

FORESIGHT 2020



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FORESIGHT 2020

Annual Report of GMF Leadership Programs

2020



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1744 R Street NW
Washington, DC 20009
T 1 202 683 2650 | F 1 202 265 1662 | E info@gmfus.org
<http://www.gmfus.org/>

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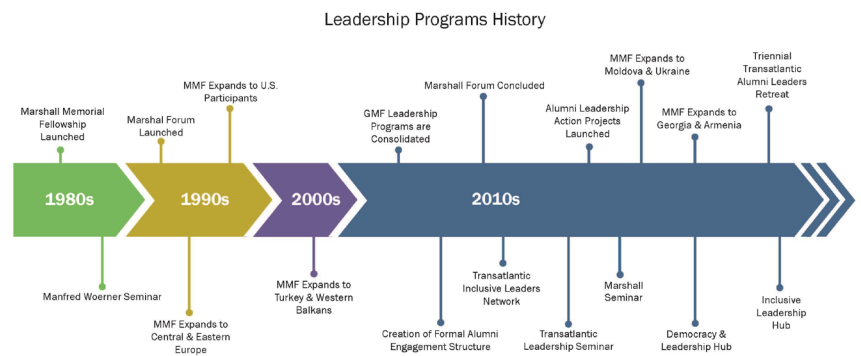
Photo: Spring 2018 Marshall Memorial Fellowship Group

Dear Friends,

As a new decade dawns and we enter into a multi-faceted COVID 19 crisis and eventual recovery, the German Marshall Fund of the United States (GMF) is continuing its effort to grow and shape a robust network of leaders committed to strengthening transatlantic cooperation. From public health and security, to the economy and equity, GMF is exploring the issues to build upon and strengthen the transatlantic bond.

It is now more important than ever to foster continued partnership among leaders in the spirit of the Marshall Plan to confront the challenges of the 21st century. We recognized the need for leaders to remain at the forefront of developing trends in order to operate effectively and achieved this through fostering a culture of continued learning. As a result, GMF's commitment to meeting the needs of today's leaders have resulted in one of the largest periods of dynamic growth within GMF's Leadership Programs, with the creation of new seminars, events, and focus hubs to help meet the challenges of the future.

History



2020 has already been marked as a new period of momentous change. GMF continues to position its network of alumni to lead in these turbulent times by bringing members together to learn, share ideas, and strive toward a greater good. In the last decade, GMF has worked closely with alumni to build effective programming for strengthening and building knowledge of 21st century leadership themes and to bring networks and resources together to enhance leaders. Now, we look again to our alumni community in charting the road ahead as our communities knit their societies and economies back together. We will increase virtual connectivity over the course of this year and will assiduously work toward the Second Triennial Transatlantic Leadership Retreat in Chantilly, France, currently rescheduled for April 22-25, 2021. Already our dedicated alumni working groups are reforming to continue their work in the weeks ahead. We know that this robust practice of alumni engagement will continue powering our agenda with over 400 alumni volunteers joined together in four standing working groups in addition to an ad hoc COVID 19 Leadership and Public Safety working groups. We expect others to percolate, especially as we pivot again to addressing the skills and context that will enable democratic leaders to advance positive change in our societies and sectors.

At present, four working groups are helping to ensure measurable impact on the themes Future of Democracy, Identity and Inclusion, Citizen Diplomacy, and Business and Society. These groups will help shape our retreat where alumni will form the programmatic priorities for GMF's Leadership Programs for the following three years. They will also help guide the learning and enrichment programs of Marshall Seminars and the Transatlantic Leadership Seminars, along with the expansion of alumni-led Action Projects – the micro-grants funded in part by our Alumni Leadership Council, and other partners. The COVID 19 Leadership and Public Safety Working groups will coordinate knowledge transfer across the Atlantic, best practices for leading in crisis, and analysis of key lessons learned for future leadership decision-making.

Please join me in welcoming our newest members of the GMF alumni network and the alumni and sponsors who continue to make all this work possible. 2020 will be a year of certainty, but GMF will continue to be a place to gain insight, engage in dialogue, and take action to making a difference. Of this, we can be certain. I want to thank our alumni and sponsors for their continued partnership. If you have not already, Please join the movement!

Kevin Cottrell (MMF '08)

The Guido Goldman Director of Transatlantic Leadership Initiatives German Marshall Fund of the United States

The Urgency of Now: The Case for Action

Dr. Elandre Dedrick, Program Officer



Photo: GMF Fellows meet with founders of the Gilets Jaunes Movement during the Inclusive Leadership Summit: Achieving Political Inclusion, 2019

Signs of democracy's existential challenges seem to be ubiquitous and undeniable in the United States and Europe. From the rise of populism to increasing extremist violence and the growing popularity of right-wing groups, the real and imagined threats to the progress the West has made appear hard to refute and possibly harder to overcome. Nevertheless, there is an alternative and more empowering perspective to adopt. Yes, this is a period of volatile societal reconfiguration that is tense, polarizing, increasingly virtual, and sometimes violent. Yet, this is also a momentous period full of opportunity for us across the Atlantic to actively proclaim our values and work towards the societies we wish to create. This is a time when we are forced, in often uncomfortable ways, to reassert what we believe in and to build networks to realize our visions of a just, inclusive society for the future. If we as leaders are to properly grapple with the current transformations of our social, political, and economic institutions, we must acknowledge the evolving role technology, business, and civil society can play in protecting the future of democracy.

First, we must disabuse ourselves of the long-held assumptions of the uncontested victory of liberal democracy in the global order. Theories of the end of history and the flattening effects of globalization have encouraged a level of complacency and the belief that our democracies were officially *faits accomplis*. Even more recently, the election and reelection of President Obama helped to create a false sense of security of having successfully won the battle for the future in terms of inclusive societies. Now, our expectations about how the 21st century will play out no longer mirror popular schools of thought. The last several years have shown that despite years of democratic gains, there is always a potential for backsliding against which we must continuously guard. We cannot take any political or social progress for granted. We have perhaps been overconfident and overly optimistic in the belief that free markets and access to consumer goods would inevitably lead to the demand for greater civil liberties, as the case of China shows. The assumed link between market and democratic freedom has promoted increasing concentrations of wealth and economic inequality at the

Our Geo-Impact: United States

States Involved in Programs

Alumni Clusters

Host Cities

Alumni Projects

Alumni Seminars



Our Geo-Impact: Europe

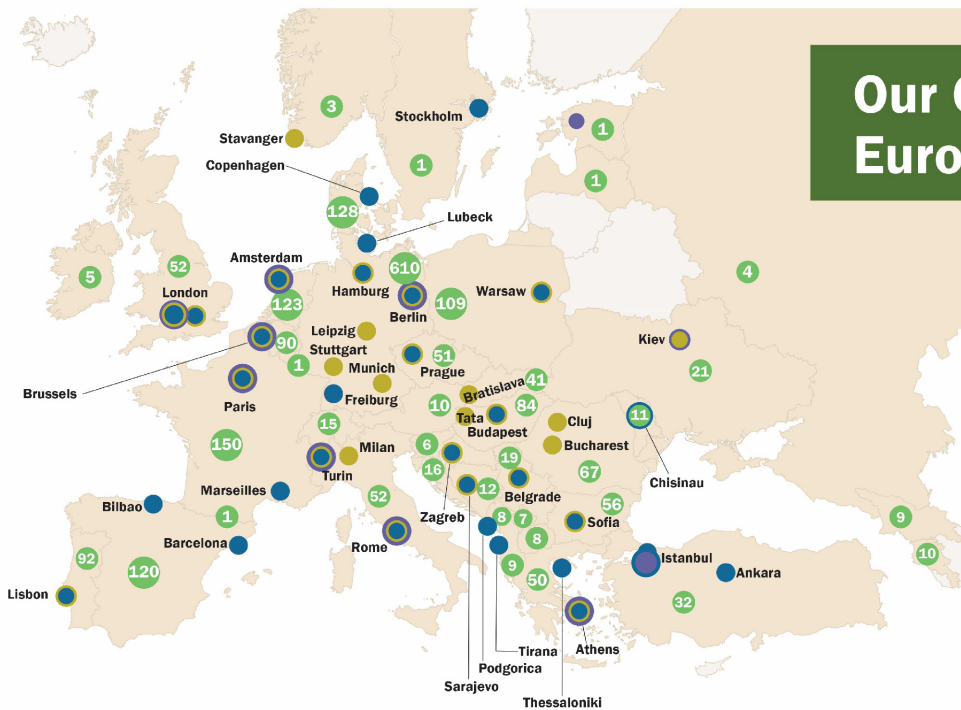
Countries Involved in Programs

Alumni Clusters

Host Cities

Alumni Projects

Alumni Seminars



expense of middle-class advancement. This is not to take an anti-capitalist or anti-globalization stance. It is, however, a push for a thorough assessment of what has led to this moment across the Atlantic and what steps must be taken to produce better outcomes in order to advance the values underpinning the Marshall Plan: basic human rights, free and independent media, rule of law, and free and fair trade.

If we see the current moment of demographic change, weakening social protections, and challenges to democracy and social cohesion as a larger rearrangement of our modern western societies, it is also a moment to gain a greater understanding of our past and the future we want to have. Instead of the global spread of liberal democracy, we are faced with a bleaker reality that many have too often attempted to ignore, and that is the accumulated, unreconciled baggage of the past. Many of the threats we currently face from rising populism and nationalist extremism are inextricably linked to our inability to face our histories and their impacts in honest and productive ways. The scars of colonialism, gender and racial discrimination, educational achievement gaps, and lack of economic opportunity continue to threaten social cohesion, rendering our societies vulnerable to foreign adversaries who can enflame our divisions. These histories continue to reverberate in the present with calls for reparations, full equality, asylum, and greater freedom of movement. As underrepresented groups have grown, they have successfully brought a new sense of urgency to the issues they raise. Even as we decry the usurpation of technology and social media by those spreading hate and disinformation, these tools have also increased the visibility of marginalized groups and allowed them to express their own desire for social and political change in ways that can no longer be ignored. It is now on us as leaders to consider how we can better leverage technology for the purposes of political inclusion, education, economic opportunity, and increasing social cohesion.

Currently, many of us find ourselves caught between those who want to bring down the system to the exclusion of unfamiliar others and those paralyzed by analysis with no

vision or action plan. If we are experiencing cultural, political, and economic shocks from rapid globalization, now is the time for a collective assessment of what these transformations have wrought. We can critique the deleterious effects of ever-expanding financial markets without adopting an anti-globalization stance or laying the blame for today's woes at the feet of the "globalists." We can neither return to the past nor undo globalization. Our only choice is to forge ahead fully aware of the need for global partnerships to confront issues such as poverty, migration, and climate change. There must be a stronger link between business and society to chart new ways of assessing and improving corporate social impact. Technology will drastically change the needs of our workforces, educational demands, and our democracies in ways that only collaboration across sectors and borders can properly address.

Today's conflicts are asking us: How do we live together? What do we want our city, our state, our nation to look like? What kind of effort will that take? How can we bring more people to the table? How do we create new spaces for dialogue? We need different mechanisms for dialogue and exchange of information in order to find common ground and create a shared vision for the future. This is a moment that calls for inward reflection and outward proclamation of the values we hold dear. This is a time to face the challenges that our societies have yet to overcome. The present is a call to do the hard work of reshaping our communities.

The German Marshall Fund is heeding this call for reflection by creating the space for dialogue among transatlantic leaders to sketch a vision of the future and a roadmap for the Leadership Programs. GMF alumni are helping to shape the programmatic agenda for the following three years in the areas of citizen diplomacy, identity and inclusion, the future of democracy, and global engagement at GMF's Triennial Transatlantic Leadership Retreat 2020 in Chantilly, France. GMF recognizes that is now more important than ever to leverage our transatlantic connections to address the pressing needs of the present and design an inclusive future.



Photo: Mei Ling Liem (MMF '12), Sabina Dazdarević (TILN 2015), and Roland Ferkovics (TILN 2016), convene for the Inclusive Leadership Summit: Achieving Political Inclusion, 2019



Future of Democracy

Future of Democracy: A Work in Progress

Ana Aelenei, Deputy Director



Photo: GMF Alumni discuss shared issues surrounding urban and rural communities during the Marshall Seminar on Bridging Urban and Rural Divides, Anchorage, Alaska 2019

Rumors of democracy's imminent demise have been greatly exaggerated. Although our democratic institutions across Europe and the United States are currently facing multiple threats, from economic stagnation to climate change to nationalist extremism, we must never forget that democracy is a fluid process. As a process, there have always been existential threats to democratic practices in addition to the external and internal factors shaping our democracies. Thus, the present should serve as a renewed call to action rather than a reason to call democracy's time of death.

We have had years of advancement, growing economies, and the spread of the rule of law. It does not have to stop there. We must acknowledge that as a work-in-progress, democracy requires continuous labor and commit ourselves to the task of maintaining and improving our institutions. More and more studies show that citizens' trust in public institutions is rapidly declining. We must face the causes of this decrease in trust, be it driven by the pace of change in technology and the governments' inability to regulate technology effectively, by increased inequality between social groups, by unjust criminal justice system or because

of disinformation and fake news by various types of actors. Moreover, competence and ethics are the foundations on which trust is built. To solidify trust, local/state and central/federal institutions should also focus on life-long education and retaining workforce, on building partnerships with civil society, media, and the business sector, and on becoming more transparent and accountable.

Across Europe, there are social movements pushing back against populism and they are winning ground in their fights. Despite a media narrative of decreasing voter interest, the European Parliament elections this year had the highest voter turnout since 1994. Tens of millions of people from 28 countries came out to vote and have their voices heard. Members of our alumni network were also elected. This surge in participation speaks for the citizens' increased sense of civic duty and for the belief in a democratic European community. It also speaks of the citizens' vital human requirements such as belonging to a community, neighborliness, fulfillment. Ultimately, it shows that democracy is embedded into our humanity.

Our democracies may be imperfect but they are better than the alternatives, and that should push us to carry the fight forward. It is up to us to do the work that the continuous process of democracy demands and pass the baton to the younger generation. This means empowering and educating them about human rights and freedoms, and their responsibilities as citizens.

The German Marshall Fund, through its Leadership Programs, is doing this work by empowering leaders with the necessary 21st skills to understand and successfully lead in evolving democracies. The Marshall Memorial Fellowship and the Transatlantic Inclusive Leaders Networks are the type of programs where European and American leaders are empowered to move European and U.S. politics in a direction that reflects transatlantic values. The Leadership Lab and the Policy Designers Network are another example of GMF fellowship programs empowering individuals from countries new to democracy that are eager to be engaged in and help their communities while shaping their leadership roles. Furthermore, GMF's leadership development programs are complemented by its civil society development work. Through GMF's grantmaking pillar, we encourage citizens to become more active and engaged in their communities and with their government leaders. The Black Sea Trust for Regional Cooperation and the Balkan Trust for Democracy have engaged tens of millions of citizens and thousands of

leaders from the Wider Black Sea region and the Balkans to foster and strengthen regional cooperation, civil society, and democratic foundations.

Populism and nationalism are as old as democracy itself. In the past decade, far-right, far-left, and nativist discourses have emerged and spread due to the feeling of a widening distance between leaders and their constituents. In order to address this, we must embrace the current moment as a time of questioning about what we want and how we get there together. Certainly, we all want our rights and freedoms to be respected. We want to be part of a peaceful and prosperous community. We must remember the values that unite us and work to defend them. Those threatening our democratic institutions can frame themselves as the winners, but they will lose the fight, even if the fight is long. It can be easy to become demoralized, but we must never forget the gains we have made across the transatlantic space, from ensuring free and fair elections for all citizens, irrespective of their gender, skin color or beliefs, to the right to data protection and privacy, and we must commit to the ongoing work of maintaining our democracies.



Photo: The Mayor of Anchorage, Ethan Berkowitz (MMF '02) addresses GMF alumni on the vibrancy of native cultures, natural resources, and the importance of ties to Europe at GMF's Marshall Seminar on Bridging Urban and Rural Divides, Alaska.

LEADERSHIP SPOTLIGHT



Amy Lee (MMF '18)

Associate Director, Connecting to Congress

Institute for Democratic Engagement & Accountability (IDEA)

The Ohio State University

The contributions of our partners and the Alumni Leadership Council allow the Leadership Programs team to provide seed funding for innovative transatlantic projects across our four thematic areas through the Alumni Leadership Action Project Grant. **Amy Lee (MMF '18)** shares her experience using the grant for her Future of Democracy project entitled, “Rooted Women/Common Ground.” The project promotes civic engagement among rural women across Europe and the United States through online forums on matters of shared concern.

What inspired the creation of your Alumni Leadership Action Project?

During my Marshall Memorial Fellowship experience, it was very reassuring to see such immensely competent elites working in these [leadership] positions, but it also terrified me because I think even having the best people in the top positions can't compensate for those institutions' lack of grassroots involvement. I think that's what's contributed to people in some cases feeling a loss of legitimacy and confidence in those [government] institutions or not feeling personally connected or like they have any role to play in decision making and actions. I submitted the ALAP grant application for the idea of creating more deliberation amongst people and letting them get a chance to grapple with these issues, both to see what it's like but also to see that their opinion is actually valued and could be used by the people who are going to be making these decisions from these institutional vantage points.

Can you tell us more about your project?

The project I wanted to do was to use the social engagement platform that I had developed to engage a mix of European women and American women in online forums, especially women from small town and rural communities. They engaged on what should be done to protect the future of small towns as well as issues of globalization, trade and economic development, and immigration. It would be a chance for them to both find out what other women in the world thought about these issues as well as to know their points of view and experiences were going to be considered by political and business leaders that GMF has contact with and development programs for.

How did the grant help you to realize your project?

The grant was necessary seed capital for this. I could not have made time for this if it were not for GMF giving me this investment which made me feel very accountable to this project. Plus, the work was really interesting and I knew that it could be used by the network once they had it, so that motivated me and I was glad to do it. One of the things that GMF has taught me is to know that I am worth investing in and to invest in myself. These programs continue to provide motivation for me to take that time to do projects that I am purely interested in. For the project, I had access to a lot of the technology I wanted to use, but I also wanted to be able to incentivize participation. I was able to offer at the very beginning, two large awards to women who would participate in these forums. The goal was that they would be recruited for one of these forums, participate in the discussion, and then reflect on anything that they had learned in the forum that made them want to take action, whether that was taking a class on an issue, traveling to another city to learn how that city may have dealt with the future of small towns, or to start a community initiative that may be dealing with some aspect of what they learned in the discussions.

What did you learn from the project and how do you plan to continue the work?

One of the big learnings of this project was that a lot of the women that are going to be directly affected by [state and national] policies, especially in rural and small towns, actually have been marginalized in many more ways than we knew. It's actually a much bigger ask and it takes much longer for them to build up familiarity and a sense of agency and expertise to really participate fully in policy discussions than we even could have imagined. Their participation is possibly even discouraged by the norms and actions of some organizations, especially government and community engagement operations. This discouragement might actually end up reinforcing the sidelining of women in their own towns. I think that what actually might be a more interesting and effective way of going about this in the future would be to find groups who are working on issues that we might identify as being impacted by the transatlantic relationship and working with them to say 'We would like to be a partner with you on this.' If you want to do community engagement it really is crucial that it comes from the community and they are instrumental in naming and framing it for themselves.



Photo: Amy Lee (MMF '18) innovates in the area of technology and civic engagement.

Current Democracy Projects



Photo: Nadja El Fertasi (MMF '18) and Dr. Azzura Meringolo Scarfoglio (MMF '16) at the opening night at the National Assembly of France for the Inclusive Leadership Summit: Achieving Political Inclusion, Paris, France 2019

Created in tandem with GMF alumni during the first Transatlantic Leaders Retreat as part of the Three-Year Alumni Action Plan, GMF's Future of Democracy identifies rising threats to our shared liberal values, while defending the vitality of our democratic institutions. Below follows a list of Alumni Leadership Action Projects that focus on the Future of Democracy on both sides of the Atlantic:

A New Europe? Or a New Transatlantic Space?

Hanna Shelest (MMF'16), Ana Isabel Xavier, PhD (MMF'16)

This project's primary goal is to establish a forum for debate on the political and security issues of the transatlantic space. This project will include experts from GMF's alumni pool from both sides of the Atlantic.

Shared Experiences, Shared Challenges

Saif Ishoof (MMF'18), Zack Bazzi (MMF'18), Matt Frederick (MMF'17), Alfiaz Vaiya (MMF'20), Nadja El Fertasi (MMF'18), Nadeem Javaid (TILN'19), Rokhaya Diallo (MMF'15)

In response to the rising threat of Islamophobia spreading throughout Western democracies, this project aims to create a regularly convening group of transatlantic leaders to inspire dialogue about how to counter or prevent Islamophobia.

Social Change for All

Adrian Gheorghe (MMF'19)

This project aims to create a platform that makes social change accessible to all. The focal point of the initiative will center around a social change support platform that will empower and enable citizens to articulate their vision of social change and mobilize resources to implement it.

Hacked Citizen: Democracy under Fake News and Obscure Propaganda

Adina Sadeanu (MMF'02)

This project seeks to raise awareness on how technology is transforming Western democracy. Through a series of 12 unconventional interviews with global thinkers, thought leaders, and tech entrepreneurs, participants will be invited to reimagine democracy in a digital era in a concluding event in Bucharest, 2020.

Fake News and Democracy on Both Sides of the Atlantic

Janet Lopez (MMF'13), Ernest House (MMF'12)

The project focuses on educating citizens in southwest Colorado on the nature of fake news and its implications for our democracies, while sharing ideas about limiting its disruptive impact on our societies and institutions. The main activity will be a 2-day workshop held by Dr. Lena Frischlich, a leading German scholar on fake news, from the University of Münster. This workshop will take place at Fort Lewis College in Durango, Colorado.



Photo: Opening session: Inclusive Leadership Summit: Achieving Political Inclusion, 2019. Lesia Vasylenko (MMF '20), Chairwoman of Legal Hundred NGO; Member of Parliament, Ukraine



Identity and Inclusion

Identity and Inclusion: The Need for Inclusive Leaders



Photo: GMF alumni gather for Inclusive Leadership Summit in Paris, France

It is important to keep the big picture in mind when leading in the inclusion field and not to become frustrated by daily updates about injustices and cruelty. In fact the human condition is improving on several fronts—less war, less poverty, less disease, as Dr. Steven Pinker of Harvard University [argues](#)—and one key area where we are moving forward is social cohesion. We are learning how to live together better in our increasingly diverse societies. Despite cases of backsliding, on the whole we know and understand each other better, empathize, sympathize, and therefore coexist better around the world than we once did. For example, we are brought closer by travel and technology, and we are able to hear authentic voices describing perspectives and experiences. Education for empathy is on the upswing. Foremost, we are learning more about how to lead inclusively, for which GMF’s leadership programs serve as a trusted accelerator.

We focus on inclusive leadership at GMF as a key 21st leadership competency that results in increased success and prosperity for countries on both sides of the Atlantic. A deficit

of inclusive leadership can compromise group behavior at every level, from families to organizations, and from cities to nations. This is in evidence in the transatlantic space as a sampling of divisive Western leaders dominate the news and implement rollbacks in democratic practice and civil and human rights. In this atmosphere, the need to ‘play defense’ becomes more salient, along with the need to mount vigorous, transformative, and wide-reaching education efforts and campaigns. We are proud that members of GMF’s alumni network are spearheading work across sectors to ensure that our societies continue to trend more inclusive over time. For example, in the public sector we witnessed a highly diverse and inclusive cohort of [GMF alumni win elections](#) and take bold steps in office on both sides of the Atlantic, notably this year for the European Parliament. In this 2019 alumni authored publication for the Inclusive Leadership Summit on [Achieving Political Inclusion](#), readers can learn about cutting edge strategies for inclusivity in the public sector, as well as get a glimpse of the wide range of books GMF alumni are writing to advance inclusive leadership.

Other alumni have also chosen to drive change through nonprofit work. For example, Stacey Abrams (MMF '04) currently leads FairFight to counter voter suppression in the United States. Several GMF alumni in Europe through Alumni Leadership Action Projects have started inclusive leader networks in their home countries, a topic alumni developed together during the inaugural GMF Inclusive Leadership Summit in 2018 on [Optimizing Inclusive Leader Networks](#). GMF alumni in the private sector bring inclusive leadership strategies and skills to their roles, guiding their companies to meet the requirements of rapidly diversifying workforces and markets. Overall, hundreds of alumni in GMF's network work on a daily basis with wisdom, imagination and strategic skill to advance inclusion in our societies.

As our alumni networks continue to grow in number and power, the GMF team is meeting the demand to expand its inclusive leadership commitment. With alumni, we are working to deepen curriculum content on inclusive leadership. We continue to grow learning and exchange opportunities such as: the Transatlantic Inclusion Leaders Network (TILN); Paris Inclusive Leadership Summits;

Inclusion Strategists Series; Inclusive Leadership for the Security Sector; inclusion-focused Alumni Leadership Action Projects; as well as speaking and publishing opportunities.

GMF's recently formed Identity and Inclusion working group further engages alumni to join in shaping the programmatic agenda for the next three years. To-date the group has defined four focus areas: Inclusive Leadership Learning, Diasporas, Science of Inclusion, and Economic Inclusion. Within each of these themes, alumni will work alongside the GMF team to build community, create curricula, and grow the resources GMF brings to bear in order to develop inclusive leaders. We are already seeing the fruit of these collaborations as the Tech for Inclusion progresses in 2020 with convenings in Los Angeles, Antwerp, and Washington, D.C. prior to September's annual [Paris Inclusive Leadership Summit](#). Through this consistent and focused work, we aim to position GMF alumni at the forefront of advancing inclusive leadership on both sides of the Atlantic.



Photo: Said Abdu (MMF '18) and Caroline R. Cullière (TILN '19) pose a question during a discussion session at the Inclusive Leadership Summit: Achieving Political Inclusion, Paris, France 2019

LEADERSHIP SPOTLIGHT



Abderrahmane Amajou (TILN '18)

Project Manager, Slow Food International

Italy

Abderrahmane Amajou (TILN '18) received an Alumni Leadership Action Project Grant to fund the creation of the “Italian Network of Leaders for Inclusion (NILI)” thanks to the contributions of our partners and the Alumni Leadership Council. The project seeks to build a nationwide network in Italy to support initiatives on equity and inclusion in democratic representation. He recounts his inspiration and experiences below.

What interested you personally about inclusive leadership?

When I arrived in Italy, I was just seven years old. I experienced in my own skin what it means to feel like a stranger in a land you don't know and which often is very different in the habits and customs from those of your own family. I still remember the feeling of inclusion and hospitality that I experienced the day a mother of a school friend gave me a backpack, a simple, familiar gesture with which she was able to make me feel welcome in a new community. After the years of observing the work of those who wove ties between people who used to look at each other with suspicion or simply did not talk to each other because they were certain of not having anything to share, I understood the value and importance of the activity they carried out. And today I am one of them.

What inspired the creation of your Alumni Leadership Action Project?

In March 2018, returning from Belgium after a wonderful training week organized by the German Marshall Fund together with the TILN group, I decided that it was time to start working on the birth of a European network that would identify and train future leaders for inclusion. Since March 2019, together with some friends, we have created our national association 'NILI' (Network of Italian Leaders for Inclusion).



Photo: Abderrahmane Amajou (TILN '18) pioneers young, diverse leaders network in Italy

How did the grant help you pursue your project?

The grant was very useful to ensure the presence of young women and men who have incredible qualities and knowledge, but many are students and therefore have no income. In addition to inviting our leaders, the grant was very useful for having national and international experts of great importance join us.

What have been the biggest successes of the project?

The great success of the project, though simple, was the networking. These trainings are never done with the idea of giving information, but instead of creating a network and enlarging the network to reach more people. Our participants have greatly strengthened our network in both national and international spheres. We are communicating regularly in different groups and are planning to work together on projects and problem-solving across Italy and Europe. There are very qualified people who can take the reins of the NILI association.

What have you learned from the project and how are you continuing the work?

The strong work of the project will only continue if we are able to find and involve new leaders and to create leaders as well. This is one of the reasons why, less than a year after my election as president, that I think it's time to pass on the leadership of the NILI association to up and coming leaders. Associations foster power not just through their organizational skills and economic independence, but also with the renewed energy brought by new leadership. I believe my best contribution is to develop new organizations and new leaders in Italy.



Photo: Abderrahmane Amajou (TILN '18) during a discussion with European GMF's Transatlantic Inclusion Leaders Network at the European Parliament, Brussels, Belgium

This Year's Identity and Inclusion Projects



Photo: GMF alumni from both sides of the Atlantic take a break during the Paris Inclusive Leadership Summit: Optimizing Inclusive Leader Networks

In the face of the rising challenge of isolationist populism, GMF's Identity and Inclusion hub focuses on enhancing social cohesion and the benefits of diversity in competitive economies. Below is a list of Alumni Leadership Action Projects that were created to promote inclusiveness across both sides of the Atlantic:

The Dutch Inclusion Leaders Network (Incleaders)

Mpanzu Bamenga (TILN'15), Ahmed Larouz (MMF'18), Kamran Ullah (TILN'13)

The Incleaders Network focuses on identifying and training rising, diverse leaders in the Netherlands, to understand inclusion leadership concepts and to better grasp their potential. Through a series of targeted events and seminars, these young leaders will have the opportunity to outline their vision of future inclusive leadership.

Women Identity and Inclusion in Politics

Marina Ridjic (TILN'19), Edita Miftari (TILN'14, MMF'18)

The objective of this project is to prepare and empower 30 women leaders in Bosnia and Herzegovina for local elections in 2020. The main tool to achieve this goal is a dedicated seminar meant to develop and hone their skills in the political field.

Growing the Belgian Inclusive Leaders Network, Building and Bridging Towards an Inclusive Future

Abdelkarim Bellafkih (TILN'18, MMF'19), Alfiaz Vaiya (MMF'20)

The goal of this initiative is to prepare young Belgian professionals to become influential inclusive leaders in the political, economic, and social spheres. This year, the main activity in this project will be inclusive technology.

Strengthening Roma Future Young Leaders in Kosovo

Mimoza Gavrani (TILN'19), Zeynep Balci (TILN'19)

This initiative will organize a national forum for young Roma activists to facilitate civic engagement, lead educational modules, and invite participants to join in collaborative activities. The forum will host discussions and conduct research across three municipalities in Kosovo.

Diversity in Action (DiA) – Leadership Program 2.0

Tarik Mete (TILN'18, MMF'20), Filiz Keküllüoglu (TILN'18)

Diversity in Action will host 15 participants of migrant backgrounds from Salzburg, chosen for their active engagement in inclusion and integration projects. They will share their experiences to shape concrete solutions to issues related to inclusion, as well as receive supplemental training over the course of 6 learning modules.



Photo: Maia Espinoza (TILN '19) and Mimoza Gavrani (TILN '19) attend GMF's Transatlantic Inclusion Leaders Network, 2019

Public Speaking Workshops for Inclusion

Rokhaya Diallo (MMF'15)

The initiative proposes a media training at the GMF Paris Inclusion Hub and the GMF Triennial Transatlantic Retreat 2020.

Transatlantic Technology Inclusion: Language, Logic, and Landscapes

Zithri Saleem (MMF'16)

The project will create an exploratory case study that illuminates transatlantic voices and perspectives around inclusive technology, entrepreneurship, and technological development. This case study will be submitted for publication in conjunction with a mini-podcast and a blog series. The findings will be presented at the 2020 GMF Tech for Inclusion, along with participation in Inclusion Strategists' Series event on Tech for Inclusion that will take place in San Francisco.

Inclusive Leadership Workshop

Natalia Sofia Guala Beathate (TILN'18), Delio Díaz García (TILN'17)

This workshop focuses on the level of inclusivity in the workforce and work environment. It will consist of a workshop for young people with and without disabilities and potential leaders from different sectors. These leaders will be trained in concepts and practices of inclusion and exclusion with a special focus on rights, talent and the reality of people with disabilities.



Photo: Anass Hanafi (TILN '19)

Enhancing the Network and the Inclusive Leadership in the Future

Anass Hanafi (TILN'19), Abderrahmane Amajou (TILN'18)

The fourth edition of this project is to train campaign managers, staff, and candidates for elected office. Based in Italy, this program will focus on equity and inclusion in democratic representation, as well as build a nationwide network to support these initiatives.

Transatlantic Inclusive Security

Dominik Wullers (MMF'14)

In cooperation with the Harvard Kennedy School's Project on Europe and MIT's Lincoln Laboratory, this project seeks to strengthen inclusive security through promoting transatlantic dialogue.

Understanding the Muslim American and Muslim European Identity in the face of Global Islamophobia

Kauser Ravi (MMF'13)

Through the use of storytelling of experiences of discrimination and racism, this initiative seeks to document the narratives of the Muslim communities living in Europe and the United States.

Transatlantic Inclusive Leadership: Viral Video Stories

Seda Papoyan (TILN'19)

This project is to showcase the important role of transatlantic inclusive leaders via short, viral video stories about their mission and everyday impact. This video campaign will focus on a series of topics and highlight women leaders from GMF Alumni network.



Citizen Diplomacy

Citizen Diplomacy: Global Engagement through Local Leadership

Filip Vojvodic Medic, Deputy Director



Photo: Former Lieutenant Governor of Alaska, Valerie Nurr'araaluk Davidson addresses a transatlantic gathering of GMF alumni.

Citizen Diplomacy has recently become one of the Leadership Programs' core thematic areas in recognition of new mechanisms for global engagement that allow individuals to play strategic roles in international diplomacy.

Citizens across Europe and the United States are stepping up to provide leadership on the international stage in the absence of clarity, cohesion, and resolve from leaders at the national level.

Swedish activist Greta Thunberg sailed around the world to urge resolute action on climate change, while environmental activists and non-profits are coalescing in loose coalitions to pressure their governments into adopting more ambitious zero-carbon-emission targets. The global networks of reporters and media entities are continuing to inform the fight against illicit finance and tax evasion with valuable data and analysis shared through the International Consortium of Investigative Journalists in Washington, DC. Countless numbers of professionals are continuing to form partnerships across large distances to advance solutions in their respective fields. Of these, some are forming partnerships on their own and some with the support of others, be it governments, corporations, or philanthropists, but all, inadvertently or otherwise, are making their small contribution to our collective progress as a global community of societies.

It is with this in mind that GMF has embraced [citizen diplomacy](#) as its new transatlantic engagement priority and set aside time and resources to define this new form of engagement through projects and brainstorming at our next Triennial Transatlantic Leaders Retreat. Echoing the [Center for Citizen Diplomacy](#), citizens have a right and responsibility to engage across cultures and, in so doing, build global fluency, create economic opportunity, promote peace, and develop leadership skills.

Our goal this year is to look at six years of successful alumni-led initiatives and clearly define the role that citizens can play in transatlantic relations; the way they can advance their local and regional agendas in the international domain; transfer knowhow and expertise to assist other communities and nations; and partner with each other to diversify perspectives on issues and opportunities that they face at home or as leaders of a specific sector. Regardless of the ultimate end, we are committed to enabling a new future where citizens themselves can tap into transnational networks and work together to be more effective in their spheres of influence.

In the meantime, GMF alumni have continued to spearhead civic leadership in the transatlantic space. Our alumnus John Boerstler (MMF '11) took the former Secretary of Veterans Affairs Robert McDonald (2014-17) to shadow the first Ukrainian Minister of Veteran Affairs Iryna Friz and provide strategic advice on how to strengthen veteran services. Two of our Native American alumni Ernest House (MMF '12) and Darius Smith (MMF '02) implemented the second phase of their partnership with European museums on how to properly talk about Native American cultural artefacts and identify those that were illegally taken from American Indian and Native Alaskan tribes. Finally, our alumna Karissa Kruse (MMF '15) launched a think tank with international connections to advance fine-wine agro-business solutions in Sonoma Country.

Similar efforts now await us in the year to come, and we look forward to many more opportunities after we chart our path forward together with GMF alumni.

LEADERSHIP SPOTLIGHT



Cristian Adomnitei (MMF '05)

Managing Partner, Centrul Medical Bucovina

Bogdan Iliescu

Interventional Radiologist, University of Maryland Medical System

Prior to the outbreak of COVID-19, MMF were already looking at transatlantic cooperation in public health trends. [Dr. Cristian Adomnitei \(MMF '05\)](#) alongside his partner, [Dr. Bogdan Iliescu](#), have made strides strengthening citizen diplomatic ties between Houston, TX and Iasi, Romania through his Alumni Leadership Action Project entitled, "Improving Health Services in Romania." The project aims to establish alliances between Houston and Iasi in public health and preventive medicine. Dr. Adomnitei and Dr. Iliescu share their insights alongside his partner, Dr. Bogdan Iliescu below.

What inspired the creation of your ALAP?

Adomnitei: Back in 2005, I was just elected as an MP. I was a rookie in Parliament, and it was a huge opportunity for me to see the real America as a Marshall fellow. It was an opportunity not to be missed. I am deeply grateful for it. I learned a lot, and when my time came, I tried to do my best to pay back GMF with my work. I did not apply for the grant because we needed the money. We would have done the same thing anyway. With the grant, however, I was able to contact Benjamin Hernandez (MMF '17), and with him, Bogdan Iliescu, and Tony Hritac (MMF '03) actually do a project together. I really felt it was the meaning of the ALAP, people getting together to work.

Iliescu: At one point we had the idea, let's start a sister-city program between Houston and Iasi because both cities are medical and university cities, so on and so forth, and I said I can use my contacts there, both Romanian and American, to start working on that, which we did. So that was a parallel project, and when Christi came with his idea to have this project for GMF, I said it's perfectly complementary to what we are trying to do and of course I involved all the resources I could in the project.

Can you tell us more about your project?

Iliescu: One of the things both of us noticed, because we know the medical field very well here in Romania and we know a lot of the medical activities in Houston and the United States, is that one place where Romania is really weak and really behind is public health issues. However, the private sector and research in Romania are also underdeveloped. These were three directions that seemed to be the best way to approach this kind of project. So, we had three very distinct goals. One was to involve the medical institutions we work for in very serious public health projects here in Romania, learning from the American experience and trying to see the public health research done in the United States. I used my friends and my contacts there [in Houston] to see the lab, to see what's needed for the projects, and to see the organizational issues and aspects.

How did the grant help you realize your project?

Adomnitei: I would have gone to Houston and would have had the meetings with Bogdan anyway. We were prepared to do that. In the meantime, the ALAP opportunity arose and I said to Bogdan ‘This is one of the most serious organizations in the United States; therefore we will not go as just me as a partner in a company and you as a university professor in Iasi, but we would go there as GMF fellows.’ No matter what the content of the ALAPs, the fact that one has the opportunity to go to follow an interest having the cover of GMF is priceless. We went there as GMF, that’s why I think the Houston Chronicle accepted the meeting with Tony Hritac.

What were the biggest successes of your project?

Adomnitei: In my case, clearly the biggest success, unchallenged, is the connection with Benjamin Hernandez. I would not have had it without GMF and I intend to keep it. He’s a serious guy and he’s looking toward a serious future. Also, when I completed the MMF application there was a question ‘if time allows, what would you like to do extra in addition to the GMF program?, and I said, because I’m a civil engineer, I would like to see the Brooklyn Bridge in NY and the Golden Gate in San Francisco, if possible, but specifically, because I’m a member of Parliament and president of the young liberals (classical), I would really like to meet my counterpart, the president of the young republicans. GMF made it happen. GMF asked me what I would like as a bonus, I said it, and they delivered it.

Iliescu: My biggest success was in the research field because we were able to see a top-notch research facility in Houston. They just opened it in one of the best labs in nanotechnology for cardiac therapy. We managed to see it. We managed to see how it’s run and how everything is organized under the umbrella of University of Texas. We had direct contact with the researchers, which you know is not always possible in these kinds of facilities. For us, it was an amazing experience. We spent almost half a day there, and we learned everything there is to learn. If we wanted, we could just come back and start building.



This Year's Citizen Diplomacy Projects



Photo: GMF Fellows tour around the Anchorage museum during their Marshall Seminar: Bridging Urban and Rural Divides, 2019

The State of Transatlantic Investment and Trade Flows: A Data Resource for Decision Making

Patrick Schaefer (MMF'19)

The project seeks to convene stakeholders from civil society, government, and the private sector from both sides of the Atlantic in Spring, 2020. The goal of this strategic conference will be to produce a report entitled, "Mapping EU and US Trade and Investment Flows: A Data Resource for Transatlantic Relations," which is to be published by the Hunt Institute.

Eco Festival Issa – Transatlantic Partners

Gregovic Marko (MMF'2016), Vedran Horvat (MMF'2010)

Eco Festival Issa is a non-profit, free, seven-day event in Zagreb which will connect local, regional, and transatlantic stakeholders with ecological entrepreneurs to promote best practices among the local population. This event will generate new ideas in collaboration between transatlantic partners.

Impact 2020 in Sarajevo – Bringing People Together

Vesna Bajanski-Agic (MMF'12), Alida Vračić (MMF'16), Vladimir Marić (MMF'16), Teo Petričević (MMF'19), Igor Bandović (MMF'18)

The initiative aims to convene in Sarajevo to advance the Impact 2018 and 2019 conferences, with the goal in 2020 of building a social impact investment ecosystem and push further on new solutions. This will be facilitated and led by GMF alumni and will focus on growing the transatlantic connection in impact investment industry as well as foster collaboration and investment.

Kevin Cottrell, Director

As we enter 2020, the transatlantic bond is frayed and under threat. Most of the vulnerabilities are caused by domestic drivers. Democratic backsliding, misinformation campaigns, equity and inclusion gaps, automation, digitalization, and climate change have upended our traditional assumptions and strategies.



Business and Society

Business and Society: Strengthening Transatlantic Corporate Social Impact



Photo: Nina Tellegen (MMF '03), CEO, Amsterdam Economic Board addresses this year's Transatlantic Leadership Seminar on the Future of Education and Workforce at the home of Amsterdam's Mayor, Femke Halsema (MMF '96)

As we are working through the Covid-19 crisis, the transatlantic bond is under threat. Our societies are ever more inwards focused, and international cooperation is increasingly questioned. The immediate health crisis exacerbates the existing challenges of digitalization and automation, climate change and resource scarceness, rising populism and misinformation campaigns, as well as profound equity and inclusion gaps. We are facing the risk of democratic backsliding.

But there is also opportunity in crisis. The Marshall Plan built the success of the transatlantic alliance and created a shared set of values: Freedom of expression, of movement, and of trade are universal and underpin our liberty. As we celebrate the 30th anniversary of the fall of the Berlin Wall and the historic eastward expansion of freedom and democracy, we are calling for actions that help move us through this period of uncertainty. The business community must be enlisted as a partner with government and civil society to chart a new way forward.

German Marshall Fund alumni are exploring new action plans to move us through this period of uncertainty and strengthen the transatlantic bond and its global leadership efficacy. One effort is to identify the linkage between business and society and strategies to achieve greater competitiveness, resilience, and sustainability. To this end, the GMF Alumni Business and Society Working Group seeks to illuminate ways for American and European business leaders and entrepreneurs to leverage their influence as employers, job creators, and wealth generators working within and across sectors to address societal vulnerabilities. The initiative aims to strengthen U.S-European leadership in the spirit of the Marshall Plan and to protect the values that have allowed us to achieve the levels of prosperity enjoyed since WWII: basic human rights and liberties, free enterprise and fair competition and trade.

The working group will bring forward a business and social impact perspective as a powerful resource to contemporary transatlantic relations. It will leverage a mindset of business

leadership for cross-sectoral solutions to the current crisis, as well as issues like climate change, equity of opportunities, workforce readiness, and continued scientific and technological innovation. Leaders of free enterprises are increasingly vital to protecting our free and dynamic economies for greater inclusion and participation, and turning the current crisis into a catalyst for positive change.

GMF's Business & Society Working Group commenced in Cagliari, Sardinia in 2019, bringing together alumni and friends from across industries. The working group will help to shape seminar content, provide thought leadership, and invest in alumni led projects that build stronger connections between for profit enterprise and the societies which they impact. We identified four key areas to explore in more depth:

1. **Business Purpose in the 21st century:** We explore how the most successful enterprises are motivated by values and profit, and provide stakeholder and shareholder value, as well as how business models can provide a unique form of leadership for change.
2. **Business Inclusivity:** We recognize that enterprises of all sizes are capable of positive impact.
3. **Global Leadership Skills to Advance Business Social Impact:** As more teams are intergenerational, multicultural, and operating in diverse local and global arenas, we seek to identify and understand skills that underpin this, like intercultural competency, emotional intelligence, innovation management, and transparency in the digital age. These skills, coupled with the ability of business leaders to access knowledge imbedded across layers of their organizations and communities, shape the future of business and society. These advances will not only inform leadership in business, but across sectors, leading us to great cross-sectoral collaboration.
4. **Governments & Policies:** We seek to explore policies that are improving market flow and structure, innovations and investment, fostering wealth, and building ecosystem.

Each of these areas will be approached and supported by examining existing transatlantic case studies, insights from the current alumni network, and cross-sector convenings of those in the GMF network. The opportunity before us is to educate a cross-sectoral audience on these issues, customize learning and develop seminars for transatlantic business executives, conduct on going analysis, and invest in projects that advance corporate social impact on both sides of the Atlantic.

Kevin Cottrell (MMF '08)

The Guido Goldman Director of Transatlantic Leadership Initiatives German Marshall Fund of the United States

Sebastian Schwark, Ph.D (APSA '05)
Senior Director, APCO Worldwide

LEADERSHIP SPOTLIGHT



Joanna Ridgway (MMF '12)

Senior Vice President & Head of Southwest Region,
Mid-Corporate Banking

Santander Bank, N.A.

Joanna Ridgway (MMF '12) is one of our many pioneering alumni currently using Alumni Leadership Action Project Grants to fund projects in the area of Business and Society. She shares her efforts to improve gender diversity on corporate boards through her project entitled, "Corporate Board Initiative" below. This project aims to improve gender diversity on corporate and significant non-profit boards.

What initially interested you about Business and Society at GMF?

C-suite executives closely monitor global economic and political activity. They understand, follow, and may make or delay decisions due to a political election or monetary policy in a country where a company operates. Transatlantic economic and political issues are invariably topics of conversations when I meet with my clients. GMF has an opportunity to provide context and nuance to complicated transatlantic issues particularly to business leaders. Seeking this context and helping others make those connections is what originally drew me to the Marshall Memorial Program.

What inspired the creation of your Alumni Leadership Action Project?

When the German Marshall Fund announced the Alumni Action Projects, I was excited about the initiative, and knew I wanted to participate. At the same time, during multiple meetings with successful women mentors of mine (CFOs or retiring women in business), I kept hearing: 'I'm really interested in corporate board service, but I'm having trouble finding those opportunities or knowing how to do that.' That really surprised me because these women were very successful and connected. Given how important the transatlantic perspective is to corporate strategy, and the powerhouse group of alums in the Marshall program, I thought that it was worth pursuing an opportunity to provide training to the group on how to pursue corporate board seats. It is a matter of identifying and pursuing the opportunity, not whether MMF alums are qualified to serve.

Can you tell us more about your project?

We (Kristen Laughlin, MMF 18; Vicki Blanton, MMF 07; Sophie Dembinski; Chelsea Collier, MMF 18, Mary Gallivan MMF 12) applied with the idea that this would grow into a broader initiative and not just a one-time event. That was our goal from start. This was a team effort, and one of the most enjoyable parts of the process was reconnecting and connecting with other MMFs. Kristen was responsible for securing a number of the speakers at the Summit in Dallas. We spent time identifying potential partners that could work with us and I think that was integral to our success in the grant application and our first summit. DLA Piper underwrote most of the event costs and hosted the summit at their office in Dallas which allowed us to keep the registration fee very low for our attendees. Also, many of our speakers, all but a couple, flew to speak to us on their own dime and did not charge us a speaking fee. The leaders that spoke to us were all excited about the initiative as well, volunteering to support it and offering to stay engaged as the project continues. The project that we ultimately completed was a one-and-a-half-day summit in Dallas. It provided high level but also in-depth training on specific topics women need to be aware of to identify and pursue a corporate board seat. Ultimately, we had 26 alumnae from 13 cities attend.

How did the grant help you realize your project?

I believe I would have pursued the project in some way, but I just felt that alums of GMF are great candidates for board service, so I feel this project was successful because it was driven by and created for women in our network. Second, it was successful because we have the brand and credibility of the German Marshall Fund behind us. The fact that I could go out to speakers and to DLA and state that this a program was supported by the German Marshall Fund and executed by alums of its programs, was valuable as we worked to establish the agenda and those in-kind sponsors that hopefully will be long-term partners. Overall, this ALAP grant is really the reason why I pursued this opportunity and it's been extremely meaningful to me in my professional career. It allowed me to make connections I would not have made both within the network and the community. I felt so validated and inspired by all the women that attended and it just confirmed how important an experience being a Marshall fellow was, has been, and continues to be in my life.

What are your plans for the future of the project?

Looking forward, I am applying for the continuation of this grant. We're tentatively planning additional summits in Europe and the United States in 2020, as well as some Web-Ex trainings on specific topics. This is all a continuation of the project we originally proposed and fulfills our original vision. Save the date for a one-day corporate board diversity summit for women alums in Paris in advance of the 2020 Triennial Retreat in France.

This Year's Business and Society Projects

As attitudes continue to change toward corporate responsibility, it is imperative that business leaders recognize the importance of acting beyond traditional frameworks. With their significant influence in both the cultural and economic spheres, businesses can be effective tools of creating a positive impact as societal leaders. Below follows a list of Alumni Leadership Action Projects that focus on Business and Society:

Corporate Board Diversity Initiative

Joanna Ridgway (MMF'12), Kristen Laughlin (MMF'18), Chelsea Collier (MMF'19), Vicki Blanton (MMF'07), Clemence Bastien (MMF'19), Mary Gallivan (MMF'12)

The goal of this project is to improve gender diversity (women and women of color) on corporate and significant non-profit boards. This project will particularly highlight GMF Alumni, who bring a unique transatlantic perspective to their respective work culture.



Photo: Led by Joanna Ridgway (MMF '12), GMF alumni convene to discuss women in leadership on corporate boards held in Dallas, Texas 2019



GMF Fellowships

Marshall Memorial Fellowship

The Marshall Memorial Fellowship (MMF) is GMF's flagship leadership development program. Created in 1982 to introduce a new generation of European leaders to the United States, it now prepares leaders from both sides of the Atlantic for transatlantic relations. The program relies on 6 months of distance learning and 24 days of first-hand experience to facilitate knowledge and network development for effective transatlantic engagement. GMF awards 75 Marshall Memorial Fellowships each year to candidates from all sectors, including business, government, and civil society. The MMF alumni network numbers more than 3,500 leaders. Their transatlantic engagement continues throughout their careers with GMF alumni projects, seminars, and major events. GMF is proud to have selected the following fellows in early 2019, who have travelled in fall 2019, or will travel in spring 2020.



Raumesh Akbari currently serves as a state senator in the state of Tennessee. Memphis (USA)



Silje Bereksten is the head of sustainability and technology at Nor-Shipping. Oslo (Norway)



Orlando Bailey serves as the chief development officer for the Eastside Community Network. Detroit (USA)



Sebastian Burduja serves as vice president of the National Liberal Party (PNL). Bucharest (Romania)



Céline Bardet serves as an international lawyer and criminal investigator for the think tank We Are NOT Weapons of War.



Michael Carroll is the development director at Teladoc Health. Brooklyn (USA)

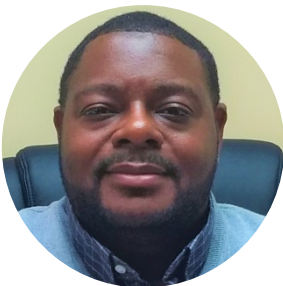
Marshall Memorial Fellowship



Albert Dalmau is the head of Cabinet at the Office of the PSC-PSOE (PES) Leader. Barcelona (Spain)



Burcu Gündüz Maşalacı has been working as the strategy, advocacy and research department director of the Mother Child Education Foundation (ACEV). Istanbul (Turkey)



Jamar Doyle is the executive director at Greater Collinwood Development Cooperation. Cleveland (USA)



Jason Hughes currently serves as chief of staff and vice president of the African Diaspora Consortium (ADC). New Orleans (USA)



Sarah Gieszl currently serves as the senior epidemiologist and epidemiology program manager for the Bureau of Public Health Statistics at the Arizona Department of Health Services. Phoenix (USA)



Ivan Khilobok currently serves as the team leader for public administration reform in the Reforms Delivery Office of the Cabinet of Ministers of Ukraine. Kyiv (Ukraine)



Thomas Goiser is a self-employed business and public relations consultant. Vienna (Austria)



Murali Krishnan currently serves as director for political risk forecasting at ExxonMobil. Washington, DC (USA)

Marshall Memorial Fellowship



António Leitão Amaro currently serves as an elected member of Parliament (MP) at Assembleia da Republica, the Portuguese National Parliament. Lisbon (Portugal)



Giorgi Narmania's is an advisor for British Petroleum. Tbilisi (Georgia)



Iva Lazarova is currently executive director of the Institute for Public Environment Development—an NGO and valued think tank in Bulgaria. Sofia (Bulgaria)



Vy Nguyen is the director of special projects and communications at the Weingart Foundation. Los Angeles (USA)



Farooq Malik is an investment officer at the North American Development Bank. San Antonio (USA)



Shoba Pillay is an assistant U.S. attorney in the United States Attorney's Office for the Northern District of Illinois and is currently assigned to the National Security and Cybercrimes section. Chicago (USA)



Yodit Mesfin Johnson serves as chief operating officer and vice president of strategy for Nonprofit Enterprise at Work (NEW), a nonprofit 501. Detroit (USA)



Christoffer Ramm is head of marketing at Subtonomy. Stockholm (Sweden)

Marshall Memorial Fellowship



Anthony Robinson currently serves as the director of training and public engagement with the Truman National Security Project. Washington, DC (USA)



Renata Soto is an entrepreneur and is currently the founder of Casa Azafrán, Nashville (Tennessee)



Nora Sarasola Irizar is currently director in BBK Foundation. Bilbao (Spain)



Claudio Tocchi is currently employed as a staffer of Torino's deputy mayor for human rights and youth. Torino (Italy)



Michael Shafarenko currently serves as the director of digital experience for Ideastream. Cleveland (Ohio)



Alfiaz Vaiya is the coordinator of the European Parliament Anti-Racism and Diversity Intergroup (ARDI). Brussels (Belgium)



Iryna Solomko currently serves as a freelance journalist, documentarian, and democracy advocate. Kyiv (Ukraine)



Dobrica Veselinovic currently serves as the founder of the collectives Ministry for Space and the Institute for Urban Policy. Belgrade (Serbia)

Marshall Memorial Fellowship



Lea Webb currently serves as the coordinator of the University Educational Institute at Binghamton University. Binghamton (USA)



Rashad M. Young currently works as the city administrator of the District of Columbia. Washington, DC (USA)



Luci Willits is the associate vice president of Curriculum Associates. Boise (USA)



Faith Winter currently serves as a senator to the Colorado State Legislature. Denver (Colorado)



Bartosz Wisniewski is an adviser the head of research at the Polish Institute of International Affairs. Warsaw (Poland)

Transatlantic Inclusion Leaders Network

The [Transatlantic Inclusion Leaders Network \(TILN\)](#) is a highly innovative transatlantic network of young, diverse, elected leaders, with select civil society and business leaders who collaborate, peer mentor, and educate each other in the work of advancing inclusive policies and increasing social cohesion. This non-partisan network of GMF alumni now numbers over 150 members and also features dedicated senior facilitators and partners who provide ongoing coaching. Through TILN, GMF provides a unique opportunity to meet 21st century leadership requirements in response to rapid demographic change on both sides of the Atlantic. The fellows selected below in early 2019 completed their fellowship, after which they joined the high-level Brussels Forum dialogue.



[Christelle Abou Chedid](#) is an investment analyst at Meridiam Infrastructure. Paris (France)



[Aida Badeli](#) currently serves as a political advisor in the European Parliament and chair for the Swedish Young Greens. Stockholm (Sweden)



[Jeramey Anderson](#) currently serves as a state representative for the 110th District in Mississippi. Moss Point (USA)



[Zeynep Balci](#) is the political advisor for diversity and poverty for the Flemish Socialist Party. Brussels (Belgium)



[Asier Areitio Ibarlucea](#) is currently the secretary general of the Young Democrats for Europe. Bilbao (Spain)



[Cici Battle](#) is the executive director for Young People For. Washington, DC (USA)

Transatlantic Inclusion Leaders Network



Merve Caglayan currently serves as the vice councilor in Tampere. Tampere (Finland)



Mariam Dawood is currently serving as a councillor on the Newham Council. Newham (UK)



Don Ceder is a lawyer and a council member for the Municipality of Amsterdam. Amsterdam (Netherlands)



Maia Espinoza is the executive director and founder for the Center for Latino Leadership. Seattle (Washington)



Raquel Correa Garcia is the senior office in transformation and excellence for the Grupo Ilunion. Madrid (Spain)



Micky Fuhrmann is the head of the political department for the Central Council of Jews in Germany. Berlin (Germany)



Caroline Culliere serves as the incubator director of the Amiens Cluster. Paris (France)



Mimoza Gavrani works as a Project Manager for World Vision. Pristina (Kosovo)

Transatlantic Inclusion Leaders Network



Anass Hanafi is currently a law student studying at the Università degli Studi di Torino. Torino (Italy)



Jelena Lončar is an assistant professor at the University of Belgrade's Department of Political Science. Belgrade (Serbia)



Cante Heart is currently a candidate running for the Rapid City council elections. Rapid City (USA)



Domna Michailidou, is currently an adviser to the New Democracy Party's leader, Kyriakos Mitsotakis. Athens (Greece)



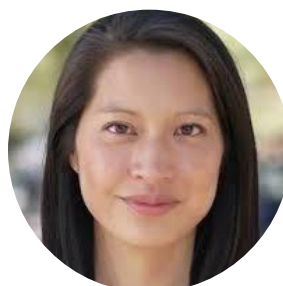
Nadeem Javaid is currently one of the Mayor of London's senior advisers. London (UK)



Salome Mukhuradze is senior program officer at the Eastern European Centre for Multiparty Democracy (EECMD). Tbilisi (Georgia)



Olha Konsevych is currently working as the deputy editor-in-chief for the Obozrevatel Media Outlet. Kyiv (Ukraine)



Bee Nguyen currently serves as a Georgia state representative from district 89. Atlanta (USA)

Transatlantic Inclusion Leaders Network



Seda Papoyan is founder and director of the Girls in Tech Armenia chapter. Yerevan (Armenia)



Mohamed "Mo" Seifeldin currently serves as a city council member for the city of Alexandria. Alexandria (USA)



Jovana Radosavljević is co-founder and executive director of New Social Initiative. North Mitrovica (Kosovo)



Joseph Steimetz is a board member for the Flemish Liberal Youth Party (JongVld). Antwerp (Belgium)



Marina Ridjic currently works as a journalist for Al-Jazeera Balkans. Sarajevo (Bosnia Herzegovina)



Aminata Touré is a member of the Green Party in the Schleswig-Holstein Parliament in Germany. Kiel (Germany)



Olga Rujanschi is co-founder and managing partner of Enable. Chişinău (Moldova)



Johan Vasara currently serves as the mayor of the municipality of Kautokeino. Kautokeino (Norway)

Manfred Wörner Seminar

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



Natalie Allen is a government relations specialist on the Enterprise Subsidiary Integration team at The Boeing Company. Washington (USA)



Patrick Darcey currently serves as a judicial law clerk with the U.S. Department of Justice Executive Office for Immigration Review. Atlanta (USA)



Sophie Arts is the program coordinator for The German Marshall Fund of the United States' (GMF) security and defense policy (SDP) team. Washington, DC (USA)



Joshua DeMoss works as an international trade compliance specialist at the U.S. Department of Commerce's International Trade Administration. Washington D.C. (USA)



Natalia Cote-Muñoz serves as a research associate for the Council on Foreign Relations. New York (USA)



Matthew Halek serves as a legislative aide to the United States Senate Judiciary Committee Member Senator Dianne Feinstein. Washington, DC (USA)

Manfred Wörner Seminar



Sean Heravi is a research intelligence specialist within the Counter Network Division (CND) of Customs and Border Protection's National Targeting Center (NTC). Washington, DC (USA)



David Rader is a manager at Ernst and Young. Tysons (USA)



Jane Lee recently served as the country director for Korea policy at the Office of the Secretary of Defense, U.S. Department of Defense (DOD). Washington, DC (USA)



Gordon Rooney currently serves as development manager with the Mayor's Office of Cultural Affairs. Charleston (USA)



Christopher Maroshegyi is a senior director at Albright Stonebridge Group (ASG). Washington, DC (USA)



Winston Smart is a manager at VMG Health. Dallas (USA)



Evan Messiha is currently a director of financial analysis at a large publicly traded Real Estate Investment Trust. Pasadena (USA)



Rachel Tecott is a PhD candidate in political science at the Massachusetts Institute of Technology (MIT) and a member of MIT's Security Studies Program. Boston (USA)

Manfred Wörner Seminar



Sam Wilson currently is the nuclear policy analyst for the Center for Space Policy & Strategy, Arlington (USA)

Be a Part of the Movement: Join GMF on the Road to Action

Successful leaders recognize the value of collaboration—both to meet their own professional objectives and to forge partnerships that develop sustainable solutions to global problems.

With memberships in GMF's Alumni Leadership Council, established mid-career and next generation leaders, invest in their own leadership development and support initiatives of their peers in the realms of democracy, citizen diplomacy, identity and inclusion, and business and society.

In order to deepen their engagement with transatlantic relations, five German alumni created the Goldman Founders Circle with pledges totaling \$60,000. This new venture provides scholarships for a new generation of transatlantic leaders, funding for Alumni Leadership Action Projects, and accessibility to GMF facilitated leadership development on both sides of the Atlantic.

Join GMF in making a difference in the world, staying ahead of current trends, and refining your leadership style through the Alumni Leadership Council. Visit the website below to sign up, re-up, or expand your membership package

www.gmfus.org/alumnicouncil

If you would like to join the Goldman Founders Circle and deepen your engagement in strengthening this historic alliance, please reach out to Melanie Whittaker at MWhittaker@gmfus.org.

Call to Action: Alumni Leadership Council

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Debra Yasinow, Director, Cleveland Israel Arts Connection, Jewish Federation of Cleveland, (MMF '01)

Join GMF in making a difference in the world, staying ahead of current trends, and refining your leadership style through the great many benefits that membership of the Alumni Leadership Council offers. Join or renew here: www.gmfus.org/alumnicouncil

Already a member? Upgrade your membership to a higher level, and gain access to more content, events, and seminars here: www.gmfus.org/alumnicouncil



Upcoming Events

Be a Part of the Movement: Take advantage of your GMF Alumni Leadership Council Benefits

To rise to the top of today's world, leaders from all sectors must think and act globally. Successful leaders recognize the value of collaboration—both to meet their own professional objectives and to forge partnerships that develop sustainable solutions to global problems. To meet these opportunities, GMF offers a portfolio of initiatives for established, mid-career, and next generation leaders who are committed to strengthening transatlantic relations to make a free, prosperous, and peaceful world possible. Join us in cities and regions around the transatlantic community to consider innovative solutions to the pressing challenges we all face.

Transatlantic Leaders Retreat 2021

GMF's Triennial Transatlantic Leaders Retreat convenes every three years to identify the upcoming challenges for the transatlantic relationship and define the priorities of GMF's alumni engagement. Through intensive brainstorming sessions and tactical planning, participants charter the direction and focus of GMF's action over the next three years. Our retreat will take place in Chantilly, France.



Senator Lisa Murkowski of Alaska welcomes MMF cohort during Marshall Seminar: Bridging Urban-Rural Divides

Inclusive Leadership Summit – September 23-25, 2020

“Tech for Inclusion”

GMF’s Inclusive Leadership Summit: Tech for Inclusion, will convene on September 23-25, 2020 in Paris, France, to discuss ways in which technology can be strategically developed to strengthen inclusivity in our societies. This summit will identify goals and strategies for transatlantic collaboration.

GMF Connect

GMF has continued to refine the alumni platform to make it more user-friendly and relevant to the needs of GMF’s community of global leaders. With almost 1,500 active users, GMF Connect is rapidly becoming a central hub of connectivity, and the primary mechanism to stay engaged with your fellow alumni, GMF’s work, and to take advantage of your alumni benefits. With the latest update, we’ve introduced push notifications in order to make it

easier for alumni to stay connected with new content and events.

Leadership Perspectives Season 3

Entering into its 3rd season, GMF Leadership Perspectives will continue to bring cutting-edge content designed to help leaders remain at the forefront of transatlantic relations and current affairs by providing dynamic approaches to leadership. Available to all members of the Alumni Leadership Council, each GMF Leadership Perspective Episode lasts an hour, features individuals from leadership positions across all sectors of society, and allows for listeners to participate in discussions through GMF Connect.

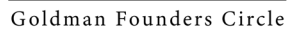
The Alumni Leadership Council was created to offer a more dynamic experience for alumni committed to enhancing transatlantic relations, building their networks, and serving as leaders in their communities. If you are interested in joining them and expanding your professional horizons while ensuring the vitality of the transatlantic relationship, follow this link to enroll in a membership level that suits your needs:

If you are interested in joining in any one of these activities, and expanding your professional horizons while ensuring the vitality of the transatlantic relationship, sign up for the appropriate membership in the Alumni Leadership Council below:

www.gmfus.org/alumnicouncil

If you have any questions, please contact our head of memberships and development, Melanie Whittaker, at MWhittaker@gmfus.org

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Dedication

GMF staff and the members of our alumni community would like to dedicate this issues of foresight to the front-line responders who continue to work everyday to keep our community safe during the COVID 19 crisis. In the midst of the crisis, our communities have experienced the heartbreaking loss of loved ones and community members on both sides of the Atlantic and around the globe, including our very own Marlowe Stoudamire (MMF '13).

May they all continue to be a source of inspiration in our path forward.

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