminars and hosting Romanian and international speakers.

American University
Washington, DC
$100,000
To support a symposium of scholars, policymakers, and business leaders on the impact and use of information technology in Central and Eastern European countries.

Economic Policy Institute – Bulgaria
Sofia, Bulgaria
$24,800
To support Bulgarian small and medium-size enterprises’ (SMEs) understanding of their position in the global economy. The program educates policymakers on how regulation affects the ability of SMEs to compete globally.

Economic Policy Institute – Bulgaria
Sofia, Bulgaria
$22,800
To support Bulgarian small and medium-size enterprises’ work through seminars and a guidebook on how to engage foreign partners.

Deutsche Gesellschaft für Auswärtige Politik
Berlin, Germany
$37,500
To support a joint research project with Institut Français Des Relations Internationales and the Institute for International Economics on reactions in Germany, France, and the United States to globalization.

GMF – Administered
Washington, DC
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To support a transatlantic forum of American, German, and EU politicians and business leaders on pension reform, the role of agriculture in rural development, and the Institute for International Economics on reactions in Germany, France, and the United States to globalization.

Environmental Defense
New York, NY
$32,800
To support a transatlantic exchange on agricultural biotechnology issues among the policy community and NGOs in other sectors.

Embassy of France
Washington, DC
$10,000
To support a conference in Washington, DC on the role of agriculture in rural development.

Institute for International Economics
Washington, DC
$25,000
To support workshops on transatlantic regulatory issues, such as regulatory reform in product liability, regulatory aspects of e-commerce, data protection, and electricity liberalization in the United States and EU. This is a project of the American Enterprise Institute’s Joint Center for Regulatory Studies and the Brookings Institution’s Center for European Policy.

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ENVIRONMENT

Transatlantic environmental differences are growing. GMF seeks to lessen those differences by strengthening transatlantic cooperation among policy institutions, NGOs, and individuals concerned with the environment. GMF is shifting its agenda from practitioner exchanges and comparative domestic policies to new challenges confronting the transatlantic relationship. Thus, the program has begun to focus on global environmental issues, such as climate change, trade and environment, and biodiversity. Under the new program, grants are awarded to select institutions for sustained transatlantic work, fellowships that promote transatlantic leadership, and other forms of dialogue and exchange.

In Central and Eastern Europe, the program currently provides significant support for the Consortium of Environmental Partnership Foundations in the Czech Republic, Hungary, Poland, Romania, and Slovakia, and to select policy institutions working on urban growth and transportation issues. The in-country foundations award grants to local nongovernmental organizations to support environmental problem solving and to encourage public participation.

WARSZAWA TRANSPORTATION ROUNDTABLE: AN EXPERIMENT IN PARTICIPATORY DEMOCRACY & SUSTAINABLE URBAN TRANSPORTATION

More than two years ago, with the cooperation of the Public Communication and Dialogue Center of Warsaw, the Institute for Sustainable Development (ISD), a Polish public policy institute, started the Warsaw Transportation Roundtable (WTRT). Like most cities in Poland, Warsaw faces serious and growing transportation and urban development problems. With little or no coordinated investment or management at governmental and expert levels and almost total lack of public consultation and involvement, Poland, ISD grasped the opportunity to create a city-wide forum for broad-based consultation and policy recommendations.

With support and advice from GMF, ISD and its partner, the International Center for Sustainable Cities in Vancouver, Canada, assembled a group of city leaders, NGOs, academic experts, and politicians to address traffic zoning policy, road network infrastructure development, and public transportation issues. ISD organized study tours for select WTRT members to cities in the United States and Canada, including New York, Minneapolis, Chicago, Pittsburgh, Seattle, Vancouver, and Washington, DC to see firsthand how neglected urban problems can lead to decay and how a concerted commitment by the community as a whole is required to remedy them. In its third year, the WTRT is now managed by the Deputy Mayor of Warsaw, who appoints its 17 members.

2001 ENVIRONMENT GRANTS

GMF – Administered
Washington, DC
$70,000
To support the creation of a Romanian Environmental Partnership Foundation, cosponsored with the Charles Stewart Mott Foundation and the Rockefeller Brothers Fund.

Center for Clean Air Policy
Washington, DC
$106,407
To support a U.S. European fellowship for practitioners and policymakers working on transportation, land use, urban sprawl, and environmental protection. The Wuppertal Institute for Climate, Environment, and Energy jointly administers the program.

Wuppertal Institut für Klima, Umwelt, Energie GMBH
Wuppertal, Germany
$69,110
To support a U.S. European fellowship for practitioners and policymakers working on transportation, land use, urban sprawl, and environmental protection. The Center for Clean Air Policy jointly administers this program.

Center for Environmental Studies
Budapest, Hungary
$4,000
To support the “Effective Policies to Limit Urban Sprawl” program.

Cracow Real Estate Institute Foundation
Cracow, Poland
$45,000
To support a project that examines and encourages land use and urban redevelopment.

Institute for Environmental Policy
Prague, Czech Republic
$40,000
To support a program to examine and develop sustainable transportation solutions in expanding cities.

Institute for Sustainable Development – Poland
Warsaw, Poland
$48,000
To support a project to increase public participation in the transportation sector and to promote the sharing of experiences in urban sprawl control.

GMF – Administered
Washington, DC
$20,000
To supplement grants for biotechnology workshops.

GMF – Administered
Washington, DC
$15,000
To support the participation of six Europeans in a global warming workshop jointly organized by the World Resources Institute, Council on Foreign Relations, and GMF.

Center for Clean Air Policy
Washington, DC
$6,500
To support additional European participation in the CCAP fellows summit meeting in Baltimore, MD in February 2001.

Heinrich Böll Foundation
Washington, DC
$25,000
To support transatlantic workshops and roundtables leading up to the 2002 EarthSummit in Johannesburg, South Africa.

European Partners for the Environment
Brussels, Belgium
$13,000
To support a transatlantic workshop in Lisbon on sustainable agriculture and rural development in January 2001.

Center for International Environmental Law
Washington, DC
$3,000
FOREIGN POLICY

The resolution of a growing range of global problems — from the proliferation of weapons of mass destruction to the problem of failed states, from terrorism to transnational crime, and from AIDS to larger questions of global governance — depends upon the cooperation of the United States and Europe. The Foreign Policy program aims to strengthen and enlarge the community of U.S. and European policymakers and opinion leaders working together to find pragmatic solutions to common global challenges.

Through study tours, fellowships, and leadership programs, GMF endeavors to acquaint politicians, journalists, business leaders, and scholars with colleagues, issues, and institutions on the other side of the Atlantic. In addition, GMF seeks to engage a new generation of emerging leaders throughout Europe and the United States in transatlantic — as well as more global — issues.

Through support for policy institutes and other grantmaking, GMF aims to generate new ideas about how the United States and Europe can address emerging transnational threats. Issues covered range from U.S.-European approaches to different regions of the globe to more traditional transatlantic topics like NATO and the European security architecture.

TRANSATLANTIC POLICY NETWORK

One successful example of efforts to build networks of policymakers and opinion leaders across the Atlantic is the Transatlantic Policy Network (TPN), an organization that GMF has supported since its founding in 1992. Created by members of the European Parliament, TPN’s core mission has been to build a network of policymakers and business leaders from the United States and Europe to strengthen the transatlantic relationship.

TPN members participate in two major annual meetings, a series of policy briefings, workshops, and study tours throughout the year. TPN endeavors to foster informed policymaking on either side of the Atlantic on a host of economic and security issues. These issues are examined through five working groups — Economic Partnership, Internet Dialogue, Monetary Dialogue, Science and Technology Cooperation, and Transatlantic Cooperation — which are co-chaired by a member of Congress and a member of the European Parliament. As evidence of its success, TPN now counts more than 100 members of Congress and members of the European Parliament among its active membership, along with more than 25 corporate partners.

In addition to its core work, TPN was a driving force behind the founding of the Transatlantic Business Dialogue and the European Internet Foundation. TPN cooperates closely with the Congressional Economic Leadership Initiative to defray TPN’s travel costs for members of Congress.

GMF – Administered

WASHINGTON, DC

PRATT INSTITUTE CENTER FOR COMMUNITY & ENVIRONMENTAL DEVELOPMENT

BROOKLYN, NY

$150,000

To continue funding for the Environmental Partnership for Central Europe for July 1, 2000-December 31, 2001.

WOLF FOREST PROTECTION MOVEMENT

VULSK, SLOVAKIA

$14,000

To support a public and legislative education campaign in Slovakia to link forest management with growing flood threats and to develop a preventive national program drawing on U.S. and European policies.

CENTRE FOR SOCIAL PRACTICES

SOFIA, BULGARIA

$7,500

To support dialogue between Bulgaria and Oregon on the unexpected pollution problem resulting from CSP’s watershed reform efforts in Southern Bulgaria.

DOPPELZ, ROBERT

SPRINGFIELD, OR

$2,000

To support the coordination of resources and expertise from Oregon to aid Bulgaria’s watershed reform efforts, a project funded by a GMF grant to the Centre for Social Practices in Bulgaria.

ENVIRONMENTAL DEFENSE

NEW YORK, NY

$27,800

To support an educational transatlantic exchange on agricultural biotechnology issues among the policy community and NGOs in other sectors.

HARRIS, LES

NEW YORK, NY

$7,000

To support a study tour to examine the European experience in progressive solid waste management and economic development.

ECOLOGIC

BERLIN, GERMANY

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To support a policy briefing paper resulting from a February 2000 workshop in Lisbon on the prospects for transatlantic and international environmental leadership.

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## 2001 Foreign Policy Grants

**GMF – Administered**

**Washington, DC $2,752**
- To support the Research Fellowship program in FY 2001.

**American Council on Germany**

**New York, NY $100,000**
- To support transatlantic programs offered by ACOS, including their Young Leaders Conference, German-American Policy Conferences, and other policy symposia.

**Brookings Institution**

**Washington, DC $80,000**
- To support Brookings’ “Program on Transatlantic Relations,” which includes monthly Transatlantic Roundtables on international issues, a workshop on U.S.-European views of missile defense, and a biannual U.S.-European forum on “Global Issues and World Order.”

**Atlantic Council of the United States**

**Washington, DC $100,000**
- To support the Atlantic Council’s transatlantic activities, including the creation of groups studying U.S.- European security and economic relations, as well as exchanges and study tours by congressional staff and their European counterparts.

**Deutsche Gesellschaft für Auswärtige Politik**

**Berlin, Germany $80,000**
- To support transatlantic dialogues on several contentious issues — ESDI, the environment, trade relations, export controls, arms control, energy security, and relations with Russia and China.

**Aspen Institute Berlin**

**Berlin, Germany $90,000**
- To support Aspen Berlin’s transatlantic programs — TRANSFUSE, a Franco-German dialogue, the Berlin Young Leaders Alumni program, “Tracking the KSC,” and Women in Leadership in International Affairs — emphasizing the Balkans and EU reform.

**Congressional Study Group on Germany**

**Washington, DC $100,000**
- To support the Study Group’s Visitors Program and Business Advisory Group, the annual Congress-Bundestag Seminar, and other transatlantic policy symposia.

**Centrum für Angewandte Politikforschung**

**Munich, Germany $120,000**
- To support the continuation of the program “Improving Responsiveness to International Change,” geared toward young foreign policy leaders to evaluate and recommend policy.

**Institut Français des Relations Internationales**

**Paris, France $80,000**
- To support the continuation of IFR’s transatlantic programs, including seminars, policy papers, and cooperation with other institutions on joint conferences and research projects.

**Center for Strategic & International Studies**

**Washington, DC $125,000**
- To support CSIS’s transatlantic activities, including its “Senior European Dialogues,” “Congressional Forum,” and “Transatlantic Briefings.”

**Nixon Center**

**Washington, DC $50,000**
- To support a “U.S.-European Dialogue on Iran and Iraq,” directed by Geoff Kemp.

**Council on Foreign Relations – DC**

**Washington, DC $100,000**
- To support CFR’s Atlantic Partnership Program, which engages emerging decision makers in issues affecting U.S.-European relations, and a Next Generation Fellow who will help lead the program.

**European Institute**

**Washington, DC $80,000**
- To support the continuation of EI’s transatlantic roundtables and seminars.

**Instituto Affari Internazionali**

**Rome, Italy $110,000**
- To support UI’s program on “The Future Transatlantic Agenda,” a research project examining growing regionalism and problems of global governance, and seminars examining the use of force in the post-Cold War era.

**American Institute for Contemporary German Studies**

**Washington, DC $100,000**
- To support three study groups on U.S.- German policy issues and seminars on domestic political developments in Germany. These include Germany’s role in the EU, challenges to U.S. and German foreign policy, trade relations, and the cultural impact of German unification.

**Transatlantic Policy Network**

**Brussels, Belgium $100,000**
- To support TPN’s transatlantic activities, particularly the development of a transatlantic network of policymakers, business professionals, and journalists.

**American Enterprise Institute for Public Policy Research**

**Washington, DC $125,000**
- To support the activities of the New Atlantic Initiative, including Balkan fact-finding missions, a Senate working group on CEE, a dinner series on Turkey and Regional Issues, and a European roundtable conference series.

**Center for the Study of Democracy**

**Sofia, Bulgaria $40,000**
- To support a project to monitor smuggling and corruption in Bulgaria and Southeastern Europe.

**Institute for Strategic Studies**

**Krakow, Poland $50,000**
- To support a project to examine Balkan security.

**Institute for Public Affairs**

**Bratislava, Slovakia $50,000**
- To support a project to examine and foster transatlantic cooperation in the era of an enlarged NATO and EU.

**Institute for Regional & International Studies**

**Sofia, Bulgaria $46,700**
- To support a third MMF alumni conference.

**GMF – Administered**

**Washington, DC $256,850**
- To support the American Marshall Memorial Fellowship program in FY 2001.

**Centre for Liberal Strategies**

**Budapest, Hungary $50,000**
- To support the development of a Euro-Atlantic policy research center in Budapest.

**Hungarian Atlantic Council**

**Budapest, Hungary $50,000**
- To support the development of a Euro-Atlantic foreign policy research center in Budapest.

**Centre for Liberal Strategies**

**Sofia, Bulgaria $50,000**
- To support a program to promote security and regional cooperation in the Balkans.

**Institute of Public Affairs**

**Warsaw, Poland $50,000**
- To support a program to address migration and return migration issues in Poland.

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**Bratislava, Slovakia $50,000**
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**Bratislava, Slovakia $50,000**
- To support a program to address migration and return migration issues in Poland.
Sonnenfeldt, Helmut  
Gehry Chance, MD  
$10,000  
To support attendance at conferences on transatlantic issues.
Sloan, Stanley  
niddlebury, VT  
$10,000  
To support research and writing expenses for a book on NATO.

British American Security Information Council  
washington, DC  
$25,000  
To support a one-year transatlantic program on civilian crisis management.
John Sloan Dickey Center for International Understanding  
hanover, NH  
$20,000  
To support a conference of European and American “grand strategists” to discuss the strategic security choices the United States and Europe will face this century.
Bartusch, Sebastian  
san domenico, italy  
$4,000  
To support a Washington, DC trip to research and conduct interviews on the role of economic sanctions in U.S. and EU foreign policy.

Woodrow Wilson National Fellowship Foundation  
princeton, NJ  
688, 430  
To support two more years of Campus Fellow placement through the Woodrow Wilson Foundation.
Vesper Society  
BAYARD, CA  
$34,000  
To support travel and accommodation costs for 20 young leaders from the United States and Europe to attend a conference hosted by the Evangelical Academy at Loccum on transatlantic security cooperation.
Henry L. Stimson Center  
washington, DC  
$90,000  
To support study groups, luncheons, and a half-day conference to educate Congressional staff about transatlantic security issues.

Council for the United States & Italy  
washington, DC  
$15,000  
To support the Council’s annual Young Leaders Conference in Pittsburgh, PA, focusing this year on Internet issues.

Centre Français sur les Etats-Unis  
paris, france  
$20,000  
To support the activities of the Center on the United States and France, including a guide to foreign policy leadership in the 107th U.S. Congress, a project on the U.S. nonprofit sector, and a study of U.S. federalism.

Brookings Institution  
washington, DC  
4,800  
To support the travel of four French participants to a French and American workshop on Iraq.
Lafdi, Zakl  
paris, france  
$7,000  
To support Lafdi’s work on transatlantic politics in the age of globalization.

Atlantic Bridge E.V.  
berlin, germany  
$25,000  
To support the Atlantic-Bridge’s 2001 Young Leaders program with the American Council on Germany, which brings together 50 German and American leaders for a one-week conference.

Frederich Ebbey Stifftung  
washington, DC  
$25,000  
To support transatlantic activities with German and American policymakers.

Foreign Policy  
washington, DC  
$35,000  
To support the publication and distribution of Foreign Policy to MMP alumni.

Rosavalon, Pierre  
paris, france  
$44,875  
To support the development of a transatlantic network of institutions and think tanks to monitor, analyze, and assess new trends in the social sciences and their impact on public policy in Europe and the United States.

Centre for European Reform  
London, united kingdom  
$80,000  
To support a conference that generates new ideas for the management and reduction of transatlantic tensions, with emphasis on trade relations, European defense and NATO, and economic reform.

Zentrum für Nordamerika Forschung – ZENAF  
frankfurt/main, germany  
$6,000  
To support the Congressional Fellowship Program.

Council for the United States & Italy  
washington, DC  
$10,000  
To support the travel of 10 American participants to the Council’s June 2000 Young Leaders Conference in Turin, Italy.

Aspen Institute Berlin  
berlin, germany  
$75,000  
To support the second annual Transatlantic Mayors Summit, which convenes American, French, and German mayors to discuss the challenges globalization poses to urban centers.

GMF – Administered  
washington, DC  
$30,000  
To convene, in collaboration with the Bertelsmann Foundation, young European and American foreign policy analysts to discuss the new terms of the U.S. EU partnership.

Center for European Studies  
new york, NY  
$200,000  
To cover expenses of the Congress and German Mayors Summit, which convenes American, French, and German mayors to discuss the challenges globalization poses to urban centers.

European Institute for Public Policy Research  
washington, DC  
$85,500  
To support a fact-finding mission to Kosovo and Montenegro to examine the international community's role in the Balkans.

Trust for Civil Society in Central & Eastern Europe  
washington, DC  
$50,000  
To support the activities of the Trust for Civil Society in Central and Eastern Europe.

Congressional Study Group on Germany  
washington, DC  
$20,000  
To cover expenses of the Congress and Bundestag delegations attending the 17th Annual Congress-Bundestag Seminar in Niagara Falls, NY in April, 2000.

Arbeitskreis Demokratie konstanz, germany  
$25,000  
To support a workshop that will serve to create a transatlantic network of European and American think tanks and political consulting groups.

GMF – Administered  
washington, DC  
$1,500  
To support a conference on migration in education and business for alumni of the German American Fulbright Commission, the Alexander von Humboldt Foundation, and the German Marshall Fund.

American Council of Young Political Leaders  
washington, DC  
$92,500  
To support a program that brings young Balkan leaders from Romania, Greece, and Turkey to the United States to examine American culture, economics, and politics.

Hudson Institute – Indianapolis  
indianapolis, in  
$35,000  
To support the next Heartland Symposium, a four-day conference bringing together American and European policymakers to discuss the progress and prospects of work-based welfare systems in the United States and Europe.

American Enterprise Institute  
alexandria, va  
$37,500  
To support meetings among U.S. and European security-relevant technology, cyber-terrorism, proliferation challenge, the global diffusion of security-relevant technology, cyber-terrorism, and the problem of failed states.

American Political Science Association  
washington, DC  
$87,995  
To support two German participants and one French participant in the Congressional Fellowship Program.
Atlantic-Bruce E.V.
Berlin, Germany
$25,000
To support the Brickée’s Young Leader Program.

Friedrich Ebert Stiftung
Köln, Germany
$19,000
To support a conference of scholars, politicians, administrators, and journalists from Europe, the United States, and northeast Asia to examine the future of inter-regional relationships.

Southern Center for International Studies
Atlanta, GA
$25,000
To support the American Enterprise Institute’s Washington Center for International Studies, the Center’s annual Europe Seminar, which will focus on political and business relations between Europe and North America.

Konrad Adenauer Stiftung
Washington, DC
$20,000
To support discussions between young German and American politicians, in Washington, DC, and New York, on the future of transatlantic economic and political relations.

Friedrich Naumann Stiftung
Washington, DC
$7,750

French – American Foundation
New York, NY
$45,000
To support FAF’s Young Leaders Program.

Council for European Studies
New York, NY
$34,000
To support the hiring of Dr. John Glenn, as director of the Council for European Studies.

University of North Carolina – Chapel Hill, NC
$4,000
To support the conference on the future of the Balkans.

Center for Democracy & Free Enterprise
Prague, Czech Republic
$3,000
To support a project to create a network of NGOs committed to improving civic participation in elections in the Czech Republic and the responsiveness of governments to citizen concerns.

GMF – Administered
Washington, DC
$20,000
To support the Drager fellowship for young Romanian and Bulgarian scholars to hold joint teaching appointments at local universities and research positions at policy think tanks.

Transitions Online
Prague, Czech Republic
$25,000
To support the activities of Transitions Online, an Internet news source that covers key issues in Central and Eastern Europe.

East West Institute – Prague
Prague, Czech Republic
$10,000
To support a conference of policymakers from the United States, Central and Eastern Europe, and the former Yugoslavia to discuss Yugoslavia’s future.

GMF – Administered
Washington, DC
$20,000
To support meetings, conferences, and GMF’s work in Serbian voter education and civic participation.

National Endowment for Democracy
Washington, DC
$10,000
To support the participation of Central and Eastern Europeans at the second assembly of the World Movement for Democracy on November 12-15, 2000 in São Paulo, Brazil.

Nonprofit Enterprise & Self-Sustainability Team
Budapest, Hungary
$25,000
To support U.S. and European participation in the Venture Philanthropy Forum, which will address strategies to improve the financial and human capital of nonprofit enterprises.

Slovak Foreign Policy Association
Bratislava, Slovakia
$7,888
To support a conference of think tank experts from Visegrad countries to discuss transition policy, EU enlargement, and cooperation with NATO.

Arthur F. Burns Fellowship
Washington, DC
$20,000
To support a two-way exchange to foster greater understanding of transatlantic relations.

Atlantic-Bruce E.V.
Berlin, Germany
$25,000
To support the Brickée’s Young Leader Program.

Friedrich Ebert Stiftung
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Washington, DC
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IMMIGRATION & INTEGRATION

During the past two decades, Europe and the United States have experienced record levels of immigration. The experience has been nearly universal, and no receiving country has been fully prepared for the consequences. The Immigration and Integration program seeks to enhance understanding, among policymakers and the media, of the challenges and opportunities that increased immigration poses for societies.

The program provides institutional support for comparative research and its dissemination on immigration and integration policies. To encourage exchanges on integration policies, GMF also supports policy research and exchanges between regions with large immigrant communities in the United States and in Europe.

Uncontrolled migration can be detrimental to immigrants’ integration and to relations between countries that send and receive migrants. The Immigration and Integration program supports projects on how Europe and the United States can coordinate movements and reduce emigration pressures in countries that send and transit migrants. Finally, GMF also provides support for comparative policy work on refugee policy and humanitarian assistance.

MIGRATION DIALOGUE

Philip Martin (University of California at Davis) and Michael Teitelbaum (Sloan Foundation) launched Migration Dialogue in 1992, at a Marshall Memorial Fellowship conference sponsored by the German Marshall Fund. After eight years of seminars alternating between the United States and EU countries, Migration Dialogue turned in 1999 to the challenges that emigration and transit countries face.

In Istanbul, the seminar included meetings with Turkish experts and policymakers as well as visits to the German Consulate, the third largest in the German foreign service, and to Kadikoy, a bedroom community on the Asian side of Istanbul. Kadikoy established family assistance centers in 1994 to help women who had migrated with their families to shantytowns achieve literacy and skills to improve their earnings and prospects for self-employment. Seminar participants also visited APS Textile, a 550-employee sewing factory that produces clothes for such firms as Banana Republic and Liz Claiborne.

The purpose of Migration Dialogue is to educate and inform North American and Western European policy makers and opinion leaders about immigration and integration issues. Migration Dialogue seeks to bolster the middle ground often polarized between no borders or no migrants, and thus accelerate the development of durable immigration and integration policies. The transatlantic seminar has become the model for comparative dialogue and the sharing of best practices on immigration issues in the United States and Europe and has fostered many other contacts and exchanges among policymakers and opinion leaders.

RESEARCH FELLOWS

Furuta, Harumi
CAMBRIDGE, MA
$20,000
To support research on immigration policies in Germany, France, and Sweden.

Fohlin, Caroline
PASADENA, CA
$40,000
To support research on financial system design and the performance of securities markets.

Krook, Mona
NEW YORK, NY
$20,000
To support research on strategies that increase women’s political representation in Western Europe.

Pasotti, Eleonora
FOREST HILLS, NY
$20,000
To support research on the political system in Naples, Italy.

Quaart, Joan
BINGHAMTON, NY
$40,000
To support research on the role of humanitarianism in promoting international cooperation.

Dunn, Allyson
CHATTANOOGA, VA
$20,000
To support research on the relationship between French citizens and their overseas empire during the nineteenth century.

Mooney, Patrick
LEXINGTON, KY
$25,478
To support research on Polish agriculture and European integration.

Castellanos, Erick
PROVIDENCE, RI
$20,000
To support research on the impact of immigration policy on the Bergamo, Italy community.

Currie, Scott
URBANA, IL
$20,000
To support research on the ability of free-music improvisation to empower urban communities.

Egan, Michelle
WASHINGTON, DC
$40,000
To support research on European and American economic integration.

Kaiser-Holt, Sara
MINNEAPOLIS, MN
$30,000
To support research on transitions in Hungary’s formal and informal economy.

Martinus, Erin
LONG ISLAND CITY, NY
$3,000
To support research on cultural differences and tolerance in the Netherlands.

Fink, Carole
COLUMBUS, OH
$40,000
To support research on European human-rights legislation.

Mares, Isabel
STANFORD, CA
$40,000
To support research on the tax-structure of European welfare states.

Fohlin, Caroline
PASADENA, CA
$40,000
To support research on the role of humanitarianism in promoting international cooperation.

Brancati, Dawn
NEW YORK, NY
$20,000
To support research on ethnic conflict and secessionism.
2001 IMMIGRATION & INTEGRATION GRANTS

Humboldt – Universität zu Berlin
Berlin, Germany
$110,000
To support a comparative program on immigration, ethnicity, and politics in the United States, Central and Eastern Europe, and Germany.

Migration Dialogue
Davis, CA
$125,000
To support Migration Dialogue, a seminar and news service to educate North American and European opinion leaders about immigration and integration issues faced by industrial democracies.

Centre D’Étude des Politiques D’Immigration, D’Intégration et de la Citoyenneté
Paris, France
$80,000
To support workshops on integration and anti-discrimination policies in France, the United Kingdom, and the United States.

Center for International & European Law on Immigration & Asylum
Konstanz, Germany
$110,000
To support a transatlantic program on developments in nationality and asylum law, and policy briefings on current immigration and integration issues in the United States and Europe.

Institute for the Study of International Migration
Washington, DC
$125,000
To support the Institute’s transatlantic exchange of information on immigration and integration policies.

Migration Dialogue
Davis, CA
$70,000
To support a transatlantic dialogue between countries that send and receive migrants and to make recommendations on migration policy to U.S. and European governments.

GMF – Administered
Washington, DC
$25,000
To support a Transatlantic Donors Dialogue meeting. This is a joint project of the Luso-American Development Foundation and GMF that assembles leaders from foundations and governments to discuss donors’ views on immigration, integration, and asylum in the United States and Europe.

European Council on Refugees & Exiles
London, United Kingdom
$125,096
To support a joint one-year project with the United States Committee for Refugees to stimulate debate about refugee and asylum policies between European, American, and international organizations.

Centre D’Étude des Politiques D’Immigration, D’Intégration et de la Citoyenneté
Paris, France
$35,000
To support a conference at Middlebury College, Vermont on the challenges of discrimination and integration for governments crafting social, immigration, and citizenship policies.

United States Committee for Refugees
Washington, DC
$200,000
To support a Transatlantic Donors Dialogue meeting. This is a joint project of the Luso-American Development Foundation and GMF that assembles leaders from foundations and governments to discuss donors’ views on immigration, integration, and asylum in the United States and Europe.

GMF – Administered
Washington, DC
$25,000
To support a Transatlantic Donors Dialogue meeting. This is a joint project of the Luso-American Development Foundation and GMF that assembles leaders from foundations and governments to discuss donors’ views on immigration, integration, and asylum in the United States and Europe.

Migration Policy Group – Belgium
Brussels, Belgium
$50,000
To support a project that will examine public and private procurement policies toward North American and European ethnic minorities and immigrant-owned businesses.

SPECIAL OPPORTUNITIES

From time to time GMF makes grants that do not fall within one of its program areas. The grants listed below support projects or institutions considered worthy of funding even though they fall outside of the four program areas of economics, environment, foreign policy, and immigration and integration.

Bertelsmann Foundation
Gütersloh, Germany
$35,000
To support the International Network on Strategic Philanthropy, a U.S.-European partnership to encourage philanthropic innovation and effective management.

German Historical Institute
Washington, DC
$100,000
To support the Fritz Stern Dissertation Prize competition.

Foundation Center
New York, NY
$5,000
To provide institutional support for the Foundation Center’s upcoming relocation to Washington, DC.

Media with a Human Face
Plovdiv, Bulgaria
$22,820
To support the continuation of “Neighborhood” television programs, which promote inter-ethnic relationships among Romanian, Turkish, Armenian, and Jewish citizens.

Woodrow Wilson International Center for Scholars
Washington, DC
$15,000
To support the Woodrow Wilson Center’s European Alumni Association conference, “Challenges to European Stability” in S’Agaro, Spain in September 2000.

Philanthropy Roundtable
Washington, DC
$10,000
To support the Roundtable’s 2001 projects.

European Foundation Centre
Brussels, Belgium
$36,760
To support the European Foundation Centre’s activities as an EFC patron.
GMF created the Journalism Fellowship program in 1999 to expand the U.S. media and public’s interest in and understanding of European issues. The program aims to widen the small corps of American journalists who currently have European reporting experience, as well as to keep journalists with European experience up to date on events, ideas, and policy issues.

Between 20 and 30 fellowships are awarded each year to enable American journalists to investigate and report on European subjects they would not otherwise have been able to cover. Grants under the fellowship program are also available to American journalists to write books on European and transatlantic issues. The program is intended to help journalists cover a broad range of European topics, including issues of European economic and political integration, transatlantic relations, and the internal affairs of individual European countries.

**Peter R. Weitz Prizes**

As part of its Journalism Fellowship Program, GMF annually awards two prizes for excellence in reporting and analyzing European and transatlantic affairs. The prizes are named after Peter R. Weitz, former Director of Programs at GMF. Like the journalism fellowships, the Peter R. Weitz prizes are intended to encourage the coverage of European issues and events by the American media.

The winners are selected each spring by a jury of senior American and European journalists based on work published in American newspapers and magazines or electronically during the previous calendar year.

The second annual Peter R. Weitz journalism prizes were awarded at a dinner at Meridian International Center on June 6, at which the main speakers were Hubert Vedrine, French Foreign Minister, and Senator Chuck Hagel.

The $10,000 senior prize went to Roger Cohen, Berlin Bureau Chief of the *New York Times*, for an outstanding series of articles on the problems of immigrants in Europe published during the year 2000. A second prize, worth $5,000, was awarded to James Kitfield of the *National Journal* for a series of articles examining the political and security implications for Europe of the 1999 NATO air war in Kosovo.
JOURNALISM FELLOW: DAVID CASE

David Case, the Executive Editor of TomPaine.com, is one of over 20 journalists who have taken part in GMF’s Journalism Fellowship Program. David received a grant to support a two week trip to Europe to report on Europe's accomplishments under the Kyoto climate change treaty. In addition to covering his proposed topic, he published a series of articles on renewable energy, Iceland's drive to eliminate greenhouse gas emissions, and wind turbines in Germany. In Fall 2001, Rolling Stone Magazine commissioned David to write a piece on the political obstacles to wind and solar power and automobile fuelcells. He used his research in Europe to compare European and American approaches to alternative energy.

"More than seventy-five percent of American-made panels are sold in Europe, especially in Germany, and in Japan. European countries are offering strong subsidies for solar, seeking to replicate their success catalyzing the wind industry."

"A modest amount of money can go a long way: a year later, the GMF grant continues to keep me busy. With the $3,500 I traveled to Britain, Germany, Spain and Iceland, and published four articles on Europe's efforts to combat climate change. A Rolling Stone editor saw these articles on TomPaine.com, and commissioned me to write a feature, which appeared in the September 13th issue. I've also been a guest on three radio shows in Florida and Ohio, and calls for more information have come in from NPR, BBC, and the Singapore Embassy. The GMF journalism program plays a vital role — none of this would have been possible without your grant!"

David Case

2001 JOURNALISM GRANTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parrish, Kathleen</td>
<td>Allen town, PA</td>
<td>$2,500</td>
<td>To chronicle a group of high school students’ journey to Belarus.</td>
</tr>
<tr>
<td>Sell, Louis</td>
<td>Whitefield, ME</td>
<td>$4,000</td>
<td>To support a political biography of Milosevic that examines his impact on the Balkans.</td>
</tr>
<tr>
<td>Israelsen, Brent</td>
<td>Salt Lake City, UT</td>
<td>$2,200</td>
<td>To support attendance at the conference, &quot;The Media: A Decisive Force in Building a Free and Just Society,&quot; to be covered in the Salt Lake Tribune.</td>
</tr>
<tr>
<td>Hockenos, Paul</td>
<td>Berlin, Germany</td>
<td>$3,450</td>
<td>To support a trip to Serbia to research draft resisters in Serbia, Jews in Serbia, and the health sector under sanctions.</td>
</tr>
<tr>
<td>Henry, Marilyn</td>
<td>Teaneck, NJ</td>
<td>$15,500</td>
<td>To support a project in Denmark and in the Netherlands on European innovations in energy, transportation, and resource management.</td>
</tr>
<tr>
<td>Loewenberg, Sam</td>
<td>Washington, DC</td>
<td>$2,700</td>
<td>To support a book on the Czech Republic after Communism, focusing on the development of democracy and a market economy.</td>
</tr>
<tr>
<td>Donaldson, Jeffrey</td>
<td>Long Island City, NY</td>
<td>$18,000</td>
<td>To support a book on Belarus, Europe's last authoritarian regime.</td>
</tr>
<tr>
<td>Sullivan, Stacy</td>
<td>New York, NY</td>
<td>$25,000</td>
<td>To support research on the foreign policy and economic and legal issues in the recovery of Jewish Holocaust-era assets in Europe.</td>
</tr>
</tbody>
</table>

More than seventy-five percent of American-made panels are sold in Europe, especially in Germany, and in Japan. European countries are offering strong subsidies for solar, seeking to replicate their success catalyzing the wind industry.

"Now competitive on the deregulated energy market, wind has become the fastest-growing energy source in the world. Aided by U.S.-government-financed research, and price guarantees in Denmark and Germany, the cost of wind energy has fallen eighty percent since the early 1980s."
CAMPUS FELLOWSHIP PROGRAM — A JOINT PROJECT WITH THE WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION

The Campus Fellowship Program brings approximately 10-14 prominent European politicians, journalists, and civic leaders to small liberal arts colleges in the United States for week-long exchanges with students, faculty, administration, and the host university community. GMF selects Fellows, and then the Woodrow Wilson National Fellowship Foundation assigns them based on the requests of colleges participating in the program, as well as the Fellows’ experience and availability.

The Campus Fellowship program continues to be an unparalleled opportunity for American students and faculty to learn about modern-day European and transatlantic relations, and for European visitors to learn about small liberal arts colleges and their communities in America’s heartland. Continued connections between the Campus Fellows and their host campuses have become an intrinsic part of the program.

COMMUNITY FOUNDATION TRANSATLANTIC FELLOWSHIP — A JOINT PROJECT WITH THE KING BAUDOIN FOUNDATION (WITH SUPPORT FROM THE CHARLES STEWART MOTT FOUNDATION AND THE ASSISTANCE OF THE EUROPEAN FOUNDATION CENTRE)

Community foundations got their start in the United States some 80 years ago, but only recently in Europe. With 500 foundations in the United States and a rapidly growing sector in Europe, foundation professionals can benefit from the experiences, cultures, and traditions of counterparts across the Atlantic. European fellows take advantage of the management and programming tools that their American colleagues have developed, such as strategic planning, investment policies, creative community involvement, and grantmaking. American Fellows gain a renewed sense of the basic mission of a community foundation, a European understanding of community, the need for an engaged civil society, and the possibilities of political change.

Ten Fellows each year, five European and five American, participate in the Community Foundation Transatlantic Fellowship program. The program begins with a two-day orientation for all Fellows in Washington, DC to raise awareness of transatlantic differences and similarities. They then spend two-and-a-half weeks in residence at their respective host foundations on the other side of the Atlantic. Finally, Fellows meet in Brussels, Belgium to review and exchange their experiences and impressions.

ENVIRONMENTAL FELLOWSHIP PROGRAM

As in other programs, professional fellowships are a mainstay of the environmental program. Fellowships nurture leadership, link professional interests, encourage lifelong exchange and learning, promote deeper understanding of problems at home and abroad, and stimulate new approaches for how to deal with them.

Since 1992, the Center for Clean Air Policy in Washington, DC and the Wuppertal Institute for Climate, Environment, and Energy in Wuppertal, Germany have successfully coordinated the Environmental Fellowship program. Together, they have managed almost 150 Fellows, whom half are European and half are American, while continually striving to improve the program and its outreach. In addition to the four-week individual fellowships, small group fellowships of two weeks were recently added in an effort to expand the number of participants and to take advantage of the dynamics of group travel.

The fellowships focused on climate change, transportation, land use, and energy efficiency.

MANFRED WÖRNER SEMINAR

Co-sponsored by the German government, the Manfred Wörner Seminar (MWS) is a professional development program on German and European security. The program annually brings fifteen talented young American professionals to Europe to meet with their German counterparts and discuss shared security interests.

The ten day program takes place in Bonn, Brussels, and Berlin. Seminar-style discussions are led by experts and address important security and defense dimensions of the German-American bilateral relationship within a regional and transatlantic framework. However, the program is not limited to these topics. Rather, it also examines business, economic, political, and cultural issues. A typical itinerary includes briefings by senior representatives of the Bundeswehr, the German defense, foreign affairs, and/or economics ministries; staff and members of the Bundestag and Berlin Senate; and senior staff at NATO, SHAPE, NATO Parliamentary Assembly, and the EU.

The seminar is conducted by the Armed Forces Office of the German Ministry of Defense and the German Marshall Fund. As the seminar’s American partner, GMF assembles the American delegation through a competitive selection process and assists with the planning of the program.
MARSHALL MEMORIAL FELLOWSHIP

The Marshall Memorial Fellowship program provides a unique opportunity for young policy and opinion leaders from 14 European countries and the United States to gain an in-depth understanding of societies, institutions, and people on the opposite side of the Atlantic from their home country. During the 3-4 week traveling program, Fellows develop a broad knowledge of political, economic, cultural, and social issues in their host countries through meetings with city officials, school teachers, police officers, government officials, business leaders, labor organizers, farmers, activists, religious leaders, and academics. Fellows also often stay with members of the community who open their homes to them.

European Fellows travel to Washington, DC in multinational groups of 18-21 for briefings on American politics and policy before dividing into smaller groups to continue their travels to four geographically and demographically different cities and towns across the United States and complete their Fellowship in New York. A similar number of American Fellows travel in diverse groups to Brussels, Belgium for briefings on European and transatlantic institutions before dividing into small groups to visit cities and small towns in Northern, Southern, and Central Europe. American Fellows complete their Fellowship as a group in Berlin or Paris.

On the eve of the program’s twentieth anniversary, the MMF network includes over 900 European and American leaders knowledgeable about and committed to the transatlantic relationship. GMF keeps this network actively engaged in transatlantic issues through annual conferences, smaller regional meetings, newsletters, e-mail news services, and involvement in other GMF program areas.

In May 2001, GMF held its third annual Marshall Memorial Fellowship Conference at Royal Parc Evian on Lake Geneva in France. Over 150 Marshall Memorial Fellows, panelists, speakers, and guests gathered for three days to discuss and debate this year’s theme, “Confronting Change in the New Century: Economic Innovation, Political Reform, and Cultural Renewal.” Highlights included opening remarks from Lord Robertson, Secretary General of NATO; a Friday morning session with Emil Constantinescu, former President of Romania; a dinner discussion with French television commentator, Christine Ockrent; and a discussion of technological change and the challenges it brings with John Gage, Director of the Science Office and Chief Researcher for Sun Microsystems.

RESEARCH FELLOWSHIP PROGRAM

The GMF Research Fellowship Program offers research grants to Ph.D. candidates and senior scholars to improve understanding of significant contemporary economic, political, and social developments relating to Europe, European integration, and relations between Europe and the United States. Projects can involve either comparative analysis of a specific issue in more than one country or the exploration of an issue in a single country in ways that can be expected to have relevance for other countries. The geographic scope of the program includes Western, Central, and Eastern Europe, including Russia and Turkey as they relate to Europe; but not the Central Asian countries formerly part of the Soviet Union.

This year’s award recommendations were made by a selection committee that included Sidney Tarrow, Cornell University; (chair) John Campbell, Dartmouth College; Randall Henning, Institute for International Economics; David Kertzer, Brown University; Gary Marks, University of North Carolina at Chapel Hill, and Wayne Te Brake, State University of New York at Purchase.

U.S.-SPAIN YOUNG LEADERS PROGRAM

In 2001, the German Marshall Fund, U.S.-Spain Council, and the Consejo España-EEUU launched a new program to bring young American leaders to Spain to familiarize them with the social, cultural, economic, and political realities of contemporary Spain, and in the process, to foster stronger understanding between Spain and the United States. The program aims to bring two groups of at least ten young American leaders to Spain each year. Visits are seven days in duration, inclusive of travel, with each trip oriented around a particular theme.

The theme for the first visit, which took place in June 2001, was “The New Economy in Spain.” Ten young leaders, ranging in age from 30 to 40 years, were selected from the private and public sectors to participate in the program, which started in Madrid and ended in Barcelona. CEOs, managers, journalists, academics, and government officials briefed the group on domestic and international issues. Highlights of the trip included a visit with the Prince of Spain and a tour of the Freixenet Caves outside of Barcelona. The program was organized with the assistance of the Fundación José Ortega y Gasset.
PARTNERSHIPS

GMF OCCASIONALLY PARTNERS WITH OTHER FOUNDATIONS, GOVERNMENT ORGANIZATIONS, OR POLICY INSTITUTIONS TO DEVELOP AND IMPLEMENT PROJECTS THAT FALL WITHIN ONE OF GMF’S FOUR PROGRAM AREAS. IN 2001, THESE PARTNERSHIPS PRIMARILY FOCUSED ON PROJECTS IN CENTRAL AND EASTERN EUROPE AND THE BALKANS, INCLUDING GREATER CIVIC PARTICIPATION IN SERBIA AND ROMANIA, THE DEVELOPMENT OF CIVIL SOCIETY IN CENTRAL AND EASTERN EUROPE, AND HIGHLIGHTED ENVIRONMENTAL AWARENESS IN THE CZECH REPUBLIC, HUNGARY, POLAND, AND SLOVAKIA. GMF ALSO FORGED A NUMBER OF PARTNERSHIPS — LOCALLY AND NATIONALLY — IN SUPPORT OF ITS MARSHALL MEMORIAL FELLOWSHIP PROGRAM.

THE TRUST FOR CIVIL SOCIETY IN CENTRAL & EASTERN EUROPE

The German Marshall Fund joined a small consortium of grantmaking organizations to establish a Trust to promote the development of civil society in Central and Eastern Europe. The founding donors have pledged a total of $60.5 million toward the goal of $75 million. The Trust’s mission is to support the development and long-term stabilization of civil society and nongovernmental organizations (NGOs) in Bulgaria, the Czech Republic, Hungary, Poland, Romania, Slovakia, and Slovenia by pursuing the following mutually-reinforcing objectives: to contribute to a supportive legal, fiscal, and political environment in which civil society can flourish; to strengthen the nonprofit sector through institutional capacity building; and to enhance the long-term financial sustainability of nonprofit organizations. The Trust made its first grants in Slovakia in the fall of 2001.

The Trust is directed by Jacek Wojnarowski; its offices are based in Warsaw, Poland.

THE ENVIRONMENTAL PARTNERSHIP FOR CENTRAL & EASTERN EUROPE

In 1990, after the fall of Communism in Central and Eastern Europe, the German Marshall Fund and a small group of core funders — including the Rockefeller Brothers Fund, the Charles Stewart Mott Foundation, and Transatlantic Philanthropies — launched locally-managed small grants programs in the Czech Republic, Hungary, Poland, and Slovakia to support environmental awareness, reform, and the development of civil society. Since 1997, these programs have developed into independent foundations in the four countries with a fifth foundation recently added in Romania. While grantmaking remains integral to each foundation, they are now also a resource and catalyst for the broader environmental community in their countries and throughout the region. They address country-specific problems and problems common to the region regarding land use, land stewardship, flood management, and right-to-know legislation. Currently they jointly are supporting an initiative to create community models for sustainable rural development to assist in the accession process into the European Union. The foundations fund primarily nongovernmental organizations, but encourage collaboration with the government and business sectors.

GMF remains responsible for the management of the core support for the Environmental Partnership foundations, which is expected to run out at the end of 2003. While this support is increasingly a smaller percentage of the foundations’ annual budgets, it has enabled them to continue their work while learning how to establish their own funding base. Between 1991 and 2001, over 18 foundations contributed $10.8 million to the GMF-managed core funds.

“The Trust for Civil Society is an unprecedented example of international cooperation in the grantmaking world, which could not have materialized at a better time.”

Jacek Wojnarowski, Executive Director of the Trust for Civil Society in Central and Eastern Europe

“The Environmental Partnership not only gives financial support for valuable environmental activities but is also an important partner in solving problems and regenerating communities. In Zawoja and Babia Gora National Park, it is a key mediating body concerned with building local support for the national park.”

Jerzy Sawicki, President of the National Parks Unit of the Polish Ecological Club
BUILDING CIVIC CAPACITY IN ROMANIA

During 2000-01, GMF partnered with the Charles Stewart Mott Foundation on a grantmaking program to increase civic participation in Romania’s 2000 elections. GMF received a Mott Foundation grant of $200,000 and contributed $75,000 of its own funds, plus substantial staff and administrative resources, to this project.

Through the project “Building Civic Capacity in Romania,” GMF made over 25 small grants to NGOs throughout Romania that were working locally and nationally to educate voters and to help citizens communicate with their elected representatives. As anticipated, 2000 proved to be critical in the development of Romanian democracy. Local and national elections in the spring and fall of 2000 showed the fragility of Romania’s nascent democratic political institutions. Romanians were disenchanted by the political infighting and economic stagnation that their country experienced throughout the 1990s, but were faced with few moderate political choices. Largely through the efforts of civil society and NGOs, Romanians turned away from the extreme nationalist party that had received strong support in the first round of the national elections, choosing instead the party of Ion Iliescu, which supports Romania’s accession to NATO and to the EU.

At a time when most major private donors have curtailed or ended their funding in Romania, this modest program had substantial impact in the country. In addition to providing grants directly through this program, GMF and the Mott Foundation worked with other donors to channel their funds into the NGO sector during this crucial period. Through these efforts, GMF and Mott were successful in securing over $80,000 in grants from the National Endowment for Democracy, the Royal Netherlands Embassy in Bucharest, and the Westminster Foundation (UK) for projects developed by Romanian NGOs under the auspices of the GMF/Mott program.

GMF recognizes project coordinator Cristian Pop who was killed in a car accident in March 2000 near Cluj-Napoca, Romania. With his tireless efforts and passion, Cristian developed this project from its early stages until his untimely death. Much of the eventual success of the project was due to his work. He will be missed.

CIVIC PARTICIPATION IN THE FEDERAL REPUBLIC OF YUGOSLAVIA

In partnership with the United States Agency for International Development, GMF issued a series of small, election-related grants in the Federal Republic of Yugoslavia (FRY). The grants were designed to enhance civic participation and educate voters on the issues leading up to the September 2000 and December 2000 elections in FRY — the elections which toppled Slobodan Milošević and his Serbian Democratic Party from power. Over 50 grants were made to Serbian nonprofit, nongovernmental organizations and civic groups to help them strengthen their abilities to conduct public information and civic participation campaigns. While the program targeted specifically Serbian organizations, GMF did consider and, in a few cases, approved proposals submitted by Central and Eastern European organizations. All projects were nonpartisan and open to all citizens.

Pavol Demet, the Director of GMF’s Bratislava office, received two awards (Civil Society and Democracy Award, November 2000; European Movement in Serbia Award, February 2001) from Serbian NGOs for his energetic participation and dedication to NGO activity and the process of democratization in FRY.

CIVIC PARTICIPATION IN THE FEDERAL REPUBLIC OF YUGOSLAVIA

\[ mortgage CLUB, \text{Knjaževac, Yugoslavia} \]

\$12,540

To support a conference of NGOs from southeast Serbia, Macedonia, and Bulgaria to foster cooperation and encourage joint initiatives.

\[ STUDENT UNION OF THE UNIVERSITY \text{in Novi Sad (SUUNS), Novi Sad, Yugoslavia} \]

\$15,000

To support a Balkan-wide youth festival to encourage tolerance, creativity, and cooperation through films, exhibitions, and concerts.

\[ CENTER FOR REGIONALISM, Novi Sad, Yugoslavia] \$15,000

To support two workshops in Serbia, Bosnia, and Croatia to bring together activists and academics from the Balkans, EU, and U.S. to initiate long-term cross-border initiatives.

\[ GY PLUS, Belgrade, Yugoslavia] \$11,783

To support the publication and dissemination of 100,000 copies of the pamphlet, “Program for a Democratic Serbia,” to inform the Serbian public of their voting rights and responsibilities.

\[ CENTER FOR THE DEVELOPMENT \text{of the Non-Profit Sector, Belgrade, Yugoslavia} \]

\$1,244

To support the creation and publication of an NGO Atlas of Serbia for NGOs working on a common pro-election campaign.

\[ SUMADIAN INITIATIVE, Krugujevac, Yugoslavia] \$6,024

To implement programs in 32 urban and 19 rural communities to make women aware of their role in affecting change in their communities.

\[ CIVIC FORUM, Novi Pazari, Yugoslavia] \$6,514

To support grassroots campaigns and media spots to increase Serbian citizens’ interest in the elections and encourage them to vote.

“Building Civic Capacity in Romania” was due to his work. He will be missed.

“At the Civic Participation program has taught the people of Yugoslavia a lot about both their ability and right to participate in the transition of their society. The support from outside organizations helps them realize that they are not ostracized as a nation but rather that friendships exist outside their own borders. This lesson will be important in attracting xenophobes in the region, which was caused by years of isolation. The German Marshall Fund, with its fast response time, flexibility, and respect for the needs of the region, played a significant role in this historical moment in our country.”

Miljenko Dereta, Director, Civic Initiatives, Belgrade

Alina Porumb, Coordinator for the Building Civil Capacity in Romania program

“Supporting NGOs and citizens the unique opportunity to improve their involvement in the future.”

THE SMALL GRANTS PROGRAM IN ROMANIA, funded by the German Marshall Fund and the Charles Stewart Mott Foundation, gave NGOs and citizens the unique opportunity to improve their involvement in the future.
Women’s Active Center ANIMA
krakow, poland
$5,831
To support a project to encourage women in Krakow, Pozna, Torun, and Aleksandria to be active in politics and to vote in the elections.

Generation 21
belgrade, yugoslavia
$33,529
To support a project that motivates first-time voters to vote.

Humanitarian Association NEW WAY
krakow, poland
$6,933
To support a program to encourage Romanians in Serbia to vote, to understand their role in effecting societal change, and to protect their own rights.

Local Council of the European Movement of Serbia
zrenjanin, yugoslavia
$392
To support the publication and distribution of a leaflet in Serbian, Hungarian, Romanian, and Slovak informing citizens of their responsibility to vote.

Civic Parliament - Cacak
cacak, yugoslavia
$2,864
To support the creation and distribution of posters targeted at apathetic voters.

Democratic Initiatives Support Center
belgrade, yugoslavia
$23,529
To support a program to improve voters’ attitudes towards the elections by distributing promotional material, organizing TV and radio spots, and conducting panels addressing the importance of the democratic process.

Union of Small and Medium Size Entrepreneurs
vrsac, yugoslavia
$2,188
To support a program to distribute promotional and educational material to entrepreneurs, families, and employees that encourages and motivates them to participate in the elections.

ACTION
krasnodar, yugoslavia
$8,875
To support a project to encourage national minorities, refugees, youth, rural populations, and women to vote, check electoral polls, supervise the electoral process, and to foster cooperation with other organizations.

Center for Interethnic Relations & Multicultural Development
multivox
$4,400
To support 15-minute TV programs on TV-News to motivate and increase women’s participation in local and national politics.

Southeastern Network of Serbia
krasnodar, yugoslavia
$4,180
To support the distribution of pamphlets and the organization of conferences, roundtables, and concerts in cooperation with the free media in order to increase voter turnout.

MEMO 98
kratovo, slovenia
$12,240
To support a program to train young journalists how to fairly cover campaigns and to recognize subjective media coverage, propaganda, and unbalanced news reporting.

Association of Young Journalists of Montenegro
podgorica, montenegro
$6,000
To support journalists’ efforts to monitor all TV, radio, and press, and to report on any violations of journalistic ethics.

Open Club-Nis
nis, yugoslavia
$48,503
To support a campaign to educate citizens on the importance of voting, voter rights, and electoral institutions, and to increase awareness of private property protection.

European Movement in Serbia - Kraljevo
kraljevo, yugoslavia
$18,988
To support a series of forums to encourage participation in the elections.

Center for Women’s Studies
belgrade, yugoslavia
$13,931
To support a campaign to raise women’s consciousness about the need to vote and to strengthen women’s networks throughout the country through initiatives and debates.

European Voyodina
novi sad, yugoslavia
$1,856
To support activities including roundtables, seminars, and presentations to educate the public on the importance of voting and participating in the democratic process.

Center for Free Elections & Democracy
belgrade, yugoslavia
$23,028
To support CeSID’s Website that will provide access to election materials and news, discussion groups, a directory of sites of electoral institutions, and an overview of CeSID’s activities and publications.

Thinking Center
novi sad, yugoslavia
$12,000
To support TV, radio, and newspaper advertising to encourage Serbian voter participation.

Blue Rider Group
belgrade, yugoslavia
$6,768
To support discussions for women at cultural activities, such as literature evenings, plays, and concerts, in 20 villages and 15 town municipalities, that educate them on the importance of voting.

General Association of Small Business Owners & Entrepreneurs
belgrade, yugoslavia
$23,508
To support ten young professionals from the Association to distribute materials to motivate them to vote and to increase their awareness of private property protection.

Center for the Liberal-Democracy Studies
smederevska palanka, yugoslavia
$116,671
To support a project to educate citizens in the Smederevska Palanka region about the importance of voting.

FORCA Forum of the Civic Action
pozega, yugoslavia
$5,033
To support activities for Serbian citizens and an essay contest for high school students to educate them on the importance of voting.
Belgrade Post Pessimists
Belgrade, Yugoslavia $8,353
To support a campaign using flyers, posters and radio spots to encourage 18-45 year olds to vote.

People’s Parliament Leskovac
Leskovac, Yugoslavia $5,359
To support a brochure on the electoral process, citizens’ legal rights, and the importance of elections for citizens from Leskovac.

Center for Civil Consciousness Development
Barunica, Yugoslavia $60,660
To support the opening of an Info-center in downtown Barunica to provide free election information to the public and transportation services for the sick and elderly on election day.

Student Union of Serbia
Belgrade, Yugoslavia $8,816
To support a campaign at university centers in Belgrade, No. Novi Sad, and Kragujevac to educate students about the need to vote in the upcoming elections.

Weekly Independent News – VIN
Belgrade, Yugoslavia $90,000
To support the daily production of cassette tapes highlighting the pre-election campaign for distribution to over 25 TV stations in Serbia and Montenegro.

Novi Sad School of Journalism
Novi Sad, Yugoslavia $1,274
To support a project to educate journalism students in monitoring majority and minority language newspapers.

Gy+ Plus
Belgrade, Yugoslavia $31,673
To support the distribution of pre-election T-shirts, baseball caps, and posters as part of the GOTV campaign.

European Vojvodina
Novi Sad, Yugoslavia $4,018
To support a project to motivate Serbian farmers to vote.

Urban In
Novi Pazar, Yugoslavia $12,410
To support a project to encourage youth in the Sandzak region to register to vote and vote.

Creative Youth of Novi Sad
Novi Sad, Yugoslavia $15,873
To support a project to encourage youth in the Sandzak region to register to vote and vote.

Civic Initiatives
Belgrade, Yugoslavia $10,976
To support stickers, T-shirts, leaflets, bags, newspaper supplements, human rights booklets, and posters in support of the Exit 2001 pre-election campaign.

Association of Young Journalists of Montenegro
Podgorica, Montenegro $12,100
To support a project to present three public and six private media outlets.

Blue Rider Group
Belgrade, Yugoslavia $4,799
To offer supplemental support for a campaign to encourage women’s political participation.

Alternative Culture Center CIVIS
Kragujevac, Yugoslavia $6,513
To support a project to educate the Slovak minority on Serbian election-related issues and to encourage voting.

Magazine Boulevard
Vojvodina, Yugoslavia $7,796
To support special election editions of Magazine Boulevard to be handed out to Serbian citizens.

Human Rights Committee – Kruševac
Kruševac, Yugoslavia $5,109
To support a project to motivate youth and the elderly to vote.

Center for Antimark Action
Belgrade, Yugoslavia $5,000
To support posters as part of the GOTV campaign to be distributed in small towns and at village fairs.

FORCA – Forum of the Civic Action
Belgrade, Yugoslavia $6,499
To support a print media and greeting card campaign to encourage Serbian citizens to vote in the upcoming elections.

European Movement in Serbia
Belgrade, Yugoslavia $25,000
To support a campaign to increase voter turnout in the Serbian parliamentary elections.

Civic Initiatives
Belgrade, Yugoslavia $25,000
To support a campaign before the Serbian parliamentary elections.

Generation 21
Belgrade, Yugoslavia $10,663
To support a pro-election campaign for Serbian youth.

Woman – Nis Women Action
Nis, Yugoslavia $7,915
To support a campaign to educate women about their rights and to encourage them to be more politically active.

Otpor (“Resistance”) – Belgrade, Serbia
$25,140
To support election-related promoted material for a door-to-door campaign in advance of the federal elections.

European Movement in Serbia
Belgrade, Yugoslavia $90,000
To partially support a program to educate young voters about their civic responsibilities and their ability to promote change.
INDEPENDENT AUDITORS’ REPORT

THE BOARD OF TRUSTEES
THE GERMAN MARSHALL FUND OF THE UNITED STATES

We have audited the accompanying statements of financial position of The German Marshall Fund of the United States (GMF) as of May 31, 2001, and the related statements of activities and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of GMF’s management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of GMF as of and for the year ended May 31, 2000, were audited by other auditors whose report dated July 25, 2000.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of GMF as of May 31, 2001, and the statements of activities and changes in its net assets and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Grant Thornton LLP
Vienna, VA
July 31, 2001
## Statements of Financial Position

**May 31, 2001 & 2000**

### Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$11,455,268</td>
<td>$4,014,658</td>
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<tr>
<td>Accrued income from investments</td>
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<td>89,533</td>
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<tr>
<td>Investments</td>
<td>$221,576,586</td>
<td>$218,902,278</td>
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<tr>
<td>Pledges receivable</td>
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<tr>
<td>Due from broker</td>
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<td>11,954</td>
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<tr>
<td>Other assets</td>
<td>316,324</td>
<td>251,519</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$233,518,178</strong></td>
<td><strong>$224,549,942</strong></td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets:

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<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$969,282</td>
<td>$343,043</td>
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<tr>
<td>Grants payable</td>
<td>4,416,793</td>
<td>5,405,276</td>
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<td>Other liabilities</td>
<td>2,820</td>
<td>18,224</td>
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<tr>
<td>Total Liabilities</td>
<td>5,388,895</td>
<td>5,766,843</td>
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<tr>
<td>Commitments and Contingency</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>213,623,233</td>
<td>217,340,599</td>
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<tr>
<td>Temporarily restricted net assets</td>
<td>14,506,050</td>
<td>1,442,500</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>228,129,283</strong></td>
<td><strong>218,783,099</strong></td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td><strong>$233,518,178</strong></td>
<td><strong>$224,549,942</strong></td>
</tr>
</tbody>
</table>

## Statements of Activities

**May 31, 2001 & 2000**

### Changes in Unrestricted Net Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues and grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income on investments</td>
<td>$8,617,784</td>
<td>$15,627,995</td>
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<td>Federal awards</td>
<td>725,309</td>
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<tr>
<td>Other</td>
<td>592,194</td>
<td>85,284</td>
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<tr>
<td>Grants</td>
<td>60,250</td>
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<tr>
<td><strong>Total unrestricted revenues and grants</strong></td>
<td><strong>9,955,537</strong></td>
<td><strong>15,713,279</strong></td>
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<tr>
<td>Net assets released from restrictions</td>
<td>1,151,450</td>
<td>901,042</td>
</tr>
<tr>
<td><strong>Total unrestricted revenues, grants and other support</strong></td>
<td><strong>11,106,987</strong></td>
<td><strong>16,614,321</strong></td>
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<tr>
<td><strong>Expenses</strong></td>
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<td></td>
</tr>
<tr>
<td>Grant expense</td>
<td>11,296,995</td>
<td>9,507,776</td>
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<tr>
<td>Prior year grant expirations</td>
<td>(478,654)</td>
<td>(479,749)</td>
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<tr>
<td>Grant management costs</td>
<td>1,173,397</td>
<td>1,426,207</td>
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<tr>
<td><strong>Total program services</strong></td>
<td>11,991,738</td>
<td>10,454,234</td>
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<tr>
<td>Fundraising</td>
<td>247,879</td>
<td>121,315</td>
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<tr>
<td>Supporting services — management &amp; administration</td>
<td>2,584,936</td>
<td>1,446,417</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td>14,824,353</td>
<td>12,032,186</td>
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<tr>
<td>Increase in unrestricted net assets</td>
<td>(3,717,366)</td>
<td>4,582,135</td>
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</table>

### Changes in Temporarily Restricted Net Assets:

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<thead>
<tr>
<th>Description</th>
<th>2001</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenues and grants</td>
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<td></td>
</tr>
<tr>
<td>Grants</td>
<td>14,215,000</td>
<td>2,255,480</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(1,151,450)</td>
<td>(901,042)</td>
</tr>
<tr>
<td><strong>Increase in temporarily restricted net assets</strong></td>
<td><strong>13,063,550</strong></td>
<td><strong>1,354,438</strong></td>
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<tr>
<td><strong>Increase in net assets</strong></td>
<td>9,346,184</td>
<td>5,936,573</td>
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<tr>
<td>Net assets, beginning of year</td>
<td>218,783,099</td>
<td>212,846,526</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>$228,129,283</td>
<td>$218,783,099</td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
May 31, 2001 & 2000

Organization and Nature of Business
The German Marshall Fund of the United States — A Memorial to the Marshall Plan (GMF) was incorporated on March 15, 1972, under the laws of the District of Columbia. GMF is an American institution that stimulates the exchange of ideas and promotes cooperation between the United States and Europe in the spirit of the postwar Marshall Plan.

The German Bundestag, on two occasions, has approved funding for GMF as an independent, American grant making institution. In 1972, contributions totaling DM 147 million were approved; the final payment under this initial funding was received in June 1986. Additionally, contributions totaling DM 100 million, including DM 5 million designated by the government of the Federal Republic of Germany for the Chicago Council on Foreign Relations (the Council), were approved in 1985; the first of 10 equal payments under this additional funding was received in June 1987.

GMF no longer receives annual contributions from the German Government; therefore, there may be a change in GMF’s federal income tax classification in the future. However, GMF is actively fundraising and is making every effort to maintain its public charity status.

GMF makes grants in the following areas:
• Economics
• Environment
• Foreign Policy
• Immigration and Integration
• Special Opportunities

Basis of Presentation
The financial statements of GMF are prepared using the accrual basis of accounting. Revenue, expense, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Also, satisfaction of donor-imposed restrictions is reported as net assets released from restrictions in the statements of activities.

Unrestricted Net Assets — Net assets that are not subject to any donor-imposed stipulations, or other legal limitations.
Temporarily Restricted Net Assets — Net assets subject to donor-imposed stipulations on the use of the assets that may be met either by actions of GMF and/or the passage of time.

Cash and Cash Equivalents
Cash and cash equivalents consist of cash on deposit, repurchase agreements, and short-term investments in money market funds. Cash equivalents at May 31, 2001 and 2000, were approximately $11,455,000 and $4,014,658, respectively.

Use of Estimates
The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of

STATEMENTS OF CASH FLOWS
May 31, 2001 & 2000

CASH FLOWS FROM OPERATING ACTIVITIES:

Increase in net assets $9,346,184 $5,936,573
Adjustments to reconcile increase in net assets to cash used by operating activities:
Depreciation 53,415 53,581
Unrealized and realized gains on investments (3,728,126) (11,002,923)
Decrease (increase) in assets:
Grants receivable 1,110,000 —
Pledges receivable — (870,000)
Accrued income (2,966) (8,884)
Other assets 4,655 (64,390)
Increase (decrease) in liabilities:
Accounts payable and accrued expenses 493,799 187,188
Grants payable (868,783) 20,283
Other liabilities — (69,557)
Net Cash Used by (Provided by) Operating Activities 6,408,178 (5,818,129)

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchases of investments (68,392,699) (136,041,635)
Proceeds from sales of investments 69,446,517 138,723,452
Purchases of fixed assets (21,386) (86,696)
Net Cash (Provided by) Used by Investing Activities 1,032,432 2,595,121

NET DECREASE (INCREASE) IN CASH AND CASH EQUIVALENTS 7,440,610 (3,223,008)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR 4,014,658 7,237,666
CASH AND CASH EQUIVALENTS, END OF YEAR $11,455,268 $4,014,658

NOTES TO FINANCIAL STATEMENTS
May 31, 2001 & 2000

STATEMENTS OF CASH FLOWS
May 31, 2001 & 2000

CASH FLOWS FROM OPERATING ACTIVITIES:

Increase in net assets $9,346,184 $5,936,573
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Cash and Cash Equivalents, beginning of year 4,014,658 7,237,666
Cash and Cash Equivalents, end of year $11,455,268 $4,014,658

GMF | 2001 ANNUAL REPORT | financial statements
GMF | 2001 ANNUAL REPORT | financial statements
contingent assets and liabilities at the date of the financial statements. Estimates and assumptions also affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Investments
Investments are reported in the financial statements at fair value.

Contributions
Unconditional contributions to GMF are recognized in the period promised by the donor. Contributions due in future periods are considered temporarily restricted until they are collected, at which time the restriction is released. All contribution receivables are due in less than one year.

Grants
Grants to other parties are recognized as expenses and liabilities when GMF makes an unconditional promise to fund particular organizations or programs. Prior year grant expirations represent prior year grants no longer expected to be paid.

GMF has made grants to organizations, which have at least one board member in common with GMF. For the years ended May 31, 2001 and 2000, these grants totaled $490,942 and $735,000, respectively. These grants are made on the same basis as other grants. Related board members do not participate in the approval process.

The carrying amount of cash and cash equivalents, due to broker, and accounts payable approximates fair value because of the short maturity of these financial instruments.

Fair Value of Financial Instruments
The carrying amount of cash and cash equivalents, due to broker, and accounts payable approximates fair value because of the short maturity of these financial instruments. The fair value of investments is based upon values provided by the external investment managers or quoted market values. Fair value of investments in limited partnerships is determined by quoted market values or the general partners.

Retirement Program
Eligible employees who have attained age 21 and have completed six months employment may participate in GMF's defined contribution retirement program. GMF contributes an amount equal to 15 percent of a participant's annual salary subject to social security tax and 10 percent of the annual salary in excess of the social security base up to the maximum annual salary allowed by Employee Retirement Income Security Act of 1974 (ERISA) regulations. Retirement expense was approximately $115,000 and $105,000 for the years ended May 31, 2001 and 2000, respectively. Vesting is immediate for all participants.

Federal Income Tax
GMF is recognized as exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code (the Code) and is currently classified as an organization that is not a private foundation within the meaning of Section 509(a) of the Code.

Administrative Expenses
Certain program management expenses are allocated to program expenses. This includes a portion of the Washington, DC and German office salaries and related benefit costs and other office expenses.

INVESTMENTS
Investments consisted of the following at May 31:

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COST</td>
<td>FAIR VALUE</td>
</tr>
<tr>
<td>Common stocks</td>
<td>$140,487,760</td>
<td>$162,483,378</td>
</tr>
<tr>
<td>Mutual funds</td>
<td>132,618</td>
<td>105,800</td>
</tr>
<tr>
<td>Corporate bond</td>
<td>44,113,834</td>
<td>64,008,739</td>
</tr>
<tr>
<td>Limited partnership</td>
<td>15,669,813</td>
<td>14,978,669</td>
</tr>
<tr>
<td></td>
<td>$200,324,025</td>
<td>$221,576,586</td>
</tr>
</tbody>
</table>

Income on investments was comprised of the following for the years ended May 31:

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>$4,899,658</td>
<td>$5,331,453</td>
</tr>
<tr>
<td>Realized gain on investments</td>
<td>12,289,391</td>
<td>20,942,642</td>
</tr>
<tr>
<td>Unrealized loss on investments</td>
<td>(8,541,265)</td>
<td>(9,539,719)</td>
</tr>
<tr>
<td>Loss — investment management fees</td>
<td>685,639</td>
<td>708,421</td>
</tr>
<tr>
<td></td>
<td>$7,942,145</td>
<td>$15,627,995</td>
</tr>
</tbody>
</table>

Limited partnerships comprise approximately 6 percent and 7 percent of GMF's total investments at fair value at May 31, 2001 and 2000, respectively. The fair value of the limited partnerships is either determined using quoted prices listed on national exchanges or are determined by the general partners of the limited partnerships. Approximately 5 percent and 26 percent of the limited partnership investments were determined by the general partners at May 31, 2001 and 2000, respectively.

LEASES
GMF occupies its Washington, DC office space under a 15-year operating lease, which has been extended through April 2002. The lease provides for monthly rental payments of $13,993 through April 2002, subject to CPI increases and a prorated portion of the building operating costs. GMF's office in the Federal Republic of Germany is leased until April 2010 and requires monthly rental payments, with annual adjustments. GMF's office in France is leased until May 2010 and requires monthly rental payments, with annual adjustments.

The future minimum lease payments under noncancelable operating leases as of May 31, 2001, are:

<table>
<thead>
<tr>
<th>Year ending May 31,</th>
<th>Future minimum sublease payments to be received by GMF under noncancelable leases as of May 31, 2001, are approximately as follows:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$242,000</td>
</tr>
<tr>
<td>2003</td>
<td>70,000</td>
</tr>
<tr>
<td>2004</td>
<td>70,000</td>
</tr>
<tr>
<td>2005</td>
<td>79,000</td>
</tr>
<tr>
<td>2006</td>
<td>81,000</td>
</tr>
<tr>
<td>Thereafter</td>
<td>93,000</td>
</tr>
<tr>
<td></td>
<td>$635,000</td>
</tr>
</tbody>
</table>

Total rental expense was approximately $250,000 and $271,000 in 2001 and 2000, respectively. GMF received approximately $54,000 for these subleases in 2001.
FEDERAL AWARDS

Federal awards consisted of a grant received from the Agency for International Development (AID) to be expended and administered by GMF on projects in Central and Eastern Europe, in the areas in which GMF operates. The grant was restricted to the use set forth in the grant agreement between AID and GMF. The related expense is included in grant expense in the accompanying financial statements.

The portion of GMF’s revenue from federal awards is subject to audit by the federal government. The ultimate determination of amounts received under these programs generally is based upon allowable costs reported in accordance with and audited under government audit requirements. Until such audits have been completed and final settlement is reached, there exists a contingency to refund any amounts received in excess of allowable costs. Management is of the opinion that no material liability will result from such audits.

TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets included the following at:

<table>
<thead>
<tr>
<th></th>
<th>May 31, 2001</th>
<th>May 31, 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Partnership for Central Europe</td>
<td>$416,773</td>
<td>$295,782</td>
</tr>
<tr>
<td>Marshall Memorial Fellowship Program</td>
<td>$55,922</td>
<td>$65,177</td>
</tr>
<tr>
<td>Trust for Civil Society in Central and Eastern Europe</td>
<td>$13,993,285</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Community Foundation Exchange Fellowship</td>
<td>$40,070</td>
<td>$81,531</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14,506,050</strong></td>
<td><strong>$1,442,500</strong></td>
</tr>
</tbody>
</table>

Environmental Partnership for Central Europe

During 1991 GMF established, and now administers, the Environmental Partnership for Central Europe (the Partnership), a foundation consortium supporting environmental action through projects in the Czech Republic, Hungary, Poland, Slovakia, and Romania. Contributions to the Partnership are included in the accompanying financial statements as temporarily restricted grants, which are expensed and released from restriction when pledged to the Czech Republic, Hungary, Poland, Slovakia, or Romania. Pledges receivable totaling $170,000 and $280,000 at May 31, 2001 and 2000, respectively, related to the Partnership. In addition to contributions from third parties, GMF pledged $200,000 and $262,500 for 2001 and 2000, respectively, to the Partnership. For the year ended May 31, 2001, GMF recognized $815,000 in contributions and $694,019 in grant expense related to the Partnership.

Marshall Memorial Fellowship Program

During 1998, GMF received a pledge of $75,000 for the Marshall Memorial Fellowship Program to include fellows from Greece in 2001. In 2001 and 2000, GMF recognized $9,755 and $9,823 in expense, respectively. Therefore, $55,922 of this contribution is included in the temporarily restricted net assets, as the purpose and time restrictions have not yet been met.

Trust for Civil Society in Central and Eastern Europe

A consortium of grantmaking organizations formed the Trust to promote the development of civil society in Central and Eastern Europe. The Trust was launched as a project of GMF. The Trust’s status as an exempt organization under the Internal Revenue Code Section 501(c)3 has been approved. During 2000, GMF received a pledge of $13,400,000 for support of the Trust for Civil Society in Central and Eastern Europe. Therefore, $13,400,000 of this pledge is included in the temporarily restricted net assets, as the purpose and time restrictions have not yet been met. In addition to contributions from third parties, GMF pledged $500,000 for both 2001 and 2000, to the Trust. In 2001 and 2000, GMF recognized $406,715 and $77,268 in expenses, respectively.

Community Foundation Exchange Fellowship

The Community Foundation Exchange Fellowship enables senior staff of community foundations to collaborate with their colleagues across the Atlantic, exchange ideas and experiences, and learn about the social, cultural, and economic circumstances affecting community foundations in a country other than their own. Temporarily restricted contributions were $0, and amounts released from restriction related to this program were $41,461 for the year ended May 31, 2001. Temporarily restricted net assets at May 31, 2001, were $40,070 representing the balance for which the purpose restriction had not yet been met.

GRANTS PAYABLE

At May 31, 2001 and 2000, GMF had grants payable amounting to approximately $4,417,000 and $5,406,000, respectively, for grants that will be funded or closed in future years. The 2001 grants payable balance is expected to be paid within one year.
<table>
<thead>
<tr>
<th>WASHINGTON</th>
<th>BERLIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Antholis</td>
<td>Heike MacKerron</td>
</tr>
<tr>
<td>director of studies &amp; senior fellow</td>
<td>director, Berlin office</td>
</tr>
<tr>
<td>Bridget Bomback</td>
<td>Alessandra Nervi</td>
</tr>
<tr>
<td>program assistant</td>
<td>program officer</td>
</tr>
<tr>
<td>Karen Donfried</td>
<td>Melanie Whitaker</td>
</tr>
<tr>
<td>director, foreign policy program</td>
<td>office manager</td>
</tr>
<tr>
<td>Lee Feinstein</td>
<td></td>
</tr>
<tr>
<td>transatlantic fellow</td>
<td></td>
</tr>
<tr>
<td>Marianne L. Ginsburg</td>
<td>Pavol Demé</td>
</tr>
<tr>
<td>director, environment &amp; special programs</td>
<td>director, central &amp; eastern europe</td>
</tr>
<tr>
<td>Steve Grand</td>
<td>Helena Mudríková</td>
</tr>
<tr>
<td>director of programs</td>
<td>office manager</td>
</tr>
<tr>
<td>Patricia Griffin</td>
<td>Sandi Puhinke</td>
</tr>
<tr>
<td>executive assistant</td>
<td>program associate</td>
</tr>
<tr>
<td>Junko Guenard</td>
<td></td>
</tr>
<tr>
<td>program associate</td>
<td></td>
</tr>
<tr>
<td>Phillip Henderson</td>
<td>William Drozdiak</td>
</tr>
<tr>
<td>senior program officer</td>
<td>executive director</td>
</tr>
<tr>
<td>Corinna Hestro</td>
<td>Marco Carmody</td>
</tr>
<tr>
<td>program associate</td>
<td>deputy director</td>
</tr>
<tr>
<td>Adam Hunter</td>
<td>Ryan van Wyk</td>
</tr>
<tr>
<td>program assistant</td>
<td>administrative manager</td>
</tr>
<tr>
<td>Craig Kennedy</td>
<td></td>
</tr>
<tr>
<td>president</td>
<td></td>
</tr>
<tr>
<td>Myles Nienstadt</td>
<td>Amaya Bouchet-Lainé</td>
</tr>
<tr>
<td>director of finance &amp; administration</td>
<td>program officer</td>
</tr>
<tr>
<td>Hugo Parnen</td>
<td>Natalie La Rame</td>
</tr>
<tr>
<td>senior advisor</td>
<td>program associate</td>
</tr>
<tr>
<td>Ellen Popp</td>
<td>Neil Sumilas</td>
</tr>
<tr>
<td>program officer</td>
<td>program associate</td>
</tr>
<tr>
<td>Lea Rosenbohm</td>
<td></td>
</tr>
<tr>
<td>program associate</td>
<td></td>
</tr>
<tr>
<td>Kareem Saleh</td>
<td></td>
</tr>
<tr>
<td>program assistant</td>
<td></td>
</tr>
<tr>
<td>Julianne Smith</td>
<td></td>
</tr>
<tr>
<td>program officer</td>
<td></td>
</tr>
<tr>
<td>Beth Stewart</td>
<td></td>
</tr>
<tr>
<td>transatlantic fellow</td>
<td></td>
</tr>
<tr>
<td>Neil Sumilas</td>
<td></td>
</tr>
<tr>
<td>program associate</td>
<td></td>
</tr>
</tbody>
</table>
BOARD OF TRUSTEES

Guido Goldman  
Co-Chair

Marc E. Leland  
Co-Chair

Lee Hamilton  
David Ignatius  
Robert M Kimmitt  
Scott Klug  
Mara Liasson  
Ray Marshall  
Steven Muller  
J Thomas Presby  
Richard Roberts  
John A Ross  
Steven G Rothmeier  
Amity Shlaes  
Robert M Solow  
Vin Weber  
J Robinson West  
Craig Kennedy  
President